Creating space for new forms of retail businesses in the Haarlem city centre

The location preferences of creative entrepreneurs and possible policy strategies for the municipal government

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Preface

Before you lies the results of an investigation into the range of stores in the Dutch city centre of Haarlem. The municipal government of Haarlem had a need for an investigation on how to make the city centre future-proof, with more stores that complement with future visitor needs (the ‘’experience city’’). That is why this research investigated the interests of smaller scaled creative entrepreneurs, in order to guarantee a diverse range of shops that complement with future visitor needs.

The division of economic affairs of the municipal government of Haarlem helped me in this research by providing a place to gain a lot of experience which was relevant for the investigation. I would like to thank Jan Appelman and Anne-Marie van der Burgh, my tutors at the municipal government. Their extensive expertise has been a great value to this research, especially by providing a lot of inside knowledge and their ideas about planning for the retail sector. Besides, their networks helped me by finding more relevant respondents. That is why I came in contact with for example Falco Bloemendal, the centrum manager of Haarlem. I would like to thank him for sharing his expertise in the Haarlem retail market. I would like to thank Hans Evers (owner of Pop-up Solutions) for providing insight into the interests of property owners and retailers.

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I would like to thank the 54 entrepreneurs who filled out the survey. I was friendly received by the hardworking entrepreneurs throughout the whole city centre.

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Aanleiding en maatschappelijke relevantie

Beleidsmakers, retailers en vastgoedeigenaren maken zich zorgen over de vitaliteit van de Nederlandse binnensteden. Sinds 2015 is er sprake van een positief consumentenvertrouwen en neemt ook de koopbereidheid van consumenten toe, nadat deze in 2013 een dieptepunt bereikten. Een belangrijke ontwikkeling is echter dat consumenten hun aankopen steeds vaker online doen. De stijging van het aandeel online aankopen is terug te vinden in alle productgroepen. Naar aanleiding van deze ontwikkeling schetst de expertgroep *Future Retail City Center* (2015) vier mogelijke scenario's voor de toekomst van Nederlandse binnensteden in 2030, waarbij de consument:

1. Vanuit huis inkopen doet en zodoende tijdinspanningen minimaliseert (*home as a shop*)
2. Of naar de binnenstad gaat om inkopen te doen, maar daarbij zijn of haar tijdsinspanningen minimaliseert (*fast & easy shopping*)
3. Of vanuit huis alle voordelen van gezellig inkopen doen ervaart (*fun @home*)
4. Of naar de binnenstad gaat ten behoeve van zijn of haar belevenissen (*experience city*)

Gemeenten moeten zich afvragen welk scenario voor hun binnenstad realiteit zal worden (expertgroep Future Retail City Center, 2015). ''*Centrale vraag is hierbij hoe de binnenstad toekomst bestendig gemaakt kan worden en hoe je een detailhandelsvisie maakt gebaseerd op bestemmingsplannen, terwijl de consument een moving target is''* (expertgroep Future Retail City Center, 2015, p.37).

In de structuurvisie van 2017 schetst de gemeente Haarlem hoe zij om zou moeten gaan met de openbare ruimte tot 2040. *''In de detailhandel vervangt internet een steeds groter deel van de doelaankopen. Daar staat tegenover dat voor 'funshopping' de totale kwaliteitsbeleving steeds belangrijker wordt''* (gemeente Haarlem, 2017, p.15-16). De gemeente geeft hiermee impliciet aan dat scenario 4 voor haar realiteit wordt in de toekomst.

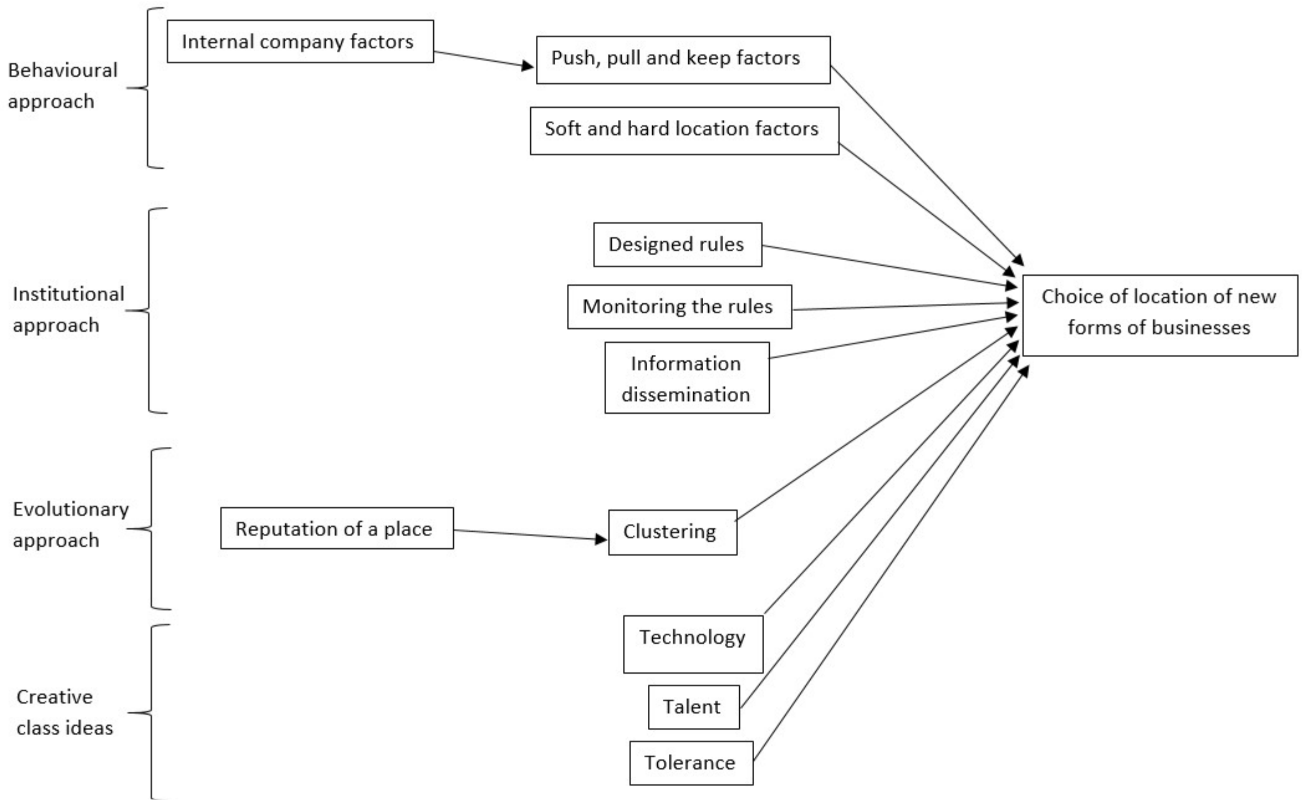
Bij scenario 4 past een gediversifieerd winkelaanbod, met meer ondernemers die inspelen op de belevenis van klanten. In dit onderzoek zijn daarom de belangen van ondernemers die inspelen op de belevenisfactor onderzocht. Het betreft hier met name lokale ondernemers (die veel kennis hebben over hun producten) en ondernemers met innoverende concepten, zoals *blurring* concepten (detailhandel in combinatie met horeca).

Theoretisch kader

Er is weinig literatuur geschreven over de locatiekeuze van lokale ondernemers in de binnenstad specifiek. Echter is er meer literatuur te vinden over de locatiekeuze van de *creatieve klasse*, zoals opgesteld door Richard Florida (2002). De creatieve klasse omvat ondernemers en werknemers die zich bevinden in de creatieve sector. Volgens Florida zijn zij de motor van de economie. Lokale ondernemers worden door Florida gezien als onderdeel van de supercreatieven (kunstenaars en ontwerpers bijv.) en de bohemiens (commerciële ontwerpers, beeldhouwers, fotografen etc.). De lokale ondernemers die de gemeente Haarlem voor ogen heeft worden in dit onderzoek de creatieve klasse genoemd. De creatieve klasse wordt aangespoord door een stad in te richten aan de hand van de 3 T's (Technologie, Talent en Tolerantie), aldus Richard Florida.

Echter is er weinig gekeken naar andere locatiefactoren die de creatieve klasse aantrekken. Onder andere Haisch en Klöpper (2014) concluderen dat andere locatiefactoren wel degelijk van invloed zijn op de locatiekeuze van de creatieve klasse. Zo baseren creatievelingen zich ook op de locatiefactoren die passen binnen een meer neoklassieke benadering, namelijk de kosten van een plek (belastingtarieven). *''The highly skilled seem to be attracted by both "advanced" factors such as tolerance and openness or diversity, which are predominantly available in urban centers, and such 'traditional" factors as low taxes (and, implicitly, safe streets and good schools), which are most often available in suburban and peripheral areas, and in general to a dynamic labor market corresponding to and having high accessibility within the agglomeration''* (Haisch and Klöpper, 2014, p.252). Er is weinig kennis over exacte locatiefactoren die de creatieve klasse aantrekken. *''Therefore, future research should also challenge the correlation between quality of place factors and skilled individuals as a one-way causal relationship''* (Haisch and Klöpper, 2014, p.252). Daarnaast is er weinig kennis over de locatiekeuze van bepaalde groepen binnen de creatieve klasse, zoals lokale ondernemers. *''To know which kind or type of (skilled) person is staying or moving in which kind of urban or metropolitan area (and why) would thus be an interesting subject to research further*" (Haisch and Klöpper, 2014, p.252).

Daarom is in dit onderzoek een holistisch theoretisch kader opgesteld met daarin alle mogelijke locatiefactoren die de locatiekeuze van creatieve ondernemers zouden kunnen verklaren. Deze bestaan uit de factoren zoals aangeduid door Richard Florida (2002). Daarnaast zijn meer traditionele factoren onderzocht die voortkomen uit een behaviourale benadering, een institutionele benadering en een evolutionaire benadering (Atzema et. Al., 2012), zoals in onderstaand conceptueel model weergegeven.



Figuur 1. Conceptueel model

Vraagstelling

De vraagstelling in dit onderzoek ziet er als volgt uit:

1. Hoe kan een gediversifieerd winkelaanbod in de binnenstad van Haarlem gewaarborgd worden?
   1.1 Hoe waarderen creatieve ondernemers de locatiefactoren in de Haarlemse binnenstad?
   1.2 Welke locatiefactoren verklaren de locatiekeuze van de creatieve ondernemer in de binnenstad van Haarlem?
   1.3 Wat zijn mogelijke beleidsmaatregelen die ten goede komen aan een gediversifieerd winkelaanbod in de binnenstad van Haarlem?

Methodologie

Om antwoorden op de vragen te kunnen formuleren is een enquête opgesteld. In totaal zijn 54 creatieve ondernemers geënquêteerd. Dit aantal is gebaseerd op een betrouwbaarheidsinterval van 80 procent en een foutmarge van 8 procent. De resultaten van de enquêtes zijn vervolgens verwerkt in SPSS. Beschrijvende statistiek is uitgevoerd om een antwoord te kunnen formuleren op deelvraag 1. Deelvraag 2 is beantwoord middels verklarende statistiek, waarbij de relatie tussen de onafhankelijke variabelen (locatiefactoren) en de afhankelijke variabele (locatiekeuze) is onderzocht. Hiervoor zijn variantieanalyses, (multipele) regressieanalyses en *Chi Square* analyses uitgevoerd. Om de resultaten te trianguleren is tevens een observatie uitgevoerd. Daarnaast is gesproken met relevante actoren.

Hoe waarderen creatieve ondernemers de locatiefactoren in de Haarlemse binnenstad?

De creatieve ondernemers zijn met name tevreden over het historische karakter van de binnenstad met kleinschalige winkels. Daarnaast uiten zij hun tevredenheid over de aanwezigheid van talent en de regelgeving van de gemeente Haarlem die het verbiedt om meer dan twee panden samen te voegen (met een maximale voorgevellengte van 15 meter). Deze drie locatiefactoren worden allen beoordeeld met een 7.3 (gemeten op een schaal van 1 (volledig onvoldoende) tot 10 (volledig voldoende)).

Vier factoren worden negatief beoordeeld. Ondernemers zijn van mening dat er te weinig groen is in de binnenstad (4.4). Daarnaast uiten de creatieve ondernemers hun ontevredenheid over de hoge parkeertarieven voor het parkeren van auto's op straat (4.7), de uitbreiding van de autoluwe zone (4.8) en het aantal parkeerplaatsen voor fietsen (5.5).

Top 3 beste beoordeelde factoren (ruim voldoende)	Slecht beoordeelde factoren (onvoldoende)
1. Historisch karakter met kleinschalige winkels (7,3*)	1. Hoeveelheid groen (4,4)
2. Aanwezigheid van talent (jong en hoogopgeleid) (7,3)	2. Parkeertarieven voor auto's op straat (4.7)
3. Regel van de gemeente die het verbiedt om meer dan twee panden samen te voegen (maximale voorgevellengte 15 meter) (7,3)	3. Uitbreiding van de autoluwe zone (4.8)
	4. Aantal parkeerplaatsen voor fietsen (5,5)

**Gemeten op een schaal van 1 (volledig onvoldoende) tot 10 (volledig voldoende)*

Figuur 2. Waardering van ondernemers voor de locatiefactoren

Welke locatiefactoren verklaren de locatiekeuze van de creatieve ondernemer in de binnenstad van Haarlem?

Uit de data-analyses blijkt echter dat de negatief gewaardeerde factoren geen invloed hebben op de locatiekeuze van creatieve ondernemers. Dit betekent dat meer groen in de binnenstad, lagere parkeertarieven, afzien van de uitbreiding van de autoluwe zone en meer parkeerplaatsen voor fietsen er niet voor zorgen dat creatieve ondernemers, die nu overwegen hun locatie te verlaten, toch in de binnenstad van Haarlem gelokaliseerd blijven. Om vast te kunnen stellen of het gebrek aan groen in de binnenstad indirect van invloed is op de locatiekeuze, dient de invloed van een groene omgeving op passantenstromen nader onderzocht te worden.

In onderstaande tabel zijn de locatiefactoren weergegeven die de locatiekeuze van creatieve ondernemers in de binnenstad van Haarlem verklaren. Geconcludeerd kan worden dat er zes factoren zijn die de locatiekeuze voor tezamen 86.5 procent verklaren. Lagere huurprijzen van winkelpanden (30 procent), veel passanten (16 procenten), de aanwezigheid van talent (14.3 procent), het bijwonen van culturele straatevenementen (13.6 procent), de regel die het verbiedt om meer dan twee panden samen te voegen (6.4 procent) en een goede bereikbaarheid voor klanten (6.2 procent) zorgen ervoor dat creatieve ondernemers hun locatie niet verlaten. Deze factoren worden dus beschouwd als *keep* factoren. Eventueel negatieve beoordelingen van deze factoren (bijvoorbeeld hoge vastgoedprijzen) kunnen worden beschouwd als *push* factoren, factoren die ervoor zorgen dat ondernemers hun huidige locatie verlaten.

Gemiddeld genomen worden deze factoren positief gewaardeerd. Een positievere waardering kan er echter voor zorgen dat creatieve ondernemers eerder geneigd zijn in de binnenstad gelokaliseerd te blijven. In onderstaande tabel is onder andere te zien in welke straten en sectoren de locatiefactoren negatief worden beoordeeld. Deze straten, aanloopstraten, en sectoren behoeven speciale aandacht.

Onafhankelijke variabelen	**R Square Linear**	**Algemene waardering**	**Opmerkingen**
Vastgoedprijzen	30%	70.4% is tevreden	Ontevreden: Kleine Houtstraat, Anegang, Kruisstraat
Passantenstromen	16%	Positief (6.6)	Negatief: Schagchelstraat
Aanwezigheid van talent	14.3%	Positief (7.3)	
Het bijwonen van culturele straatevenementen	13.6%	40.7% participeert	Minder bijgewoond door: sector in/om het huis
Regel van de gemeente die het verbiedt om meer dan twee panden samen te voegen	6.4%	Positief (7.3)	
Bereikbaarheid voor klanten	6.2%	Positief (6.1)	Negatief: Kleine Houtstraat, Gedempte Oudegracht, Schagchelstraat Negatief: voedselsector en in/om het huis sector

Figuur 3. Lijst met onafhankelijke variabelen (locatiefactoren) die invloed hebben op de afhankelijke variabele (locatiekeuze)

Wat zijn mogelijke beleidsmaatregelen die ten goede komen aan een gediversifieerd winkelaanbod in de binnenstad van Haarlem?

In dit onderzoek is gekeken naar verschillende beleidsmaatregelen die ten goede kunnen komen aan een meer gediversifieerd winkelaanbod in de binnenstad van Haarlem, met meer winkels die inspelen op de belevenisfactor. De maatregelen zijn gebaseerd op de trends (meer online aankopen) en de randvoorwaarden, zoals onderzocht in dit onderzoek.

Gemeente: een compacte stad met een transformatie van winkelpanden naar andere functies, zoals horeca en woonfuncties. De uitgangspositie van Haarlem is goed. Haarlem kent relatief veel winkels. Daarom moet worden onderzocht welke winkelformules toekomstbestendig zijn en wat de straten zijn met een hoge *retail risk index*. Gebaseerd op de groeiprognose van Haarlem (20.000 extra inwoners tot 2025) kan onder andere geconcludeerd worden dat er meer ruimte ontstaat voor horeca, hetgeen in lijn is met de belevenisfactor van mensen. De gemeente kan transformaties van winkelpanden sturen middels bestemmingsplannen.

BIZ: klanten moeten worden gebonden aan creatieve ondernemers, bijvoorbeeld middels loyaliteitsprogramma's (lokale cadeaukaart). In 2018 heeft de bedrijfsinvesteringszone (BIZ) van Arnhem een lokale cadeaukaart geïntroduceerd die besteed kan worden bij lokale ondernemers (detailhandel en horeca), waardoor het geld in de Arnhemse economie blijft. De jaarlijkse kosten van de kaart zijn ongeveer begroot op 65.000 euro. Het jaarlijkse budget van de BIZ in Arnhem (450.000 euro) is nagenoeg gelijk aan het budget van de BIZ in Haarlem (500.000 euro).

BIZ: het innovatie vermogen van creatieve ondernemers dient versterkt te worden, bijvoorbeeld door adviezen over nieuwe technologieën. De BIZ van de Beethovenstraat in Amsterdam heeft, in samenwerking met HBMEO en de Hogeschool, een *Shopping Street Innovation Lab (SSIL)* opgericht. Ondernemers kunnen contact opnemen met het lab om te kijken naar mogelijk relevante technologieën voor hun winkel, zoals virtuele passpiegels en projecties voor etalages. Na een testperiode worden de technologieën geëvalueerd en bestaat er de mogelijkheid, voor ondernemers, om het product te kopen. Door een goede samenwerking met de Hogeschool heeft de BIZ een subsidie (75.000 euro) ontvangen van de Stichting Detailhandelsfonds en de gemeente Amsterdam. *De BIZ zou Haarlemse ondernemers kunnen informeren over deze technologieën, bijvoorbeeld middels bijeenkomsten, verslagen of bezoeken aan de BIZ van de Beethovenstraat in Amsterdam.*

Nationale overheid: de Nederlandse overheid kan overwegen om het mogelijk te maken voor gemeenten om een leegstandsbelasting te hanteren. Vermeld dient te worden dat de Retailagenda op dit moment in overleg is met de brancheverenigingen om te kijken naar hoe zij kleinere ondernemers kunnen ondersteunen in het onderhandelingsproces met verhuurders van winkelpanden. In België wordt echter al geruime tijd een instrument succesvol ingezet bij de bestrijding van leegstand, de leegstandsbelasting. Het instrument vergroot de onderhandelingspositie van ondernemers.

Gemeente en BIZ: panden waarin creatieve ondernemers hun producten voor een korte periode kunnen testen zorgen ervoor dat de investeringsrisico's van creatieve ondernemers afnemen. Daarnaast wordt de kans dat creatieve ondernemers zich definitief vestigen vergroot. The *BOX plug and play* is een succesvol concept in meerdere Belgische steden. Ondernemers kunnen hun product testen in een winkelpand voor een weekend, week of een maand. In de gebouwen is al veel aanwezig, zoals vergunningen, verzekeringen en modulaire meubelen. De exploiteur in Gent (Stebo) heeft circa 270.000 euro van de gemeente ontvangen voor de realisatie en exploitatie van 2 panden gedurende 3 jaar. Steden zien door dit soort ''super pop-up concepten'' meer passanten in eerdaags rustige winkelstraten.

Verhuurders, brancheverenigingen en gemeente: flexibele huurcontracten en een omzetgerelateerde huur kunnen creatieve ondernemers aanmoedigen zich te vestigen in een winkelpand. Volgens Overdiek (2019) is overleg tussen gemeenten en verhuurders hierbij cruciaal.

Gemeente, winkeliers en postbedrijven: post afhaalpunten kunnen zorgen voor meer passantenstromen in rustige winkelstraten. De gemeente kan ondernemers in straten met weinig passantenstromen (op dit moment de Schagchelstraat) benaderen om hen te vragen een post afhaalpunt in hun winkel te lokaliseren.

Hoe kan een gediversifieerd winkelaanbod in de binnenstad van Haarlem gewaarborgd worden?

Een gediversifieerd winkelaanbod kan gewaarborgd worden door rekening te houden met de belangen van creatieve ondernemers. Zoals aangetoond baseren zij hun locatiekeuze niet alleen op de locatiefactoren zoals aangeduid door Richard Florida (2002), namelijk technologie, talent en tolerantie. Meer klassieke locatiefactoren (behaviouraal, institutioneel en evolutionair) spelen ook een rol in de locatiekeuze van creatieve ondernemers. Met name lagere vastgoedprijzen en veel passanten vormen belangrijke locatiefactoren voor creatieve ondernemers.

Daarnaast dienen klanten beter aan creatieve ondernemers gebonden te worden, bijvoorbeeld middels loyaliteitsprogramma's. Ook hebben creatieve ondernemers baat bij informatie over technologieën die zij kunnen inzetten in hun winkel om zodoende in te spelen op de belevenisfactor van mensen. Als laatste is het van belang dat gemeenten nagaan hoe het hedendaagse winkelaanbod in de binnenstad eruitziet. Rekening houdend met de trend (meer online aankopen) is het van belang om te onderzoeken welke concepten wel en niet stand zullen houden in de binnenstad, indien de onderzochte locatiefactoren structureel van aard blijven. In Haarlem ontstaat bijvoorbeeld ruimte voor meer horeca, uitgaande van een inwonersgroei van 20.000 inwoners tot 2025. Transformaties van winkelpanden naar horeca is daarom denkbaar. Ook tonen grafieken aan dat de branche ''dagelijks'' standhoudt, in tegenstelling tot andere branches. Wellicht kan het aanbod van winkels in de sector ''dagelijks'' verder toenemen in de binnenstad.

De positie van de creatieve ondernemer kan versterkt worden door:

1. **Kennisuitwisseling** over nieuwe technologieën om in te spelen op de belevenisfactor van hun klanten
2. **Klantenbinding** door loyaliteitsprogramma's
3. **Flexibele huurprijzen** door flexibele huurcontracten en een omzet gerelateerde huur
4. **Verlagen van investeringsrisico's** door faciliteren van ''super pop-up concepten'' (België)
5. **Passantenstijging** door de vestiging van post afhaalpunten

Abstract

Trends show that visitors will visit city centres for other reasons in the future. The municipal government of Haarlem thinks that the ''experience city'' scenario will become reality in the future. This means that visitors visit a city centre for their experience. Another range of shops is preferred in this scenario. More space has to be created for particularly local entrepreneurs and other entrepreneurs who respond to these changing needs.

That is why this research investigated the location preferences of these ''creative entrepreneurs.'' The objective of this research was to respond to the following key question: *How can the diverse range of shops in the Haarlem city centre be guaranteed?* Classical creative class theories as drawn up by Richard Florida (2002) say that talent, technology and tolerance are important factors that foster creative environments. These theories however are criticized, mostly by academics who are saying that other variables, more traditional variables like property prices, influence the choice of location of creative entrepreneurs more. That is why a holistic conceptual framework has been established in this research, including both creative, behavioural, institutional and evolutional aspects.

The variables have been operationalised and transformed into a survey. A survey has been conducted with 54 entrepreneurs in the Haarlem city centre. Afterwards, the data has been analysed by making use of SPSS. Besides, an observation was carried out in order to triangulate the findings.

The findings show that property prices significantly, for 30 percent, predict the chance that an entrepreneurs will leave his location. Low property prices can be seen as keep factors, whereas high property prices can be seen as push factors. Other keep factors are a lot of passers-by, a lot of talent, a lot of cultural street events that bind entrepreneurs to the city, the municipal rule that guarantees small-scaled stores (it is for example prohibited in Haarlem to merge more than two buildings) and a good accessibility for customers. In concluding it can be said that not just creative factors (a lot of talent) encourage creative entrepreneurs to locate in the Haarlem city centre. Behavioural, institutional and evolutional aspects encourage them as well.

Broader recommendations have been mentioned first in the section dedicated to the policy recommendations. These include for example a compact city centre with the right mix of stores, restaurants businesses and living spaces (transforming retail properties). Thereafter attention has been paid to general measures that respond to the changing visitor needs. On the one hand, customers should be committed more to creative retailers (for example by introducing a local gift card). On the other hand, entrepreneurs could respond better to changing customer needs (for example by informing entrepreneurs about technological innovations that are relevant for their store). Finally, attention has been paid to the factors that could foster creative entrepreneurs. The national government could for example think of improving the regulatory environment by making it possible for municipal governments to tax on empty properties (based on the Belgium case). Besides, due to pop-up concepts and flexible rental contracts retailers can test their product for a shorter period

of time (e.g. a weekend), thereby reducing their investment risks. Furthermore, shopping streets with less passers-by stand to benefit from postal pick-up points and pop-up stores.

Zusammenfassung

In den Niederlanden gehen immer mehr große Unternehmen Pleite, wie zum Beispiel CoolCat und V&D. Die Gemeinde Haarlem geht davon aus, dass Besuchern von Städte immer mehr für ihre Erlebnis in die Innenstadt gehen. Dazu gehören anderen Geschäften, insbesondere Geschäften von lokalen Unternehmer. Die Kernfrage dieser Untersuchung ist: *Wie kann die Vielfallt an Geschäften in der Innenstadt erhalten werden?*

Daher sind die Interessen von diesen (kleine) Unternehmern untersucht wurden. Richard Floridas Theorien nach sind Talent, Technologie und Toleranz wichtigen Faktoren damit kreativen Unternehmern angelockt werden können. Diese Faktoren wurden aber von mehrere Wissenschaftler in Frage gestellt, zum Beispiel durch Wissenschaftler, die sagen, dass traditionellere Faktoren (wie zum Beispiel Mietpreise) starker auf die Standortwahl kreativen Unternehmern hinwirken als Talent, Technologie und Toleranz. Deshalb ist ein ganzheitliches konzeptionelles Model erstellt, damit alle möglicherweise relevanten Faktoren untersucht werden können.

Die Schlussfolgerung ist, dass kreativen Unternehmern von unter anderem niedrigen Mietpreise, mehr Ströme von Menschen (auf den Straßen) und die Anwesenheit von Talent (junge ausgebildete Personen) profitieren würden. Zusammen mit vielen kulturellen Veranstaltungen, Maßnahmen der Stadt Haarlem (die ein Verbot der Zusammenführung von mehr als zwei Gebäude besagen) und die Gewährleistung einer besseren Erreichbarkeit stellen sie die Faktoren welche wirklich einen positiven Einfluss (für 86.5 Prozent) auf die Standortwahl der Unternehmern haben.

Eine verstärkte Besucherstrom kann realisiert werden mittels der Verwirklichung von Laden die beim Publikum ankommen (sogenannten *crowd pleasers*), wie zum Beispiel Supermärkte in heute noch ruhigen Straßen. Zudem können die Investitionsrisiken von Unternehmer verringert werden mittels zum Beispiel Pop-up Konzepten, in denen die Lizenzen schon von der Gemeinde erteilt sind und in denen es flexiblen Möbel gibt. Nur dann ist es möglich für kreativen Unternehmer um ihre Produkten aus zu probieren, für ein Wochenende, eine Woche oder einen Monat. Außerdem gibt es in Belgien ein Finanzinstrument (eine Besteuerung von Leerstand), das Immobilienbesitzern zwingt ihren Gebäude zu vermieten. Diese Maßnahme wird die Verhandlungsposition kleiner Unternehmern verstärken.

Es muss aber erwähnt werden, dass es außerdem wichtig ist für Gemeinden um herauszufinden wie viele Laden es mittlerweile in der Innenstadt gibt. In Haarlem gibt es viel mehr Geschäften pro Einwohner als im landesweiten Durchschnitt. Deshalb ist es wichtig zu untersuchen wie Ladenbedingten Leerstand (weil das vermutlich Realität wird) vorweggenommen werden kann, zum Beispiel mittels Gastronomie oder Siedlungsraum. Außerdem ist eine kompakte Stadt erwünscht.

1. Introduction

Policymakers, retailers and property owners are concerned about the vitality of Dutch city centres (Expertgroep Retail City Center, 2015). Since 2015, the consumer confidence and the propensity of consumers to buy products is increasing. However, at the moment and in the future consumers will often buy their products on the Internet. This trend takes place among all product groups. That is why an expert group, *Future Retail City Center* (2015), has outlined four possible scenarios for Dutch city centres in 2030. Hereby, the consumer will:

1. Purchase his products on the Internet, while minimalizing time efforts (''Home as shop'' scenario)
2. Or he will purchase his products on the Internet, thereby taking up all the opportunities which shopping at home offers (''Fun at home'' scenario)
3. Or he will purchase his products in a physical shopping street, while minimalizing time efforts (''Fast and easy shopping'' scenario)
4. Or he will purchase his products in a physical shopping street, thereby taking up all the experience opportunities which a city offers (''Experience city'' scenario)

According to the expert group, Dutch municipalities should look at which scenario will become reality for their city centre. *''The main question hereby is, how the city centre could become future-proof and how a Retail Vision Study could be constructed, based on zoning plans, while the consumer is a moving target''* (Expertgroep Future Retail City Center, 2015, p.37).

In the *Structuurvisie* (Gemeente Haarlem, 2017), the local government of Haarlem shows how the municipality should deal with the public area until 2040. *''Consumers increasingly buy their products on the Internet. However, shopping for the experience becomes more and more important for the customers' subjective perception''* (Gemeente Haarlem, 2017, p.15-16). The *Detailhandelsvisie* (Gemeente Haarlem, 2016) of the local government emphasizes this trend. In this document, the retail vision of the municipality is documented. In the city centre, the consumers' experience have to be stimulated, in order to remain a vital city centre (Gemeente Haarlem, 2016). The municipality of Haarlem is thus implicitly saying that scenario 4 will become reality for their city centre.

Within this scenario, most attention is paid to the shopping environment. The local government of Haarlem (2016) refers to those shops as ''new entrepreneurs'' or ''new businesses,'' A, B or C segment shops that meet future consumer needs. In these new businesses, ''*clothes are locally customised by laser-operated machines and there are 3D printing streets where customised products are produced (…) Consumers are not looking for shopping areas where only great shopping chains are presented, because they pay the lease to property owners''* (Expertgroep Future Retail City Center, 2015, p.23-24). The local government of Haarlem adds that *''large retail chains which do not differentiate from competitors will disappear''* (Gemeente Haarlem, 2016, p.3). This for example happened to V&D, a Dutch retail chain (Gemeente Haarlem, 2016). The new businesses should create ''localshoppingtrails,'' a chain of shops of new entrepreneurs, designers, artists etc.

(Expertgroep Future Retail City Center, 2015). Here, apple pies will be baked by using products that can be bought by customers and in clothes shops full length mirrors virtually dress customers. Besides, especially self-made products are sold. The municipality of Haarlem wants to realise those shops in the city centre (Gemeente Haarlem, 2017).

2. Societal relevance

The city centre of Haarlem has a diverse range of shops at the moment and the Haarlem city centre is regarded by consumers as one of the best city centres in the Netherlands (Gemeente Haarlem, 2016). The Haarlem city centre was in 2013 even acknowledged as being the best city centre in the Netherlands. Van Huffelen et. Al. (2019) conclude that the Haarlem city centre can be regarded as *very vital*. They however mention that it is possible that a city centre is regarded as good based on data, visitors however can value a city centre in a different way. According to Van Huffelen et. Al., it is also important to look at the facilities in a city centre, besides a good accessibility, safety etcetera.

A further diversification of the shopping environment, with more shops that complement the consumer needs, in the city centre is necessary in order to remain a vital centre: *''it's important to look at how new forms of retail businesses could establish in the existing shopping areas''* (Gemeente Haarlem, 2016, p.8). In the *Randstad*, the region of which Haarlem is part of, more and more international retail chains are locating (Overdiek, 2019). The downside of this process however is that city centres are not unique anymore, with less authentic and distinctive shops (Overdiek, 2019). Overdiek is referring to these shops as *local heroes*. The municipal government of Haarlem wants to support retail businesses and new concepts that contribute to a future-proof city centre. By creating space for these new forms of retail businesses (or local heroes), consumer needs will be facilitated. The question therefore is, how these *new entrepreneurs* could establish their shop in the city centre.

The municipal government of Amsterdam wants to recognise the importance of smaller scaled creative entrepreneurs by rewarding the entrepreneurs with a quality mark (www.retailtrends.nl, 2018). In 2018, more than 250 entrepreneurs received the mark. The supervisor of the foundation says that the mark will make unseen creative retailers seen again (www.retailtrends.nl, 2018).

This investigation looked at the interests of the creative retailers. Additionally, other recommendations about how to guarantee a diverse range of shops are presented.

3. Scientific relevance

In this research, the choice of location of these new entrepreneurs, who complement consumer needs, has been investigated. These entrepreneurs could be seen as part of the ''creative class,'' as mentioned by Richard Florida (2002). These are people who are associated with "the creation of meaningful new forms" (Moss, 2017). The operationalisation of this class will be explained later in this inquiry.

The creative class can be seen as an important engine of the economy (Florida, 2002). According to Florida (2002), members of the creative class could be attracted by technology, talent and tolerance. However, little research has been done to other location preferences of the creative class. Marlet and Van Woerkens (2005) did a research to the attraction of creative class residents in the Netherlands. Their research highlights the importance of further research to location factors that could be important for creative class members. Their major findings was ''*that it is not tolerance or openness to cultural or ethnical diversity that makes cities attractive to the creative class, but – beside job opportunities – aesthetic features like nature and historic buildings, and traditional amenities like culture, and cafés*'' (Marlet and Van Woerkens, 2005, p.33). They however did not a research to creative entrepreneurs. Besides, they only investigated the following factors: tolerance, aesthetics, urban amenities and job opportunities.

Storper and Scott (2009) add that the role of the past and how it influences the present economic ecosystem is often forgotten. According to them, outdated industrial structures and the lack of labour unions in the Sunbelt in the United States can be seen as important reasons why this area has been successful in fostering creative industries.

Haisch and Klöpper (2014) also have investigated whether tolerance really attracts the creative class or not. They are saying that space for tolerance can attract members of the creative class. Tolerance however is a dynamical and complex concept. Tolerance for example for migrants attracts more creative class members than tolerance for homosexuals (Haisch and Klöpper, 2014). Besides, Haisch and Klöpper (2014) are concluding that there are more location preferences that could lead to the establishment of the creative class. Individuals of these class also take more neoliberal aspects into account, when choosing a location, like the costs of a place: *''The highly skilled seem to be attracted by both "advanced" factors such as tolerance and openness or diversity, which are predominantly available in urban centers, and such 'traditional" factors as low taxes (and, implicitly, safe streets and good schools), which are most often available in suburban and peripheral areas, and in general to a dynamic labor market corresponding to and having high accessibility within the agglomeration''* (Haisch and Klöpper, 2014, p.252). The ''highly skilled'' can be seen as the creative class. There is little knowledge about the choice of location factors that could attract the creative class. ''*Therefore, future research should also challenge the correlation between quality of place factors and skilled individuals as a one-way causal relationship''* (Haisch and Klöpper, 2014, p.252). Furthermore, there is little knowledge about the choice of location of specific groups within the creative class, like entrepreneurs: *''To know which kind or type of (skilled) person is staying or moving in which kind of urban or metropolitan area (and why) would thus be an interesting subject to research further*" (Haisch and Klöpper, 2014, p.252).

These investigations show that it is important to take a critical attitude towards the 3 T's as mentioned by Richard Florida. When there is more knowledge about the choice of location of creative entrepreneurs, policy strategies could be formulated in order to attract this target group (Haisch and Klöpper, 2014).

4. Objectives

The scientific objective of this research is *to get a better understanding of the location preferences of new forms of businesses (creative class), to look if there are other factors together with technology, talent and tolerance that entrepreneurs take into account when considering their location.* This objective will be achieved by doing a holistic research to the location preferences of these entrepreneurs.

The societal objective of this research is *to get more insight into the policies of the municipal government in Haarlem, with regard to the retail businesses in the city centre, and insight in the interests of new businesses, in order to formulate policy strategies that could create more space for creative entrepreneurs, which match with future consumer needs.* Policy strategies could be formulated by testing recommendations for attracting these entrepreneurs and by testing policy measures taken at different places.

5. Research questions

The main question in this research is based on the retail business vision of the local government, in which it is questioned how new forms of retail businesses could locate in the existing shopping areas. The first three sub-questions are formulated in order to close the knowledge gap, as far as possible. These questions should lead to more insight in the choice of location of creative entrepreneurs. The last two sub-question are posed to meet the societal relevance, in which the institutional context is addressed.

1. How can the diverse range of shops in the Haarlem city centre be guaranteed?
   1.1 How do creative entrepreneurs appreciate the location preferences in the Haarlem city centre?
   1.2 Which kind of creative entrepreneur is staying or moving in the Haarlem city centre?
   1.3 What are possible policy strategies in order to guarantee the diverse range of shops?

Hypothesis

As said in chapter 3, the creative class seems to be attracted by both location factors as mentioned by Florida and possibly more ‘’traditional’’ factors, like low taxes, safe streets and good schools. The hypothesis therefore is that technology, talent and tolerance can be seen as relevant location factors, however more traditional factors will be meaningful as well with regard to the choice of location of these entrepreneurs. The hypothesis is thus saying that creative entrepreneurs do not leave their place only because of the available technology, talent and tolerance, but also because of more traditional factors.

6. Choice of location of new forms of businesses

There are several ways in which the choice of location of entrepreneurs can be approached. Atzema et. Al. (2012) are saying that entrepreneurs can decide about their choice of location from three perspectives: from an institutional, behavioural or evolutionary perspective. These perspectives will be addressed first. Thereafter, literature of Richard Florida will be reviewed, and critics of this theory. This will then make clear how technology, talent and tolerance can influence the establishment of creative entrepreneurs as well (Florida, 2002).

6.1 Institutional approach

''Agricultural holdings sometimes have to make way for urban living areas'' (Atzema et. Al., 2012, p.76). This statement makes clear that the institutional context of a place should be taken into account as well. In order to reduce uncertainties, entrepreneurs have a need for rules (Atzema et. Al., 2012). Institutions are very important, for example for defining rules for ownership (Atzema et. Al., 2012, Gertler, 2010). They can make the establishment of new forms of businesses possible, by paying attention to their interests. That is why in this paragraph, the role of institutions with regard to the choice of location of businesses will be addressed.

Cities can be seen as urban assemblages, difficult and decentred objects composed of multiple realities (Farias, 2009). The notion of assemblage ''*allows and encourages the study of the heterogeneous connections between objects, spaces, materials, machines, bodies, subjectivities, symbols, formulas and so on that 'assemble' the city in multiple ways: as a tourist city, as a transport system, (…) as a creative milieu, (…) as a consumer market''* etc. (Farias, 2009, p.14). It looks at how different parts are added to a whole, in this case the city centre (DeLanda, 2010). Both human and non-human actants can shape a city (DeLanda, 2010).

However, institutions, like the local government, can be seen as assemblages as well: *''Institutions as an assemblage of actors, discourses, alliances, interests, knowledges, rules, and norms - component parts that form a contingent whole''* (Rankin and Delaney, 2011, p.1364). Institutions are stabilizations of mutual expectations and correlated interaction (Bathelt and Glückler, 2014). They can make the establishment of new forms of businesses possible, by paying attention to their interests.

In their paper, Rankin and Delaney (2011) show how local governments shape cities. In Canada, a municipality has established so called *Business Improvement Areas* (BIAs), which have the aim to improve the business climate of downtowns (Rankin and Delaney, 2011). BIAs are ''*public interest partnerships in which business owners work with the municipal government to beautify the streetscape, support neighbourhood celebrations and generate economic benefits''* (Rankin and Delaney, 2011, p.1366). In Toronto Roncesvalles, the BIA operates from a neoliberal perspective, stimulating commercial gentrification, thereby attracting the creative class (Rankin and Delaney, 2011).

In this research it is therefore assumed that the local government of Haarlem tries to reflect and combine (creative) business interests, the interests of property owners, the political affiliation of inhabitants, the history of the city, environmental aspects, the political discourse in the Netherlands etc. The aim in this research is not to blame the local government of Haarlem for possible inequalities, like critical urbanist would do, the aim is to find out how the policies of the local government shape the retail business climate in the city centre and how possible policy strategies could encourage new forms of retail businesses (Rankin and Delaney, 2011). Therefore in this research consideration will be given to the discourses of the local government policies, with regard to the retail businesses in the city centre. In the following paragraph we will see how retailers move between institutional rules and the market they want to reach.

Designed rules

From an institutional perspective, an academic would say that entrepreneurs are balancing the rewards and sanctions (rules) as formulated by institutions (Atzema et. Al., 2012). Entrepreneurs then choose for the best location, a location that fits with the business strategies (Atzema et. Al., 2012, Van der Krabben et. Al., 2012).

The retail business market is complex (Van der Krabben et. Al., 2012). There are three forces that explain the functioning of the retail business market: the market, the space and the rules (Van der Krabben et. Al., 2012). ''*Between every force there is a certain tension, that creates space for both dynamics and uncertainty''* (Van der Krabben et. Al., 2012, p.25).

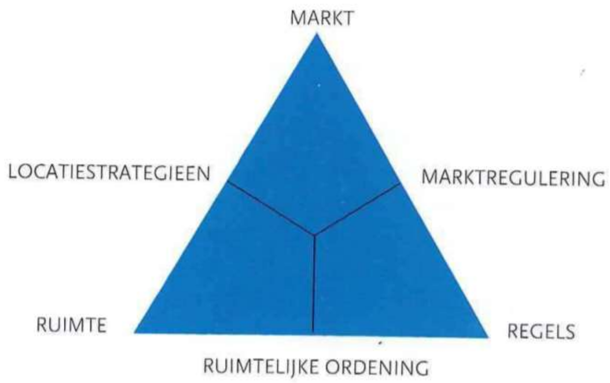


Figure 1. The relations between market, space and rules (Van der Krabben et. Al., 2012)

Firstly, retail businesses are part of the market (Van der Krabben et. Al., 2012). The market, or trade, is a private economic activity which connects producers with consumers (Hotelling, 1929, Huang and Levinson, 2011). Trade involves the law of demand and supply.

Secondly, the rules can be seen as forces for retailers as well. This force contains governmental interventions that can encourage or discourage certain businesses (Van der Krabben et. Al., 2012). Retailers can benefit from certain rules (North, 1990, Gertler, 2010). That is why retailers lobby the local government for their interests (Van der Krabben et. Al., 2012). These interests can however conflict with the interests of others. An extension of the closing times of stores can for example conflict with the interests of inhabitants of the shopping area (Van der Krabben et. Al., 2012).

Thirdly, retail businesses have to deal with their physical location, the space (Van der Krabben et. Al., 2012). There are different claims on the space. For a long time, the hierarchical structure of retail businesses has been protected by local governments (Van der Krabben et. Al., 2012). Retailers, who normally operate in city centres, were for example not allowed to locate on industrial sites and along nodes of motorways. *''The abolition of these policies with the recently-published Structuurvisie Infrastuctuur en Ruimte (SVIR) can provide scope for previously forbidden urban plans like peripheral shopping malls and hypermarkets''* (Van der Krabben et. Al., 2012, p.26). This statement will be made clear in the description of the Haarlem case.

As can be seen in figure 2, one of the areas of tension between these three forces is the choice of location of retailers. Retailers wants to be close to their possible customers, the market (Hotelling, 1929). However, municipal rules can restrict the choice of location of retailers, for example by forbidding peripheral retail businesses or drawing up restrictions for larger scale shops in city centres (Van der Krabben et. Al., 2012, Gemeente Haarlem, 2016). Besides, the available space can limit the expansion of stores (Atzema et. Al., 2012).

Institutions are important for the functioning of the economy (Atzema et. Al., 2012). By formulating rules and agreements, producers and consumers know how to deal. *''That's why a lot of decisions can be made based on routine, which is cost-effective''* (Atzema et. Al., 2012, p.79). The institutions-as-rules approach identifies institutions as ''the rules of the game'' (North, 1990, Gertler, 2010). This means that agents, like entrepreneurs, are able to act because of the existence of both formal rules (like laws) and informal rules (like norms), established by institutions (North, 1990).

In their article, Jacobs and Lagendijk (2013) are focussing on the role of formal rules. They are saying that the set of property rights, land use stipulations, tariffs and other protocols that regulate the use of the physical infrastructure of the Second Maasvlakte (a Rotterdam port expansion) can be seen as a *Structure of Provision*. This concept focusses on the relations between institutionalized structures and strategic agency in the provision of local assets (Jacobs and Lagendijk, 2013). It is a strategic coupling process that attracts firms to the area: *''The institutional provisions under which the use and operation of port facilities are regulated are of crucial importance in attracting customers and cargo and creating long-term commitments by the private sector''* (Jacobs and Lagendijk, 2013).

Gertler (2010) focusses on the role of informal rules, namely norms, as well. He shows that institutional norms in Canada encourage and value the consulting to businesses by university members. Due to this consulting, universities diffuse knowledge to their surrounding communities (Gertler, 2010).

Other important rules include the rules on establishing contracts. When a business will accept a certain order from a customer, the business will invest in their production methods in order to produce the order (Atzema et. Al., 2012). It is therefore important that rules for drawing up a contract are well formulated. When a contract is established, producers will eventually deliver the right product and costumers will not break a binding contract (Atzema et. Al., 2012). However, the costs of setting up a contract can be considerable: *''Therefore there is a constant tension between using an institution for your interests and bypassing institutions for saving costs''* (Atzema et. Al., 2012, p.86).

With regard to new forms of businesses, institutions can also protect the rights of innovations: *''Patent offices are able to define the rights of innovations, which will make the negotiating position of new innovative businesses stronger''* (Atzema et. Al., 2012, p.92).

Finally, it is important to look at the rules formulated by local governments for the expansion possibilities of entrepreneurs. Businesses can grow and eventually they have to decide if they can expand on site (Atzema et. Al., 2012). That is why a local government should look at the business strategies and the possibilities for future expansion (Atzema et. Al., 2012). Entrepreneurs take expansion possibilities into account when they are looking for a location (Atzema et. Al., 2012).

Dutch retail business policies

In 1971, the first Dutch hypermarket, called *Famila* was opened (Evers et. Al., 2016). A few days later Ahold opened his own hypermarket as well, called *Miro.* These were big hypermarkets, where people could bought clothes, groceries, furniture etc. (www.indebuurt.nl, 2017). The establishment of the hypermarkets led to a tightening of the retail business policies in the Netherlands. Governments wanted to protect the existence of city centres. One measurement was preventing new forms of retail businesses in peripheral areas (Evers et. Al., 2016), with so called *Perifere Detailhandelsvestigingen Beleid (PDV)* and *Grootschalige Detailhandelsvestigingen Beleid (GDV).* In 1985, these policies were loosened and stores selling substantial goods were allowed to locate in peripheral areas. The argument was that these stores, like construction markets and furniture shops, should be accessible by car (Evers et. Al., 2016). In the 1990's, policies were further loosened and peripheral shopping centres could be created, like Rotterdam Alexandrium (Evers et. Al., 2016). The policies are decentralised these days and provinces can shape the structure of the retail businesses by rules now (Evers et. Al., 2016). Van der Krabben et. Al. (2012) give examples of retail business policies in the Netherlands. In Drenthe, the policies forbid any form of hypermarkets and all other stores that can affect the current structure of retail businesses. In Friesland hypermarkets should not affect other shopping areas as well and large-scale forms of retail are only allowed in Leeuwarden.

Figure 2. MIRO Nijmegen (www.indebuurt.nl, 2017)

The Haarlem case

Van der Krabben et. Al. (2012) also address the Noord-Holland case, the province of which Haarlem is part of. In Noord-Holland, large scale retail businesses are only permitted if they do not disturb the current retail businesses. However, the province of Noord-Holland is now about to agree with the establishment of a large scale Factory Outlet Center (FOC) in Halfweg, close to Haarlem (Beij, 2013). Here, large stocks of clothing retailers will be sold for low prices. What is new here is that more branches will be present at the FOC in Halweg. There will for example be a large-scale supermarket of 4000m2, together with a liquor store (Beij, 2013). The Council of State already declared that just few retailers in the city centre of Haarlem will be affected negatively. That is why the retail function of Halfweg is now laid down in the zoning plans (*bestemmingsplannen*) (Beij, 2013). Others are however saying that the FOC in Halfweg *''will compete with stores in the city centres in the Haarlemmermeer region (Hoofddorp etc.), Haarlem, Amsterdam, Amstelveen, Heemstede and Velsen. It is questionable whether this oversupply can be seen as added value''* (Beij, 2013). *''Probably in April, the judge will issue the rulings and then there are no arguments anymore that could stop the building of the FOC''* (www.inretail.nl, 2019).

There is also an PDV-cluster within the border of the municipality, namely in the eastern part, called *Oostpoort* (Gemeente Haarlem, 2016). *''In the PDV-cluster Oostpoort, only voluminous retail businesses are allowed. This complies with provincial policies''* (Gemeente Haarlem, 2016, p.31). This is in line with the mentioned PDV-policies. By sticking to these policies, the current structure of retail businesses is guaranteed.

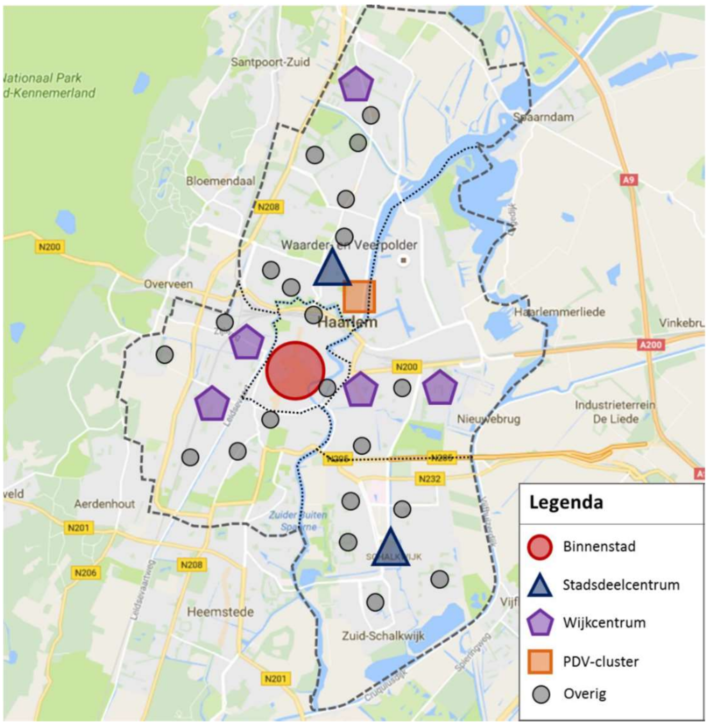


Figure 3. Types of shopping area's in Haarlem (Gemeente Haarlem, 2016)

Since 2008*, de Wet ruimtelijke ordening* is into effect in the Netherlands (www.rijksoverheid.nl, last seen 27.03.2019). This law contains both policy instruments and implementation instruments for spatial planning. So called *structuurvisies* can be seen as policy instruments. These are visions drawn up by local governments, provinces and the national government. These visions say something about the spatial policies and they contain the broad outlines of the policies. Municipal governments in the Netherlands possess the most important implementation instrument, namely *bestemmingsplannen.* In these plans, it is formulated which functions in a specific area are allowed and which functions are not (www.rijksoverheid.nl, last seen 27.03.2019).

However, these laws will be replaced by the *Omgevingswet* in 2021 (approximately) (www.rijksoverheid.nl, last seen 27.03.2019). In this law, multiple laws are bundled in order to make spatial processes more easier to propose. Besides, as already mentioned, governments have to draw up their visions with regard to spatial planning. Van der Krabben et. Al. (2012, p.26) are saying that these laws and visions *''can provide scope for previously forbidden urban plans like peripheral shopping malls and hypermarkets''* (Van der Krabben et. Al., 2012, p.26). Furthermore, *bestemmingsplannen* will be replaced by an *omgevingsplan*. Municipal governments have to set up one spatial plan for their whole area. These plans can be more flexible. An *omgevingsplan* will consist of rules that say something about the use of a place and the construction and maintenance of buildings (www.rijksoverheid.nl, last seen 27.03.2019).

Now, some of the rules of the municipal government of Haarlem regarding the retail businesses will be addressed. In the municipal retail business vision can be read that the local government wants to facilitate the establishment of small scale shops in the Haarlem city centre (beside large scale stores that complement with future customer needs), with stores that contribute to a future-proof city centre (Gemeente Haarlem, 2016). Also the architectural value of many buildings in Haarlem leads to the aim to pursue small scale buildings. Many of the buildings are built in the 1600s, as can be seen in figure 4. That is why property owners in the city centre are not allowed to merge historical buildings. This rule is drawn up in the zoning plan of the city centre, shown in figure 5. As will be made clear in the following paragraphs, this rule could conflict with the interests of some entrepreneurs, who would like to expand their store. On the other hand, small shops could have an interest in small scale buildings, to prevent being forced out of business by large newcomers.

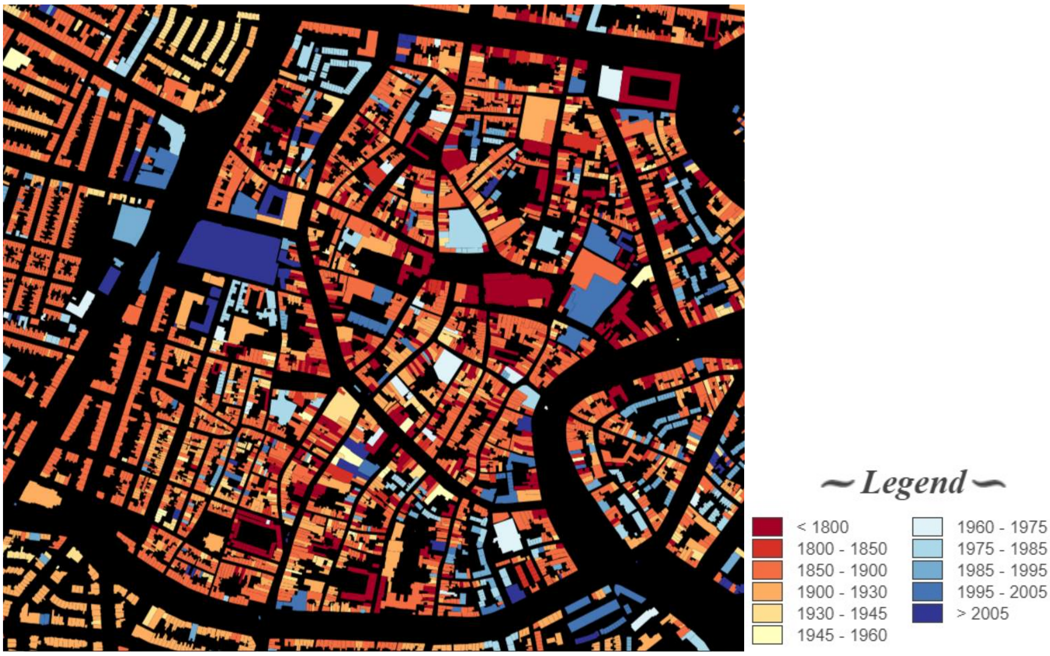


Figure 4. Zoning plan Haarlem historical city centre (www.ruimtelijkeplannen.nl, 2014)

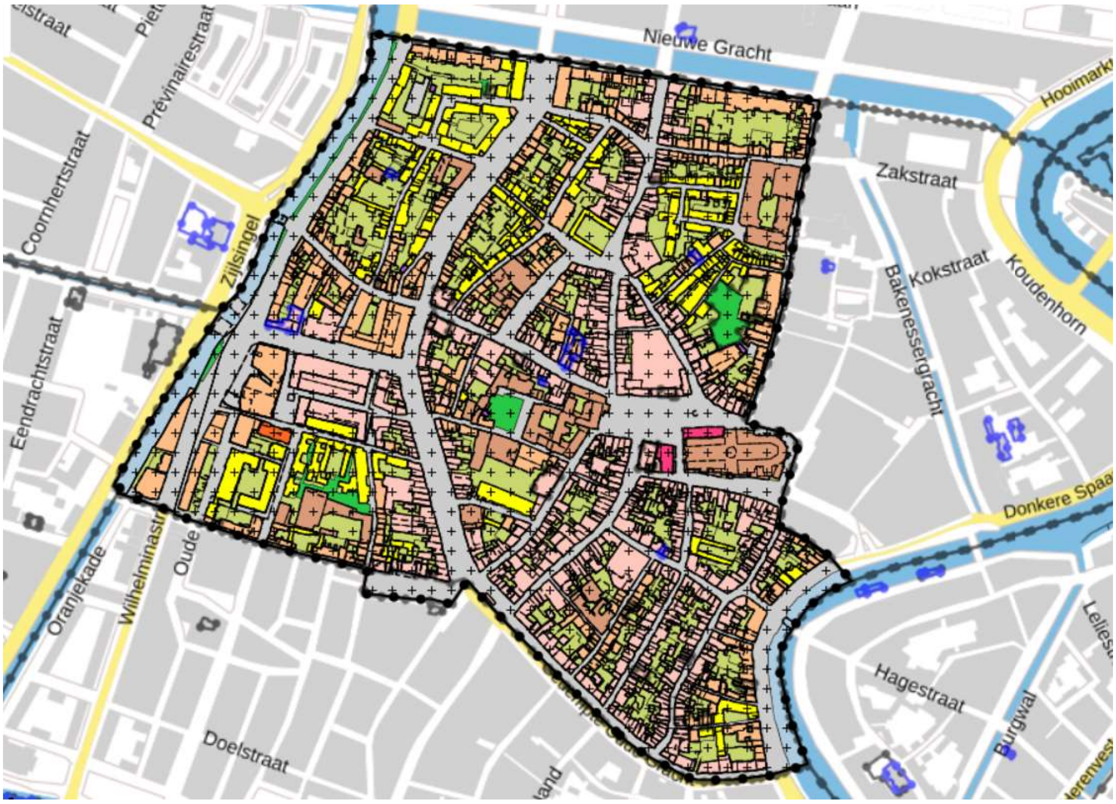


Figure 5. Zoning plan Haarlem historical city centre (www.ruimtelijkeplannen.nl, 2014)

One of the institutional aspects that could attract entrepreneurs is by giving grant to new forms of businesses (Atzema et. Al., 2012). The local government is saying that it facilitates fund for entrepreneurs (Gemeente Haarlem, 2016). Entrepreneurs have argued for these fund (Gemeente Haarlem, 2016). The so called business improvement zone (*bedrijfsinvesteringszone, BIZ*) in Haarlem is the biggest business zone in the Netherlands (Haarlem Nieuws, 2018). The financial contribution of entrepreneurs is based on the cadastral value (*WOZ waarde*) of their building. That is why larger stores have to pay more than smaller scaled stores. Together they invest 2.5 million euros from 2018 to 2023. The actors can apply for a grant *''if they have an idea that promote economic development in Haarlem, if they want to organize an event in Haarlem, if they want to benefit the security and the quality of life, if they want to benefit the party lighting in the city centre or if they want to support other aspects that are formulated in the covenant Haarlem city centre 2007-2012''* (Gemeente Haarlem, 2009, p.1). However, grants that support the establishment of new forms of businesses (like start-ups) are not provided by the municipal government. It is however a good idea to subsidise young entrepreneurs: *''A modest amount can bring up a lot''* (Exterkate and Ploem, 2018, p.5).

Another measurement with regard to the location factors are the parking fees. The municipal government (2016) is saying that they want customer-friendly and competitive parking fees for the city centre. *''Accessibility and parking can be seen as a service provided to visitors. A good accessibility and sufficient parking spots contribute to the shopping enjoyment and appreciation of visitors, thereby supporting the attractiveness of the shopping district''* (Gemeente Haarlem, 2016, p.32). Besides, the parking fees on the streets are higher than the parking fees for parking in parking garages. The aim hereby is to support the parking of cars in parking garages (Gemeente Haarlem, 2016).

Furthermore, according to the municipal government (2016) the number of buildings with a *blurring* function is increasing. This means that retail businesses combine their sales with restaurant businesses (*horeca*), in order to attract customers. The local governments allows these forms of businesses: *''Store supporting restaurant businesses are allowed with a maximum of 30 percent of the store's floor area''* (Gemeente Haarlem, 2016, p.33). The shops however are not allowed to create a terrace and deliver alcoholic drinks (www.ruimtelijkeplannen.nl, 2014).

Finally, the municipal government accepts flexible store opening times. Shopkeepers can decide for themselves if they open their shops on Sunday afternoons or not (Gemeente Haarlem, 2016).

Monitoring the rules (sanctions)

When rules are defined, it is important that the compliance with the rules is constantly monitored (Atzema et. Al., 2012). That is why institutions have to define sanctions as well, in case there is non-compliance with the rules (Atzema et. Al., 2012). Individuals will benefit from rules and sanctions, because their possessions are protected then. However, the monitoring of the compliance with the rules takes money as well (Atzema et. Al., 2012). Businesses can have workers for the monitoring of their contracts. That is why institutions can help businesses with defining rules and monitoring the compliance with it (Atzema et. Al., 2012).

The management of the environment in the Haarlem city centre is regarded as everyone's responsibility: *''It's the responsibility of the municipal government, property owners, tenants and visitors*'' (Gemeente Haarlem, 2016, p.32).

Information dissemination

In an institutional approach, entrepreneurs who are deciding about their choice of location, will try to gather as much information as possible about a place, in order to decide with full ratio (Atzema et. Al., 2012). It is therefore important that institutions share as much information as possible about a place. Only then, an entrepreneur is able to decide with his/her full ratio. This aspect includes the classical study of a snake car salesman, who prefers to sell second-hand worst car choices, called *lemons* (Atzema et. Al., 2012). A customer, who is looking for a used car, will always try to gather as much information as possible about a used car, to prevent buying a lemon. That is why entrepreneurs would pay a great deal of money to gather more information about a place, like the functioning of a place and the existing rules in a place, defined by institutions (Atzema et. Al., 2012). That is why institutions have to pursue symmetrical information about a place, a situation in which entrepreneurs can decide about their location choice with full consciousness (Atzema et. Al., 2012, North, 1990).

The European Commission (2018) says that small scaled retailers are subject to time pressures. One recommendation made by the Commission is that pertinent information should be shared by local governments towards the retailers. The information should be provided ''*in a suitable format and should be easy to understand''* (The European Commission, 2018, p.15). Long documents should be avoided. ''*The availability of qualitative information, with regard to trends in the small scaled retail business sector can help retailers to make decisions based on facts instead of their intuition''* (The European Commission, 2018, p.15). The information can say something about consumer needs and concrete proposals (e.g. the kind of advertisements that can reach a certain target group).

Besides, most of the small scaled retailers do not have the tools for networking (The European Commission, 2018). That is why municipal governments could organize meetings (workshops, seminars) in which entrepreneurs can get to know each other. This is important, because most retailers want to share ideas and knowledge. This idea, the advantages of clustering, will be examined later.

6.2 Behavioural approach

From a behavioural standpoint one could say that entrepreneurs base their choice of location on their bounded rationality (Atzema et. Al., 2012). This approach criticizes the neoclassical location choice theories, in which it is assumed that entrepreneurs base their choice of location on their full rationality, called *homo economicus* (Atzema et. Al., 2012) This means that entrepreneurs, from a behavioural perspective, compare push and pull motives (as far as possible) and based on this comparison they decide to locate whether or not. By doing this comparison, several location factors are considered. This will be shown in the following paragraphs.

Push, pull and keep motives

A behavioural investigation to a location starts with calculating the usefulness of a place (*plaatsnut*), in other words, the extent to which entrepreneurs can realise their operating results needs to be investigated (Atzema et. Al., 2012). They do this by examining the push, pull and keep motives.

In 1966, Lee used push and pull motives for the first time, for analysing flows of migrants. Each place possesses both positive and negative factors (Lee, 1966). Positive factors are location factors that attract people to a certain place or they consist of circumstances that act to hold people within a place (keep factors), like economic prosperity. Negative factors are likely to stimulate individuals to move out of a place. An example of this are conflicts in certain areas. Migration then, is the net result of the interplay between these factors (Lee, 1966). This works the same for entrepreneurs, when deciding about their choice of location (Atzema et. Al., 2012).

There are both internal and external company push and pull factors (Pellenbarg et. Al., 2002, Rijt-Veltman et. Al., 2002, Van Oort et. Al., 2007). External company factors ca not be influenced by the business itself. These are location factors. However, external factors must be complementary to the internal objectives of a company. The internal objectives of a company can for example change when there is new management (Van Oort et. Al., 2007). That is why new management can formulate new location factors and that is why internal company factors should be seen as meaningful variables as well.

Push factors are factors that can influence entrepreneurs to leave a place (Atzema et. Al., 2012). Examples of this are the lack of possibilities to grow (possibilities for expansion) or the unrepresentativeness of a place (Atzema et. Al., 2012). According to Pen (2002), the main reasons to leave a place are the lack of possibilities to grow, the accessibility of a place and the unrepresentativeness of place. Besides, Kok et. Al. (2000) are saying that a lack of parking places and the high costs of a place (property rent) should be regarded as important reasons for leaving a place as well.

Pull factors are attracting entrepreneurs to a place (Atzema et. Al., 2012). These include a good accessibility by public transport, car and bike, a sufficient number of parking places and the possibilities to apply for grants (Atzema et. Al., 2012). Pull factors are often the same factors as regarded as belonging to push factors (Rijt-Veltman et. Al., 2002). When a company for example is not able to expand at a certain place, the company will look for another place where they can expand their business. According to Kok et. Al. (2002), a good accessibility, the property itself, the representativeness of the place, the geographical location, the reputation of a place, the property costs, the number of parking places and the number of workers in an area can be regarded as the most important pull factors.

Keep motives are reasons for entrepreneurs to stay at a certain place (Atzema et. Al., 2012). Examples include the fear of losing workforces and unsecure forecasts with regard to the market of a place (Atzema et. Al., 2012). Van Oort et. Al. (2002) are saying that businesses always try to minimalize the distance when moving to another location. By doing this, businesses try to minimalize the possibility that workers have to move. That is why businesses are likely to relocate to a location that is closer to their current location (Van Oort et. Al., 2002). Another reason for businesses to stay in a certain area are their relationships with other businesses, especially suppliers. Businesses will always try, when there is a good relationship, to stay close to their suppliers (Van Oort et. Al., 2002). Another keep motive are the investments of a firm in their current property (Van Oort et. Al., 2002).

As already said, Haisch and Klöpper (2014) are saying that it is not clear which push and pull factors attract creative entrepreneurs. They are however saying that property prices are possibly push and pull factors that creative entrepreneurs take into account when considering their choice of location.

In location choice theories of retailers, most attention has been paid to the clustering of retailers. Academics base their theories on the clustering theories as developed by Hotelling (1929). This will be shown in paragraph four of this chapter. Simons (2012) did a research to the choice of location of bike shops in the Netherlands. Bike retailers see property prices as the most important push/pull factors (Simons, 2012). Other location factors include the proximity to customers and the proximity to other shops that attract visitors, like supermarkets (which will be shown in paragraph four as well). Bike retailers also look at the number of parking places and the accessibility for the entrepreneurs themselves (Simons, 2012). Pupavac et. Al. (2013) did a research to the choice of location of retail businesses as well. They concluded that the most important pull factors for retail businesses are a close proximity to customers and more neoliberal aspects, like property costs.

Soft and hard location factors

However, some academics are saying that ''soft'' location factors are more important than hard location factors, the factors that already have been mentioned (Atzema et. Al., 2012). When examining location factors, entrepreneurs will be influenced by their subjective perception of a place. Pellenbarg and Meester (2007) did a research to the choice of location preferences of Dutch entrepreneurs. They concluded that entrepreneurs appreciate places that are located closer towards Utrecht better than places that are further away from Utrecht. ''*These findings are in line with behavioural theories. Entrepreneurs are more familiar with central nodes. Entrepreneurs are less familiar with places in the north of the Netherlands and in Zeeland, and that's why these places are appreciated more unattractive*'' (Atzema et. Al., 2012, p.73). In paragraph five it will be mentioned that that reputation of a place can lead to the clustering of shops on a more local level, like the clustering of high fashion shops in Klarendal (Arnhem).

Soft location factors are non-economical and just have an indirect influence on the operating results of a firm (Van der Hoek, 2007). For example the reputation of a place is considered to be an example of a soft location factor (Van der Hoek, 2007). A bad reputation of a place does not directly influence operating results of a firm. However, due to a bad reputation, it is imaginable that fewer people will visit a certain place and when a firm has less customers, they will make less profit (Van der Hoek, 2007). That is why entrepreneurs also take soft location factors into account, often by accident, when deciding about a location (Van der Hoek, 2007). As already said, it can be assumed that creative class members are attracted by green and historic places (Marlet and Van Woerkens, 2005).

6.3 Evolutionary approach

As well as in the behavioural approach, the evolutionary approach sees entrepreneurs who are deciding about their choice of location as actors with bounded rationality (Atzema et. Al., 2012).

Clustering

Only firms that respond to changing consumer needs will survive (Atzema et. Al., 2012, Gemeente Haarlem, 2016). That is why innovation and imitation are key words in this approach (Atzema et. Al., 2012). Canon, Nikon and Kodak were competitors for a long time. However, because of quality improvements of smartphone companies like Siemens and Apple, manufacturers of cameras now have many more competitors (Atzema et. Al., 2012). That is why these firms have to innovate, in order to be competitive. However, knowledge, which is needed for innovation, is produced in specific places and often used in the same places as well (Dicken, 2015). To be part of innovation processes, firms try to locate close to these places where knowledge is enhanced (Atzema et. Al., 2012). Clusters of firms, all working in the same branches, evolve because firms can gain benefits from the presence of other firms. *‘’Besides, they can benefit from the publicity and the reputation of the place (…) When firms can learn from each other, they will more often approach each other: sometimes by being close to each other (clusters) and sometimes to work together with each other remotely (networks)’’* (Atzema et. Al., 2012, p.101). Especially small scaled retailers would like to network with each other. It is very useful for retailers who would like to modernize their store and who want to improve their competitive position (The European Union, 2018). This process of networking can be supported by municipal governments, by organizing workshops, seminars etc., as mentioned in the institutional oriented paragraph.

In 1957, Gunnar Myrdal published his book about why economic activities tend to cluster in a certain area. He pointed out the term *cumulative causation*. This means that in more wealthy areas the market is bigger (Myrdal, 1957). Besides, workers are higher educated and that is why it can be assumed that innovation is more likely to occur in more wealthy areas. In some regions businesses and workforces are leaving, whereas other regions (more wealthier) will receive those businesses and workforces (Myrdal, 1957). Institutions could support this cumulative process by paying attention to the needs of the businesses they want to attract (Myrdal, 1957, Lagendijk, 2013).

Hospers (2009) for example showed how a high fashion district in Arnhem, called Klarendal, now attracts fashion retailers because of the good publicity of the urban district, after turning the bad character of the neighbourhood into a character in which high fashion is embraced. Voermans (2016) also paid attention to the measures taken by the local housing cooperative and the municipal government in Arnhem. Creative clustering policies can be seen as strategies to turn whole deprived neighbourhoods into more prosperous areas (Voermans, 2016). The local housing cooperative bought 50 houses in Klarendal and turned them into buildings that were suitable for fashion shops (Voermans, 2016). In Arnhem, the reputation of a place (a place that is famous for its high fashion) now leads to the clustering of clothing stores, fashion galleries etc.

In the early 1920s, Christaller formulated a theory for predicting the spread of retailers, called the *central place theory*. According to Christaller (1933), there is a hierarchy of communities in terms of a variety of stores, where goods of higher order tend to stay farther away from each other than goods of lower order because they serve a larger threshold population. Higher order places offer all the goods offered at lower order ones, but not vice versa (Christaller, 1933). These findings however do not explain the clustering of retailers in for example city centres. The findings even show that is unlikely that retailers cluster, because of limit values (*drempelwaarden*).

That is why Hotelling, in 1929, laid the foundations for the study of microscopic retail locations with the principle of minimum differentiation. He concluded that when there is more competition among retailers, retailers will offer more homogenized products, because retailers keep an eye on each other (Atzema et. Al., 2012). If two retailers, selling homogenized products, decide to enter a place, or a market, both will locate their store on the edges of the market (Hotelling, 1929). However, a retailer sees that he can purchase a higher market share when moving closer towards the centre of the market, thereby taking over customers of the other retailer (Hotelling, 1929). Eventually, the two retailers will be in the middle of the market, every movement away then will lead to a loose of market share (Hotelling, 1929). If a third retailer then enters the market, he will locate near the other two retailers, but not between them, because he can purchase the market share of the edges of the market (Hotelling, 1929). Eventually, if more and more retailers, selling the same products, want to enter the market there will be a tendency for them to cluster (Hotelling, 1929). Retailers are thus locational dependent of each other (Atzema et. Al., 2012). Nelson (1958) adds that a certain number of stores dealing in the same merchandise will do more business if they are located adjacent or in proximity to each other than if they are widely scattered, because consumers always compare the offering of several stores, before deciding to buy a certain product. Simons (2012) has also shown that bike retailers in the Netherlands tend to cluster. They prefer places along passers-by streets and locations that are close to other shops that attract visitors, like supermarkets and construction stores. One of the recommendations, pointed out by Exterkate and Ploem (2018), is that governments should try to attract crowd-pleasers in the centre of the retail business structure. They are saying that libraries, museums and cinemas should be located at strategic locations, between businesses. Besides, *''a combination of a supermarket and speciality stores (bakery, grocery store etc.) next to each other is preferred''* (Exterkate and Ploem, 2018, p.2).

You may ask if these theories stand firm in contemporary urban policies. However, Hotelling is saying that eventually all the retailers would locate in a street that offer opportunities for them, a street with a lot of passers-by. Practice has shown that retailers are able to locate in promising shopping streets. Retailers are not that segmented as restaurant businesses, who face restrictions based on the category in which they operate (restaurant businesses category 1, 2 or 3). In this research, only the interests of creative retailers have been investigated. The theories of for example Hotelling thus stand firm because retailers are not that segmented as restaurant businesses.

Furthermore, it is a good idea to transform abandoned retail buildings into living houses. Living areas and areas with a lot of retailers can reinforce each other, because of the increase in a rich catchment area (Exterkate and Ploem, 2018). Also post drop-off points (like DHL, PostNL etc.) can be seen as crowd-pleasers: *''It's likely that the customers of these points will also visit other surrounding shops''* (Exterkate and Ploem, 2018, p.5).

In their paper, Huang and Levinson (2011) did a research to the clustering of retailers. They adopted an agent based approach, with consumers as being agents, to explain the emergence of retail clusters from a microscopic perspective. They define a cluster of retailers as ''*an agglomeration of retailers which are geographically adjacent or colocated''* (Huang and Levinson, 2011, p.84). Retailers then connect suppliers and consumers on the supply chain (Hotelling, 1929, Huang and Levinson, 2011). They show that there is a significant influence of the consumers' willingness to travel and the clustering of retailers, in accordance with the theories formulated by Hotelling (1929). Retailers, selling both homogenous and complementary goods, tend to cluster due to competition among retailers, always keeping an eye on the behaviour of each other (Huang and Levinson, 2011).

Retailers thus have several reasons to cluster. The publicity of a place, the presence of customers and the behaviour of other stores influence the clustering of retailers. The cluster itself then attracts new entrepreneurs, assuming a process of cumulative causation.

6.4 Technology, talent and tolerance

Because most of the entrepreneurs of new forms of businesses will be regarded as people belonging to the creative class, literature of Richard Flordia will be reviewed now. This paragraph will make clear how technology, talent and tolerance can attract creative entrepreneurs.

The first academic who introduced the term ''creative city'' is David Yencken (1988). He argued that a city must be efficient and fair indeed, however a creative city should also be one that is committed to fostering creativity among its citizens and to providing emotionally satisfying places and experiences for the citizens (Yencken, 1988).

Richard Florida (2002) elaborated on the creative city ideas by saying that the creative sector is the most important sector in our economy. ''*Places that succeed in attracting and retaining creative class people prosper; those that fail don't''* (Florida, 2002, p.17). Local governments that only realise high-end office parks will fail. According to Florida (2002), places should be more tolerant, diverse and open to creativity.

Creative class members are members of ''*a fast growing, highly educated, and well-paid segment of the workforce on whose efforts corporate profits and economic growth increasingly depend*" (Florida, 2002, p.17). They have jobs in a wide variety of industries, ranging from technology to entertainment, journalism to finance, high-end manufacturing to the arts (Florida, 2002). Creative class members create *meaningful new forms* (Florida, 2002). The class can be divided in three groups. The first group consists of the super-creative core: scientists, engineers, university professors, poets and novelists, artists, entertainers, actors, designers and architects. They produce new forms or designs that are readily transferable and thus profitable (Florida, 2002). Besides, Florida emphasizes on the role of creative professionals who work in a wide range of knowledge-intensive industries. These are for example people working in high-tech sectors, financial services, healthcare services and business management. These people solve specific problems. They come up with methods or products that turn out to be widely useful (Florida, 2002). The third group are bohemians, who are commercial designers, sculptors, photographers, authors, painters, musicians, actors etc. By doing their job, they add creative value to the economy (Florida, 2002). The creative class powers innovation and growth (Florida, 2002).

The creative class makes up more than 35 percent of the workforce in creative cities (Florida, 2002). Florida adopts his ideas to rankings with creative cities. He concludes that creative cities, in for example the wider Washington D.C. region, all undergo tremendous economic growth. Besides, cities with the most miniscule concentrations of the creative class fail (Florida, 2002). That is why Florida gives recommendations about how to attract those members. Cities should have low entry barriers for creative people. Cities should be *''a place where newcomers are accepted quickly into all sorts of social and economic arrangements''* (Florida, 2002, p.20). Pug-and-play communities should be established. These are communities where anyone can fit in quickly, where people can find opportunity, build support structures, be themselves and not get stuck in any one identity (Florida, 2002). That is why Florida established a gay index as well. A place that is open to the gay community is likely to be open to all and thus has low entry barriers for human capital (Florida, 2002). A combination of ''three T's'' should be embraced: talent, technology and tolerance (Florida, 2005).

''Talent is a key intermediate variable in attracting high-technology industries and generating higher regional incomes'' (Florida, 2005, p.87). The economic geography of talent is a function of employment opportunities and financial incentives (Florida, 2005). Talent provides a wide range of lifestyle amenities, which attracts talented people and innovative businesses. Talent can be seen as *''highly educated people, defined as those with a bachelor's degree and above''* (Florida, 2005, p.93). Oerlemans et. Al. (2007, p.170) support Florida by saying that *''innovative environments are seen as the breeding grounds of innovation and innovative entrepreneurs.''*

Technology makes the establishment of creative class members possible. Technology can transfer research, ideas and innovation into marketable and sustainable products (Florida, 2005). Universities have a central position. They are a key hub institution of the creative age: ''*The region surrounding the university may not even benefit if it does not have the required infrastructure and environment to keep these companies in the area''* (Florida, 2005, p.146). A good infrastructure attracts and retains top talent and absorbs academic research results for commercial gain (Florida, 2005). Technology can thus be seen as infrastructure necessary to fuel an entrepreneurial culture.

Tolerance for everyone leads to lower entry barriers for everyone: *''Artists,* *musicians, gay people, and the members of the Creative Class in general prefer places that are open and diverse. Such low-entry barriers are especially important because today, places grow not just through higher birth rates (…), but by their ability to attract people from the outside''* (Florida, 2005, p.38). Tolerance thus is the openness to everyone, thereby creating lower entry barriers for newcomers.

Rutten and Gelissen (2008) support the ideas of Florida. Technology and talent have a direct impact on the wealth of EU regions (Rutten and Gelissen, 2008). Rutten and Gelissen (2008) respond to critical commentators on Florida who have argued that wealth and the three T's are mutually dependent: *''Wealth may attract people (Diversity) but regional economics does not support the idea that Wealth attracts Technology and Talent. Instead, Technology and Talent contribute to Wealth*'' (Rutten and Gelissen, 2008, p.1002). The researchers however found less support for the contribution of tolerance to wealth, perhaps because of their operationalisation of the term ''tolerance,'' as said by themselves.

The ideas of Richard Florida nonetheless have been widely criticised as well. The first form of criticism relates to the definition of the term ''creative class.'' The notion of a class that creates ''meaningful new forms'' is very broad. In the Netherlands, 47 percent of the workforce would be part of this group (Atzema et. Al., 2012). Secondly, Florida is blamed by critics for fuelling urban inequality (The Guardian, 2017). Florida made a marketable form of attracting creative class members, with indexes like the ''Bohemian Index'' and the ''Gay Index'' (Florida, 2002, The Guardian, 2017). Cities at the bottom of those lists should had attract creative class members by the three T's (The Guardian, 2017). Once the creative people located in an area, houses have been gentrified and property prices increased (The Guardian, 2017). Local governments *''attract the much-desired `creative class', yield greater profits for area businesses, and ultimately increase property values''* (Rankin and Delaney, 2011). Rankin and Delaney (2011) see the desire to attract the creative class as neoliberal urbanism. Thirdly, as already mentioned, critics question the three T's in attracting creative class members as the only location factors. Academics should look at more ''traditional'' location factors (like low taxes, safe streets etc.) as well (Haisch and Klöpper, 2014). Because it is not clear if any other traditional location factor influences the choice of location of these entrepreneurs as well, a holistic research is desired. That is why the more traditional location preferences as mentioned by Atzema et. Al. (2012) have been addressed in the previous paragraphs. This paragraph however has highlighted that the three T's could attract creative class entrepreneurs as well (Florida, 2005, Oerlemans et. Al., 2007, Rutten and Gelissen, 2008).

6.5 Conceptual framework

The relations between the independent variables (location factors) and the dependent variable (choice of location) are shown in figure 6. All these relationships will be investigated in this research. The relations are based on the literature study. By drawing up a conceptual framework, theories are translated into empirical elements (Vennix, 2011).

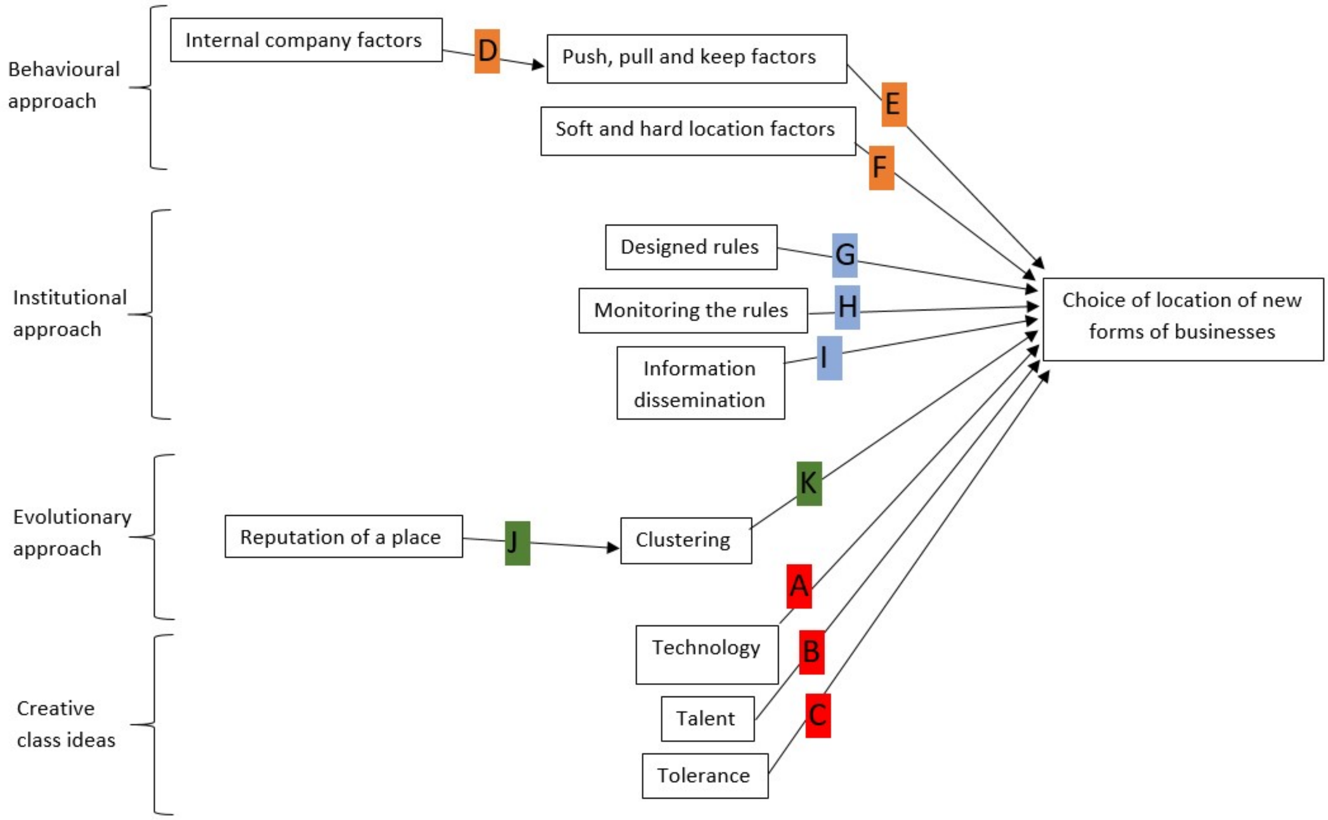


Figure 6. Conceptual framework

7. Methodology

7.1 Case study

In this research, the Haarlem case has been investigated. The investigation consisted of a single-case holistic design (Yin, 2003). This means that a case (local entrepreneurs in the Haarlem city centre) is investigated entirely, looking at all location factors and also taking into account the context of the case (the policies of the local government).

The advantage of this design is that a formulated theory, a choice of location theory, can be tested (Yin, 2003). By doing this, the case can represent a proper contribution to knowledge and theory building (Yin, 2003). Another reason for investigating a single case design is a representative or typical case (Yin, 2003). Haarlem more or less represents other Dutch city centres, in which more high segment businesses are located in the main streets and in which low segment businesses are established in side streets (Gemeente Haarlem, 2016, Van Zwet and Weck, 2018). Also the common rules for peripheral retail businesses are adopted in Haarlem (PDV-policies) (Gemeente Haarlem, 2016). That is why the lessons learned from this case study are informative about other Dutch cities.

Demarcation of the case

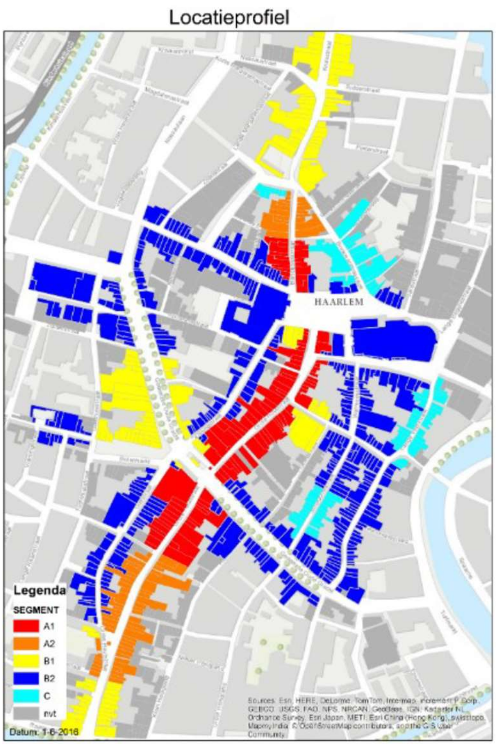


Figure 7. Location profile (Gemeente Haarlem, 2016).

In figure 7, the results of an investigation to the passers-by are shown (Gemeente Haarlem, 2016). It is an passers-by counting system which counts how many people walk along a specific site in the city centre of Haarlem (Van Zwet and Weck, 2018). By doing this, the segment of businesses is determined (Van Zwet and Weck, 2018). The A1, A2 and B1 businesses are located in the main streets. An *A location* is a location that is passed by at least 50 percent of the total daily visitors that visit the Haarlem city centre (Van Zwet and

Weck, 2018). A *B location* is passed by 10 till 50 percent of the total daily visitors. The B2 and C-businesses are established in the side streets. C-businesses are passed by less than 10 percent of the daily visitors. Often more local entrepreneurs, who are not part of a franchise, are located in these streets (Van Zwet and Weck, 2018). They have a so-called C segment business.

In this research, creative entrepreneurs were investigated. In the operationalisation chapter it will be made clear that these entrepreneurs can have an A, B or C segment business. For now it is important to point out that all the creative businesses, also belonging to store chains, in the map above were investigated. This case study was thus demarcated by the following streets: *Grote Houtstraat* (A and B segment), *Barteljorisstraat* (A), *Anegang* (B and C), *Kruisstraa*t (B), *Kleine Houtstraat* (B), *Gedempte Oudegracht* (B), *Zijlstraat* (B), *Schagchelstraat* (B and C), *Smedestraat* (C*), Lange Veerstraat* (C) and *Gierstraat* (B).

7.2 Surveys

Sample size and research material

In this research, surveys will are used in order to find out how creative entrepreneurs experience the location factors. This is a quantitative method according to empirical analytical research methods (Vennix, 2011). This method is used because it is clear which factors influence the choice of location. When the causal relations were less known, a qualitative research would have been preferred (Vennix, 2011). Besides, clear answers can be given to the question which location factor has the biggest influence on the location preferences of creative entrepreneurs: do these entrepreneurs mostly appreciate the presence of technology, tolerance and talent, or are there other location factors that entrepreneurs take more into account? An answer to this question can be given by looking at the R Square linear of the relationships between the independent and dependent variables.

The question was, how many surveys have to be conducted. It is difficult to estimate the exact number of creative retailers operating in the Haarlem city centre. One can use a formula for calculating the sample size, which is shown and filled out in the annexes (paragraph 1). Before filling in this formula, the current amount of creative shops in the city centre of Haarlem needs to be estimated. In 2016 there were 554 shops in the city centre of Haarlem (Gemeente Haarlem, 2016). In this research, only new forms of retail businesses will be investigated, the food service industry is excluded from this investigation. In a research to the Haarlem city centre, Locatus did an investigation to the passers-by of shops in the centre (Gemeente Haarlem, 2016). Based on this research, the segment of shops is determined. There are however no exact numbers of new entrepreneurs, who often have a B2 or C segment shop (Gemeente Haarlem, 2016). Based on figure 3, one could estimate that approximately 50 percent of the shops in the city centre is segmented in category B2 or C. The food service industry is however included in this number. Besides, creative businesses could be found in A-segment shops as well. For example car company Skoda has located a creative shop, called *Štore*, in the city centre of Haarlem. People can buy for example smart home applications in this shop and costumers can experience the offer of Skoda by using virtual reality glasses (www.automotive-online.nl, 2018). This example makes clear that store chains could complement consumer needs as well. All in all one could say that about 50 percent of the shops (227 stores) could possibly be a creative shop. This means that 51 surveys needs to be conducted, in order to achieve a representative sample, with an error rate of 8% and a certainty rate of 80% (see annexes).

MKB Nederland (2019) did a research to the most SME friendly municipality in the Netherlands. They also conducted surveys in city centres and they are saying that 54 surveys can be seen as a representative sample size for the Haarlem city centre (MKB Nederland, 2019). That is why 54 surveys were conducted in this research.

The response rate will be higher when research subjects are approached in person (Vennix, 2011). That is why the surveys were handed over physically to entrepreneurs in person, on Thursdays (10:00-21:00) and Fridays (10:00-18:00), when it was quiet at the shops. This process was random. After filling in the survey, the surveys were collected in person as well.

Data analyses

The survey consists of one question in which the choice of location is questioned (''Point out your opinion about the following question with a grade ranging from 1 till 10: How do you experience the location of your business in general?''). Thereafter the location factors were questioned (e.g. ''The accessibility of my shop is good''). The data of the surveys was put into SPSS, a software package that is used for statistical data analyses.

Before the data can be analysed, a researcher should look at possible outliers (*uitschieters*) in the data. An outlier is an ''*observation that is extremely large or small compared with the other observations''* (McClave et. Al., 2016, p.50). In this research, outliers are indicated by drawing up box-plots. Hereby, inner and outer fences will be indicated. When an observation is not covered between the inner and outer fences, an observation will be regarded as an outlier (McClave et. Al., 2016). The first question a researcher must ask himself is, why is a certain observation an outlier? Can the outlier be explained, is the observation wrong or has the respondent misinterpret the question? This can provide useful information. The outliers, in the data set, have been marked with a symbol (*) (McClave et. Al., 2016). These outliers were included in the investigation. However, when a variable consists of a lot of outliers, the outliers were addressed and explained in the findings.

Now the data analyses will be addressed. Firstly, descriptive analyses are required in order to formulate an answer on subquestion 1. This will clarify how for example the location is appreciated in general. When the mean of the response was greater than or equal to 5.5, the appreciation of the location in general was regarded as positive (with regard to the question: ''How do you experience the location of your business in general?''). Most of the independent question were however measured by using an five point Likert scale. Hereby, respondents point out their opinion about a location factor (e.g. ''The accessibility of my shop is good'') on a scale ranging from disagree (1), strongly disagree (2), neutral (3), agree (4) or strongly agree (5). When the mean of the response was greater than or equal to 3.0, this location factor was regarded as a factor that attracts entrepreneurs to the city centre. When the mean of the response was below 3.0, this location factor was regarded as a factor that could keep new entrepreneurs away from locating in the Haarlem city centre.

Secondly, explanatory analyses were required in order to formulate an answer on subquestion 2. Regression analyses was used for analysing the relationship between the dependent variable, with an interval test level (choice of location), and an independent variable, with an interval test level as well (e.g. ''Point out your opinion about the accessibility of this place with a grade ranging from 1 till 10''). In SPSS, the R Square has been measured. When the number of the R Square was greater than or equal to 0.20, the relationship between the two variables was regarded as significant (Korzilius, 2008, McClave et. Al., 2016). This means that at least 20 percent of the dependent variable is predicted by the relevant independent variable (McClave et. Al., 2016). Dependent variables with a nominal or ordinal test level were transformed into dummy variables. By doing this, the dependent variable will be tested on an interval or ratio test level, instead of a nominal or ordinal test level. That is why the relationships between an independent variable and a dependent dummy variable can be measured by regression analyses as well (McClave et. Al., 2016).

Besides, analyses of variance were conducted for analysing the relationship between the dependent variable, with an interval test level (choice of location), and an independent variable, with an ordinal test level (Likert scale, e.g. ''The accessibility of my shop is good''). When using an analysis of variance it is important to keep in mind the null hypothesis (''there is no relationship between accessibility and choice of location'') and the alternative hypothesis (''there is a relationship between accessibility and choice of location'') (McClave et. Al., 2016). Then in SPSS the Alpha was calculated. An Alpha of 0.05 was applied. When the significance of the analysis of variance between two variables was below 0.05, the null hypothesis has been ruled out and the alternative hypothesis was accepted. This namely makes clear that one could say with at least 95 percent certainty that there is a significant relationship between two variables (McClave et. Al., 2016).

Multiple regression analyses were used for analysing the relationship between the dependent variable, with an interval test level (choice of location), and an independent variable, with a nominal test level (e.g. ''In which street is your shop located?''). Before doing this, the nominal measured independent variables were translated into dummy variables. By doing this, the independent variables become measured along an interval/ratio test level, instead of a nominal test level (McClave et. Al., 2016). The multiple regression analyses can then be interpret in the same way as the analyses of variance: when the level of significance is below 0.05, one can accept the alternative hypothesis and say that there is a relationship between the variables.

Finally, Chi-Square tests were performed for analysing the relationships between a dependent variable, nominal measured (expecting to move or not to move within one year), and independent variables, nominal or ordinal measured. A Chi-Square test can be regarded as valid (generalizable) if all the expected cell frequencies are greater than or equal to 1.00 (Korzilius, 2008). Additionally, a maximum rate of 20 percent of the expected cell frequencies is allowed to have less than 5 observations (if there are many cells). Similar to analyses of variance, a relationship is significant if the alpha is below 0.05 (Korzilius, 2008). Besides, a research should look at the Pearson Chi-Square. The degrees of freedom, in this research 1 (critical value 2,71) or 4 (critical value 7,78), determine the critical value of the Pearson Chi-Square, as shown in the figure below.

Critical value Chi Square		
Level of significance (alpha)	10%	5%
Degrees of freedom		
1	1,64	**2,71**
2	3,22	4,60
3	4,64	6,25
4	5,99	**7,78**
5	7,29	9,24

Figure 8. Critical value Chi Square (www.wetenschap.infonu.nl, last seen 23.07.2019).

As said, the explanatory analyses were used in order to give an answer to subquestion 2. For this purpose, all location factors that significantly influence the choice of location were gathered. A top five of most and less attractive location factors has been set up. This was done by looking at the slope of analyses. The variable with the strongest slope was regarded as the location factor that mostly influences the choice of location. The drawn up hypothesis (see chapter 5) is that technology, talent and tolerance will attract creative entrepreneurs, however more traditional factors will be meaningful as well with regard to the choice of location. This hypothesis would be declined if other factors, more traditional location factors, seems to have more influence on the choice of location of creative entrepreneurs than the location factors as mentioned by Richard Florida (technology, talent and tolerance). The aim hereby was, to find out what science does not know, if there are other location factors besides talent, tolerance and technology that could influence the location choice of creative entrepreneurs.

The level of influence of independent variables (measured in all test levels) was measured by looking at the R Square linear of scatter diagrams. The R Square provides insight into the extent of the influence of the variables (McClave et. Al., 2016). The higher the rate of the R Square, the stronger the influence of an independent variable on the dependent variable.

Finally it is important to say that the scale of two variables has been measured backwards. In the list with statements, measured along a Likert scale, the last two variables are measured by negative statements: ‘’I would like to expand my store.’’ These are negatively measured in order to prevent that people will fill in the survey in an automatic way, always filling in ‘’strongly agree’’ for example. However, during the analyses, the statements were transformed into positive statements: ''I would not like to expand my store.'' Additionally, agreement is turned into disagreement (and vice versa). That is why higher rates (''strongly agree'') on Likert scale items are all pointing out positive experiences now.

Endogeneity can occur if a researcher forgets to include independent variables that influence the dependent variable (McClave et. Al., 2016). As a result, the R Square of significant variables will be higher, thereby saying that an independent variable has more influence on the dependent variable than it actually has. That is why it is important to consider whether all the possible independent variables are mentioned in a conceptual model and a survey. Endogeneity in this research has been prevented by talking to relevant actors before conducting the surveys. Employees of the municipal government (of the department of economic affairs and of the department of research and statistics), the Haarlem centrum manager, teachers of the Radboud University and students in economic geography all have been looking at the survey and possible variables that could predict the choice of location. Furthermore, someone who tries to realize pop-up stores in vacant properties has looked at the findings of this investigation. He puts property owners of vacant properties in touch with entrepreneurs. He confirmed the findings. Besides, colleagues of the department of economic affairs confirmed the findings, who joined the presentation of this research. All possible factors therefore seem to be investigated.

7.3 Observation

In order to triangulate the findings of the literature study and the distracted surveys, an additional observation has been made. An observation belongs to the qualitative research methods. The benefit of doing an additional observation is that the findings can enhance the findings of the literature study and surveys (Vennix, 2011). When the findings support each other, the reliability of the investigation will be reinforced. However, when the findings contradict each other, plausible reasons have to be found. This can for example be done by doing another form of research, like an interview (Vennix, 2011).

One of the pitfalls when doing an observation is investigating from a biased viewpoint (Vennix, 2011). This means that a researcher is guided by his own perceptions. In order to minimize the chance that this will happen in this research, the observation took place before conducting the surveys.

In this research, a nonparticipating observation is conducted. This means that there is no contact between the researcher and the research objectives, the entrepreneurs (Vennix, 2011). A nonparticipating observation is adopted because the behaviour of the entrepreneurs has not to be investigated. Their behaviour, the choice for a location in the Haarlem city centre, is namely already known.

The observation has been conducted on a Thursday and Friday afternoon (12:30-17:30). Hereby, all the demarcated streets (see figure 7) were walked down.

During the observation, attention has been paid to the location factors. Attention has for example been paid to clusters of stores, the number of parking spots, city marketing campaigns etc. The observation protocol has been filled out and pictures are taken. The pictures are used to reinforce the findings of the survey.

The filled out observation scheme can be found in the annexes, in which the indicators for the location aspects are drawn up.

8. Operationalisation

In this chapter, the links between variables and the individual variables will be operationalised.

8.1 Relationships between variables

The conceptual model of this research can be found in paragraph 6.5, figure 6.

The traditional view expresses that creative entrepreneurs will be attracted by technology, talent and tolerance (Florida, 2005). That is why the hypothesis is that creative entrepreneurs take technology, talent and tolerance into account when considering their location. Technology involves schools that are located in a certain area. These schools attract creative class people (students) and because of a good infrastructure between schools and businesses (e.g. the possibilities to do internships), this process can lead to the establishment of creative entrepreneurs close to these schools (Florida, 2005). That is why there is a causal link between technology, the independent variable, and the establishment of creative entrepreneurs, the dependent variable (shown in figure 6 with **line A**). Besides, creative entrepreneurs will take into account the number of talented people (independent variable) when considering their location (dependent variable) (**line B**). Talented people namely are an important part of the labour market (Oerlemans et. Al., 2007). Tolerance can attract creative entrepreneurs as well. Low-entry barriers for newcomers will support the establishment of creative people. When there is more tolerance (for newcomers, creative people, gay people etc.), there will locate more creative entrepreneurs (Florida, 2005). This causal relationship is represented by **line C** in figure 6.

However, as mentioned, assumptions are made that technology, talent and tolerance not only lead to the establishment of creative people. That is why the conceptual framework in this research is more holistic. More traditional location factors are integrated in this research as well.

Firstly, from a behavioural perspective one could say that entrepreneurs are attracted/retained by a certain degree of push, pull and keep factors (Atzema et. Al., 2012). Entrepreneurs compare these factors and based on this comparison they decide to locate whether or not. Property prices, the accessibility of a place, the number of passing by customers etc. can all attract, demotivate or retain creative retailers. For example the higher the property prices, the less likely it is that creative entrepreneurs are attracted to this location. However, when there for example are a lot of passing by customers, the more likely it is that entrepreneurs do not mind higher property prices. The more convenient the combination of these factors is for a business (independent variable), the better chance entrepreneurs will be attracted to a certain location (dependent variable) (Atzema et. Al.,

2012) (**line E**). Nevertheless, these factors are more or less dependent of internal company factors. So it is possible that when the accessibility of place is improved, entrepreneurs are still not attracted to a certain place. When a business just has hired more employees (because of scaling up the business), it is possible that a business give preference to a larger scaled property instead of a more easily accessible location (Pellenbarg et. Al., 2002). So internal company factors (independent variable) can influence location preferences (dependent variable) (**line D**). Also, entrepreneurs will take into account more soft location factors when considering a location (Van der Hoek, 2007). It is for example less likely that firms will locate in aesthetic ‘’uggly’’ areas, areas that are less visited by customers (Van der Hoek, 2007). That is why entrepreneurs will also consider the aesthetic of a place (independent variable). This causal relationship is represented by **line F** in figure 6.

Secondly, from an institutional perspective it is conceivable that entrepreneurs will take into account institutional aspects as well, when choosing a location (Atzema et. Al., 2012). When designed rules match with business needs (e.g. the rules on expanding existing buildings) (independent variable), it can be assumed that businesses feel attracted to a certain place (Van der Krabben et. Al., 2012) (**line G**). However, institutions can do more in order to attract businesses. When an entrepreneur knows that the rules at a certain place are well monitored (independent variable), he/she knows that his/her property is protected carefully and that it is attractive to locate at this place (Atzema et. Al., 2012) (**line H**). Also the information diffused by institutions (independent variable) can attract entrepreneurs. If entrepreneurs are easily informed of the rules and regulations (for example by policy documents that are simple and easy to understand), entrepreneurs do not have to spend a lot of time to become known with the rules and regulations. They rather choose for a location in which they are familiar with the rules and regulations (The European Commission, 2018) (**line I**).

Thirdly, businesses will look at the location choice of other businesses. This process also involves a comparison in which location factors are compared (Atzema et. Al., 2012). Crowd-pleasers, like supermarkets, could attract creative retailers. When there is a crowd-pleaser nearby, it is more likely that the number of passers-by is higher, and that is why a certain location becomes more attractive for entrepreneurs (Exterkate and Ploem, 2018). Huang and Levinson (2011) also showed that there is a significant influence of the consumers’ willingness to travel and the clustering of retailers. Retailers tend to cluster because they know that a cluster of retailers will attract more customers (Hotelling, 1929). Retailers could also be attracted by the presence of other retailers. They can for example mutually share information or knowledge about products and they can use each other’s sales channels (Exterkate and Ploem, 2018). The direct causal link between the clustering of retailers (independent variable) and their location choice (dependent variable) is represented by **line K** in figure 6. There are however variables that can influence the clustering of creative retailers. The reputation of a place (independent variable) can lead to a clustering of retailers (dependent variable) that all complement with that reputation, like the clustering of high end fashion stores and galleries in Arnhem (Hospers, 2009) (**line J**).

These relationships can be regarded as the hypotheses that were tested. A location factor is regarded as important if it influences the choice of location of creative entrepreneurs significantly. If an analysis ((multiple) regression analyses, analyses of variance or Chi-Square tests, depending on the test levels), shows that there indeed is a relationship, the above mentioned relationships were accepted. The null hypothesis, that there is no relationship between the independent (location factors) and the dependent variable (choice of location) were declined and the alternative hypothesis, that there is a relationship between the two variables, was accepted, as mentioned in paragraph 7.2. Line A for example implicates that technology can foster creative entrepreneurs, as mentioned. This relationship would be accepted if the analyses showed that the null hypothesis could be ruled out.

8.2 Definitions

Choice of location

As mentioned in the chapter regarding the scientific relevance, it is interesting *''to know which kind or type of (skilled) person is staying or moving in which kind of urban or metropolitan area (and why)* (Haisch and Klöpper, 2014, p.252). Besides it has been said that ''*future research should also challenge the correlation between quality of place factors and skilled individuals as a one-way causal relationship''* (Haisch and Klöpper, 2014, p.252).

That is why the definition of location choice in this paper is twofold. Firstly, it is about location preferences that could attract other entrepreneurs (how satisfied are the entrepreneurs with their choice for a location in Haarlem). Secondly, it is about factors that motivate entrepreneurs to stay at their place or leave a place (staying or moving). It will namely be complicated to find out, in a survey, which factors led to the establishment of a certain retailer in the Haarlem city centre 20 years ago.

Creative class members / new forms of businesses / new entrepreneurs / creative entrepreneurs / creative retailers

Creative class members are members of ''*a fast growing, highly educated, and well-paid segment of the workforce on whose efforts corporate profits and economic growth increasingly depend*" (Florida, 2002, p.17). They create *meaningful new forms* (Florida, 2005). They can be regarded both as super-creative core members (for example artists) and bohemians (commercial designers and photographers for example). In the retail business vision (2016) of the municipal government of Haarlem, businesses that meet future consumer needs are called *new entrepreneurs*. These entrepreneurs should create meaningful new forms as well, by working on new concepts that meet future consumer needs (Gemeente Haarlem, 2016). These entrepreneurs are part of all segmented businesses. The local government emphasize the scale of the new forms of businesses. It are mostly small-scale shops (Gemeente Haarlem, 2016). The shops in the city centre of Haarlem are the focus of this inquiry. Restaurants are not included in the research objectives.

Creative entrepreneurs in this research are regarded as *shops that create meaningful new forms* that complement with the experience factor of customers. This class consists of both local entrepreneurs (who are able to tell something about the products they sell, like craftsmen) and entrepreneurs who use or sell innovative products that complement with the experience factor of customers (particularly creative retailers). In paragraph 8.2, a list with indicators will be shown.

Talent

Talent can be seen as *''highly educated people, defined as those with a bachelor's degree and above''* (Florida, 2005, p.93). All the location factors are measured on the scale of the city centre, by saying (in the survey) that all the factors relate to the city centre. Talent is the only variable that was measured with regard to the Haarlem region, by saying in the survey that ''there is a lot of talent in and around Haarlem (young and highly educated people),'' see question 15 of the survey.

Technology

Technology in this research is *the infrastructure that has been established for fuelling the entrepreneurial culture* (Florida, 2005).

Tolerance

Tolerance is *the openness to everyone, thus including openness to non-traditional lifestyles as well, thereby creating lower entry barriers for newcomers* (Florida, 2005, Rutten and Gelissen, 2008).

Push motives

In this research, the definition of push motives of Rijt-Veltman et. Al. (2002) is adopted, because they stress that both internal and external company factors can be seen as push motives: *push motives are both internal and external company factors that drive entrepreneurs to leave a certain place.* Lukkes (1988) gives a summary of push motives: the impossibility to grow at a place, an inappropriate property, a poor accessibility for workers, visitors and the delivery of goods, a lack of parking places, an inappropriate environment, a lack of workers, municipal legislation, the termination of the property lease, the unrepresentativeness of the building, the market (insufficient demand) and a social living area that is appreciated as insufficiently.

Pull motives

In this research, the definition of push motives of Rijt-Veltman et. Al. (2002) is adopted, because they stress that both internal and external company factors can be seen as pull motives: *pull motives are both internal and external company factors that attract entrepreneurs to a certain place*. As already said, according to Kok et. Al. (2002), a good accessibility, the property itself, the representativeness of the place, the geographical location, the reputation of a place, the price, the number of parking places and the number of workers in an area can be regarded as the most important pull factors. Especially for retailers, a close proximity to customers is desired (Pupavac et. Al., 2013).

Keep motives

Keep motives are *reasons for entrepreneurs to stay at a certain place* (Atzema et. Al., 2012). Examples include the fear of losing workforces and business relations, unsecure forecasts with regard to the market of a place and investments that have already been made in a current property (Atzema et. Al., 2012, Van Oort et. Al., 2002).

Hard location factors

Hard location factors are *objective reasons for a firm to stay at a certain place, leave a place or relocate to another place* (Atzema et. Al., 2012). These factors include the objective factors as mentioned belonging to the push and pull motives.

Soft location factors

Soft location factors are *subjective reasons for a firm to stay at a certain place, leave a place or relocate to another place* (Atzema et. Al., 2012). Soft location factors include the aesthetic of the building, the aesthetic of the direct environment, the attractiveness of the geographical location, the work ethics at a certain place, the reputation of a place, the international orientation of a place, the aesthetic of the landscape, the reputation of the local government and personal motives (Atzema et. Al., 2012).

Internal company factors

Internal company factors can formulate new location preferences (Van Oort et. Al., 2007). Internal company factors are not influenced by external factors, like push and pull factors (Van Oort et. Al., 2007). Internal company factors include for example the branch in which a retailer is working, the size of a store (number of workforces), previous spatial movements and the age of a store (Van Oort et. Al., 2007).

Designed rules

Designed rules in this research are *both formal and informal rules, established by the local government, that fulfil or combat the interests of new forms of businesses* (North, 1990). Relevant examples are rules that protect the rights of innovations and rules that make it possible for businesses to grow, without competing with small scaled shops (Atzema et. Al., 2012).

Monitoring the rules

Monitoring, according to an institutional approach, is *the controlling, done by governmental institutions, of the compliance of the established rules* (Atzema et. Al., 2012).

Information dissemination

In this research, information dissemination is seen as *the information shared by local governments to help entrepreneurs with their full conscious (symmetrical) decision about their choice of location* (Atzema et. Al., 2012).

Clustering

Clusters in this research are *'an agglomeration of retailers* (operating in the same sector) *which are geographically adjacent or colocated''* (Huang and Levinson, 2011, p.84). The publicity of a place, the presence of customers and the behaviour of other stores influence the clustering of retailers (Atzema et. Al., 2012, Hotelling, 1929, Huang and Levinson, 2011).

The reputation of a place

The literature study has shown that the clustering of retailers can for example be influenced by the reputation of a place. In Arnhem for example, the high fashion reputation of Klarendal leaded to the establishment of clothing stores, art galleries etc. (Hospers, 2009, Voermans, 2016). That is why in this study attention has been paid to the framing of the Haarlem city centre (with for example city marketing campaigns) and how this could potentially lead to the clustering of retailers.

8.3 Indicators

In order to do a research to the location factors, the variables have to be quantified (Vennix, 2011). In the following table, the location factors are made measurable. The indicators are based on the definitions and examples as mentioned in the previous paragraph and in the literature.

Variables	**Indicators**
Choice of location	The general appreciation of entrepreneurs for the location factors as reflected in the Haarlem city centre, the odds that entrepreneurs will leave the Haarlem city centre
New forms of businesses	Often small shops that are not part of a chain (owned by local entrepreneurs), art galleries, craftsmen (e.g. jewellery stores that sell homemade jewels), 3D print shops, clothing stores with virtual full-length mirrors, shops in which customers can only look at the offer of a shop and can only order the products on the Internet (*internetplayers)*, second hand shops, shops in which food is prepared by products that can be bought in the shop, retail functions and restaurants together in one building (''blurring'') (Gemeente Haarlem, 2016), stores that sell products that have

	a ''story'' (customers can get to know how products are made, often sustainable products) etc.
Talent	Level of education (at least a bachelor's degree). Being part of creative classes: super-creative core, creative professionals or bohemians.
Technology	The proximity of universities and higher professional education schools. Connections between universities and businesses. The possibilities for students to do internships. The number of young people.
Tolerance	The experienced level of openness to newcomers. Projects that help newcomers.
Push motives	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal legislation, the size of the company, the representativeness of the building, the appreciation of the social living area etc. The number of passing customers.
Pull motives	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal legislation, the size of the company, the representativeness of the building, the appreciation of the social living area etc. The number of passing customers.
Keep motives	The level of fear of entrepreneurs of losing workforces and losing business relations. The number of investments made in the current building.
Hard location factors	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal legislation etc.
Soft location factors	The appreciation of entrepreneurs for the representativeness of the building, the appreciation of the social living area, the attractiveness of the geographical location, the reputation of a place, the international orientation of a place, the aesthetic of the landscape, the reputation of the local government etc. The number of historic buildings. The amount of green spaces. Cultural events.
Internal company factors	The branch in which a retailer is working, the size of a store (number of workforces), previous spatial movements and the age of a store

Monitoring the rules	The sanctions (for not complying with the rules) as formulated by the municipal government. The presence of governmental officials, like police, security forces, people who monitor building permits etc.
Information dissemination	The number of information sessions (workshops, seminars) for entrepreneurs, organized by the local government, on the municipal (retail businesses) visions. The appreciation of entrepreneurs for the online and offline availability of information on municipal provisions, rules and standards.
Clustering	The cooperation between shops. The proximity of retailers (the density of a cluster / the number of shops working in the same branch in a specific area). The sharing of knowledge between retailers. Contacts among workers of different shops. The proximity of entrepreneurs to customers. To proximity to shops that attract a lot of visitors, like supermarkets and construction stores.
Advantages of agglomeration	Cooperation with other actors (innovation: patents), sharing costs, proximity to customers, the proximity of crowd-pleasers (supermarkets, construction markets, post pickup points etc.)
The reputation of a place	Events around specific topics, slogans, city marketing campaigns

Figure 9. List with indicators

9. Findings

In this chapter, the findings of the investigation will be described. All the relevant SPSS output (especially links between variables that influence each other significantly) can be found in the annexes. However, before paying attention to the findings, the representativeness of the findings will be discussed. One could keep this information in mind when interpreting the findings. This will consider outliers of the data set, a description of the group of respondents and Cronbach's Alpha tests (which says something about the internal validity of the data).

9.1 Outliers

As mentioned, before the data can be analysed, a researcher should look at possible outliers (*uitschieters*) in the data. Therefore box-plots are drawn up.

There are some noticeable outliers. One respondent has answered that he or she has 50 suppliers that are located in Haarlem. This outlier is not deleted. It could be possible that this entrepreneur, working in the creative branch, sells the products of other creative artists who also live in Haarlem and who do not own stores by themselves. That is why this outlier is possibly no mistake, a wrong filled out answer. Besides, three people have answered that they work together with 3 suppliers that are located in Haarlem as well. The box-plot makes clear that this number also lies outside the small inner and outer fences of the box-plot. These three findings are not deleted as well, because the fences are just too small (that is also why the box-plot looks strange).

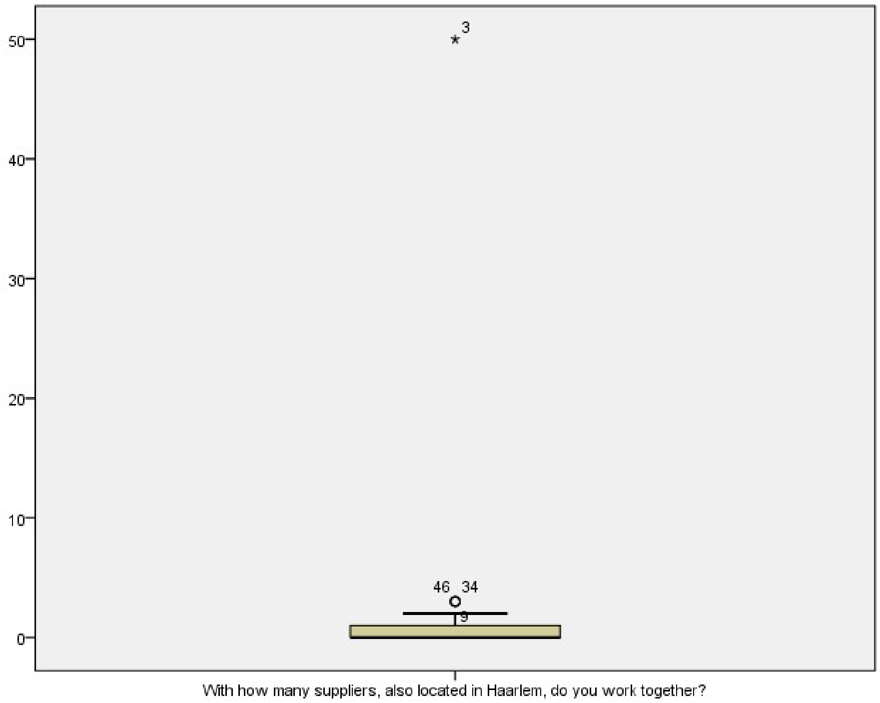


Figure 10. Box-plot number of suppliers.

Other outliers can be found in the question concerning the number of years that a business is located at his location. One respondent answered that his/her business is located at his location for 37 years. This is not a wrong filled out answer. The respondent namely answered that his/her business is established 37 years ago as well. The same applies to the other outliers.

This means that none of the outliers is deleted. All the outliers, measured on interval or ratio test level, can be explained to some extent.

9.2 Description of the group of respondents

To gain a better understanding of the entrepreneurs that filled out the survey, the group of respondents will be described in this paragraph. 54 Respondents in total have completed the survey.

The average entrepreneur is located at his location for seven years and almost two months, as can be seen in the histogram below. 61.6 Percent of the entrepreneurs is located at his location for less than six years. The business are, on average, established nine years and two months ago. 50.0 Percent of the business was found within the last six years. Most of the businesses is operating in the clothing sector (44.4%). Other branches that are included well in this research, are stores that have creative products (14.8%), stores that sell household products excluding non-electronic products (14.8%) and the branch ‘’other’’ (14.8%). The clothing stores account for a large part of this research because these are mostly stores that sell sustainable clothes, clothes that have a ‘’story.’’ Besides, second hand clothing stores are included in this research as well and this property (‘’clothing store’’) also entails (handmade) jewelleries and textile shops for example. That is why a lot of ‘’clothing stores’’ are represented in this research.

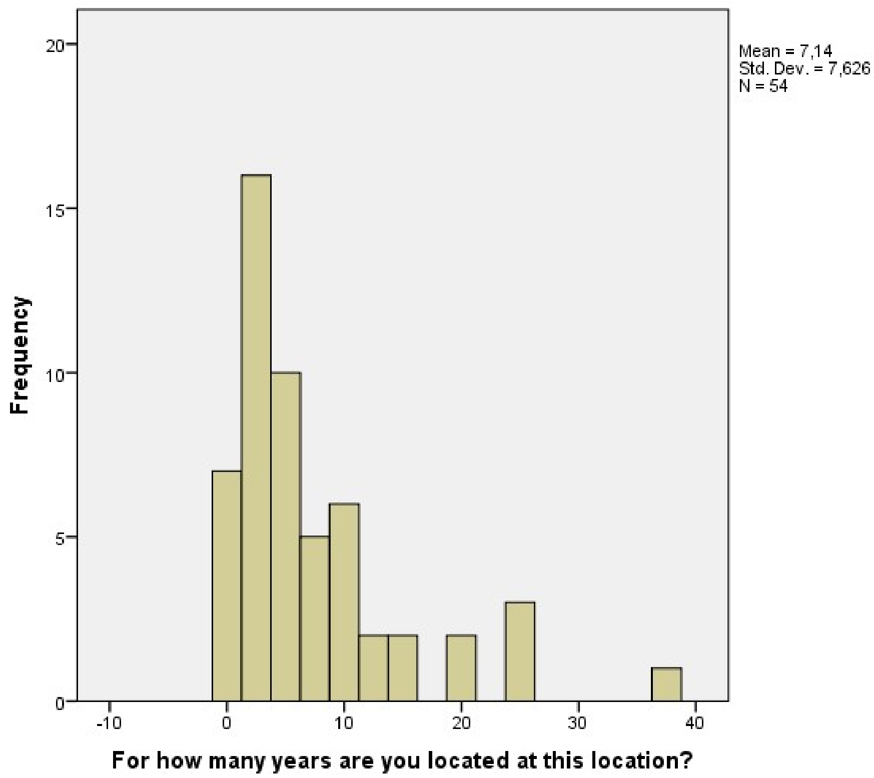


Figure 11. Number of years at current location.

Most of the businesses are located in *de Gierstraat* (20.4%), *de Kleine Houtstraat* (14.8%), *de Gedempte Oude Gracht* (13.0%), *de Schagchelstraat* (11.1%) and *de Grote Houtstraat* (9.3%). None of the businesses is located in *de Barteljorisstraat, de Lange Veerstraat* or *de Smedestraat.* This can be explained when looking at the map in which the segment of the businesses can be found. In *de Barteljorisstraat* especially A-segment stores that belong to chain stores can be found. *De Lange Veerstraat* mainly consists of residential buildings and some restaurants. Restaurants are located in *de Smedestraat* as well.

13 Percent of the respondents (seven) thinks that he/she will leave his/her location within one year. Most of them are located in *de Kleine Houtstraat* (marked by a black circle in the map below). This finding can be supported by the Retail Risk Index as drawn up by Locatus (2019), which is shown below. This index is based on the performances of a building in the past, the development of the street, the sector in which a retailer is operating and the relation of demand and supply in the sector (Locatus, 2019). As can be seen, most of the high risk retailers (orange/red) are located in *de Kleine Houtstraat*.

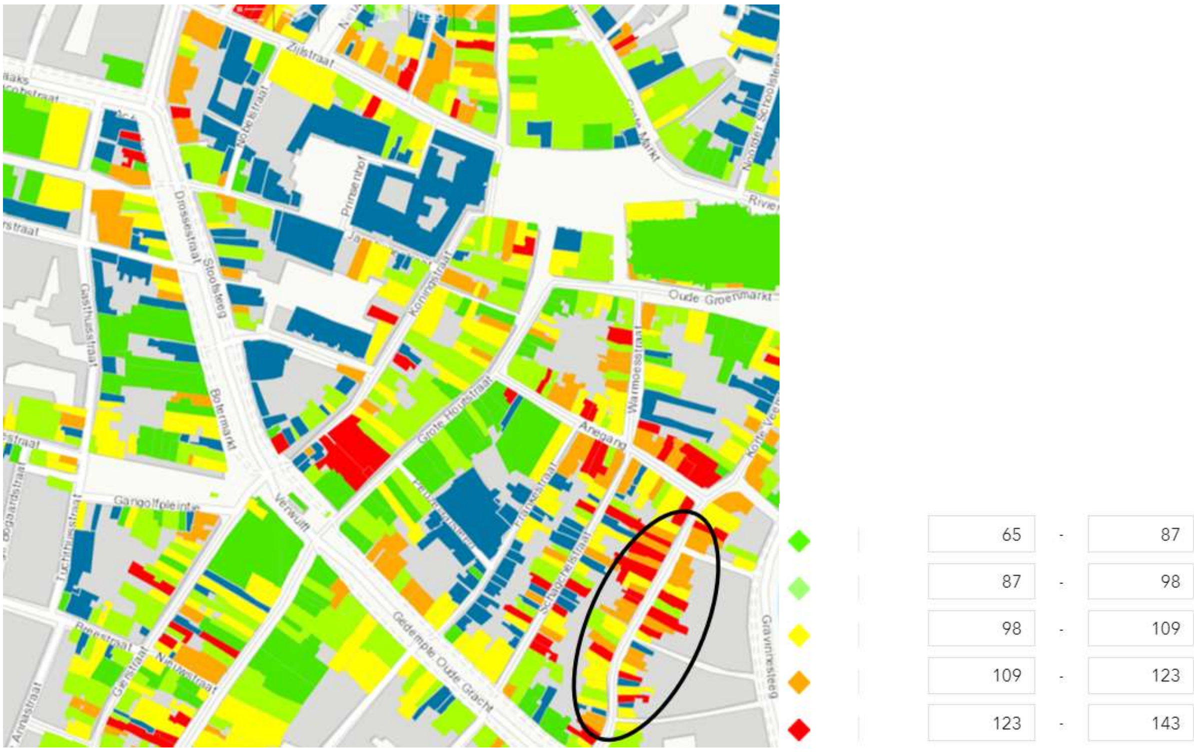


Figure 12. Retail Risk Index (Locatus, 2019).

So when taking into account the objectives of this research, it can be explained why mainly clothing stores are investigated in this research. The objectives have also affected the geographical origins of the business, with no stores located in the three just mentioned streets. Most of the retailers that thinks to leave his/her location are located in *de Kleine Houtstraat*, a finding that corresponds with the Retail Risk Index. Thus there are no unexplainable abnormalities.

9.3 Internal reliability

The internal reliability of the scale of related variables can be measured by using a Cronbach's Alpha test. The value of this test can range between an infinite negative value and 1. The higher the rate, the more reliable the scale of several related items is. Hereby, a value of 0.6 can be regarded as significant (Korzilius, 2008).

In this research, the internal reliability of the variables that measure the institutional context can be calculated. In this case, Cronbach's Alpha α=0.596, is almost identical to the critical limit of 0.6, which means that it is reasonable to use these indicators all together as a scale. Besides, when the item considering the expansion of the traffic free zone is deleted, the Cronbach's Alpha will be α=0.630. This can be explained, because this item concerns a governmental rule that will turn into practice this year. All the other rules are already into effect at this moment and that is why entrepreneurs have a more clear answer about these variables. The Cronbach's Alpha analysis of the institutional factors thus shows that there is internal reliability between the institutional items. That is why the items could be analysed together in the analyses. However, because the Cronbach's Alpha is almost identical to the critical limit, the variables will be measured separately. Separate analyses will reinforce the reliability of a research (Korzilius, 2008).

The Cronbach's Alpha cannot be tested for other groups of variables, because there are too few variables that measure the same overarching items (like the institutional context).

9.4 Findings behavioural factors

In this chapter, the findings of the behavioural factors will be addressed. These will consist of push, pull and keep motives. Firstly, descriptive analyses will take place by using the output of the surveys and observation. Thereafter explanatory analyses will be conducted in order to find out if a certain variable influences the choice of location and the general appreciation of entrepreneurs for their location.

Ratio of green spaces

The number of green spaces in the city centre is appreciated, in general, negatively by the respondents (mean=2.51). 49.1 Percent of the respondents answered that they disagree with the claim that there are sufficient green spaces in the city centre. 9.4 Percent of the respondents strongly disagreed with the claim. The observation also showed that there are hardly green spots at several places, especially in the main street (*Grote Houtstraat*) and the central market place (*Grote Markt*), which is emphasized by the respondents of the surveys that are located in here.

Figure 13. Green spots in *de Grote Houtstraat*

The appreciation for green spaces however does not influence the choice of location of the creative entrepreneurs. It does not trigger entrepreneurs to move (Chi Square=3.35, p=0.34). Besides, it does not influence the overall appreciation for their location in the Haarlem city centre (p=0.39). The ratio of green spaces thus cannot be seen as a keep or push factor (Atzema et. Al., 2012).

Accessibility for customers

The accessibility for customers is regarded positively in general (mean=3.25). 50.9 Percent of the respondents agreed with the claim that their business is easily accessible for customers. Stores can easily be reached by foot, bike, public transport and car, as concluded during the observation. Bikers are welcome in several shopping streets, like *de Gierstraat* and *de Kleine Houtstraat*. Bikers however are ‘’guests’’ here, as the signs show. Bikers should avoid to trouble pedestrians. Reality however shows that bikers are constantly ringing with their bells, to warn the pedestrians. Cars are not allowed in the historic city centre, only during hours in which deliveries to stores are allowed and only with special permits. Visitors can easily reach the city centre by car, by *de Gedempte Oudegracht* and several parking garages around the city centre.

Figure 14. Sign in *de Gierstraat* that says that bikers are allowed to cycle, however ‘’as guests.’’

Accessibility can be regarded as a significant predictor of the location choice of creative entrepreneurs. There is a significant relationship between accessibility and the possibility that an entrepreneurs will leave his/her place (Chi Square=14.428, p=0.002). The scatterplot below shows that entrepreneurs who appreciate the accessibility of their store for customers better, tend to stay at their location. A good accessibility can thus be regarded as a keep motive (Atzema et. Al., 2012). On the other hand, a bad accessibility can be seen as a push motive. Accessibility however is not a significant predictor for the appreciation of a location (p=0.40).

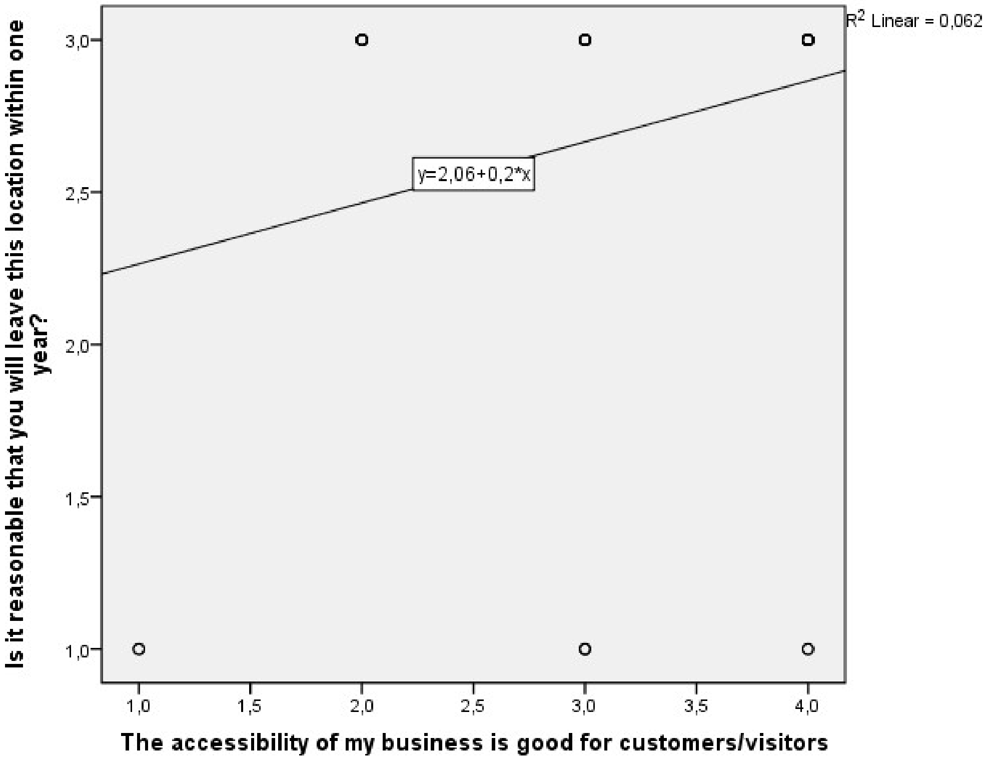


Figure 15. Scatterplot accessibility and location choice.

Means of transportation

40.4 Percent of the respondents travels to work by car. Another 40.4 percent goes on their bike to reach their business. There is no relationship between the means of transportation and the possibility that an entrepreneurs will leave his place (Chi Square=1.22, p=0.75).

Parking places cars

The number of parking places for cars is not unilaterally appreciated. 24.1 Percent of the respondents is saying that there are sufficient parking places. On the other hand, 20.4 percent of the respondents appreciates the number of parking places with less satisfaction, by saying that there is a lack of parking places for cars. The observation made clear that most of the parking spaces in streets are already occupied. Available parking spots can however be found in parking garages around the city centre.

There is too little significance between the variables in order to say that the number of parking spots for cars can be regarded as a significant predictor of location choice (Chi Square=3.47, p=0.06). Besides, the experienced number of parking spots for cars does not influence the general appreciation for the location of entrepreneurs (R Square=0.01). In this case, the number of parking spaces thus cannot be regarded as a keep or push factor (Atzema et. Al., 2012).

Parking places bikes

The number of parking places for bikes is not unilaterally appreciated as well. 14.8 Percent of the respondents is saying that there are sufficient parking places. However, another 14.8 percent is saying that there are insufficient parking places. The observation showed that there are parking places for bikes, however people do not use these special marked places. Bikes are parked on footpaths, near the facades of stores and in front of emergency exits. That is why a lot of entrepreneurs try to forbid people to park their bike close to the stores, as can be seen in the figure below.

Figure 16. Marked parking spots for bikes and scooters.

Figure 17. Bikes parked on footpaths.

Figure 18. Sign that says ''please, do not park your bike here.''

There is no significant relationship between the number of parking places for bikes and the possibility that an entrepreneur will leave his place (Chi Square=0.42, p=0.52). The number of parking places for bikes does not influence the general appreciation as well (R Square = 0.16).

Expanding store

Four of the respondents (5.9 percent) would like to expand his/her store. One person strongly disagreed with the claim that he/she would not like to expand the store. Three persons disagreed with this claim.

There is no significant relationship between the desire to expand a store and the possibility that an entrepreneur will leave his location (Chi Square=1.90, p=0.59). Additionally, it cannot be concluded that the desire to expand a store influences the general appreciation of entrepreneurs for their location (p=0.57). This finding is in contradiction with the arguments made by Atzema et. Al. (2012), who are saying that businesses tend to grow and eventually will look for another bigger property.

Smaller store

With regard to the desire to reduce the number of square meters of a store, it can be said that two respondents would like to have less space (3.7 percent).

Although there is a weak relationship between the desire to reduce the number of square meters of a store and the likelihood that an entrepreneur will leave his place, it can be concluded that this relationship is not significant (Chi Square=5.87, p=0.12). Furthermore, the desire to reduce the number of square meters of a store cannot be regarded as a significant predictor of the general appreciation for the location (p=0.22).

Property prices

70.4 Percent of the entrepreneurs is satisfied with the prices they have to pay for their property. 29.6 Percent is dissatisfied with the property prices.

It can be assumed that there is a strong link between the appreciation for the property prices and the likelihood that an entrepreneur will leave his place (Chi Square=14.676, p=0.000). The drawn up scatterplot indicates that low property prices can retain entrepreneurs (keep motive), whereas higher property prices demotivate entrepreneurs to stay at their location (push motive). However, the appreciation for a location cannot be predicted by looking at the price levels of properties (p=0.16).

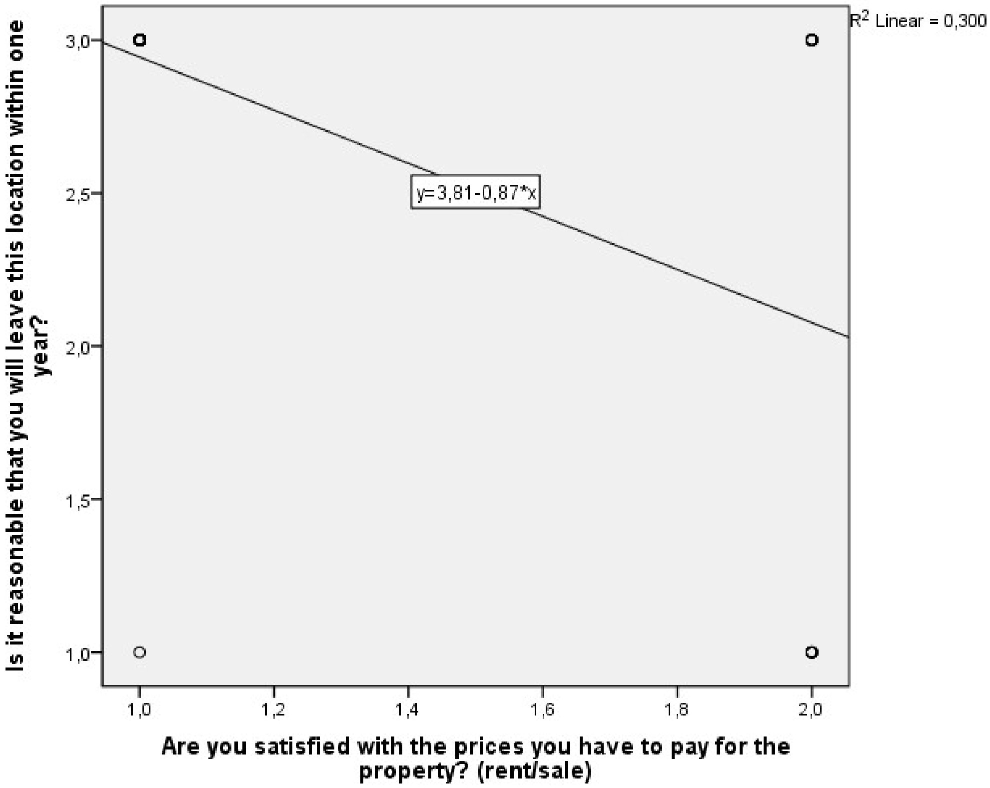


Figure 19. Scatterplot property prices and location choice.

''Seven little golden streets''

The ''seven little golden streets'' (''De zeven Gouden Straatjes'') are seven streets in the Haarlem city centre that are famous for their historical buildings and their small scaled shops. The entrepreneurs appreciate the existence of these streets as good (mean=3.81). 50 Percent of the respondents is saying that these streets benefit the reputation of the Haarlem city centre. Besides, 16.7 percent of the respondents fully recognize the value of these streets for the reputation of the city centre. Most of the respondents are located in these streets. The observation showed that a lot of stores use doormats emphasizing their location in one of the seven streets, indicating their small scale character. Besides, it can be said that Haarlem is a city with a lot of historic value and official monuments, with historic buildings and courtyards for example.

Figure 20. Doormat indicating the location of a store along one of the seven little golden streets.

Figure 21. Sign indicating the historic value of a building (*Rijksmonument*).

The historical aesthetics however does not influence the choice of location of entrepreneurs (Chi Square=0.73, p=0.87). The historical value does not influence the general appreciation of entrepreneurs, for their location, as well (p=0.89).

Cultural street events

40.7 Percent of the respondents is saying that their business participates in cultural street events like markets for books, a Christmas market, festivals etc.

There is a significant relationship between the variables attending cultural street events and location choice (Chi Square=6.654, p=0.010). As shown in the scatterplot below, entrepreneurs who attend cultural street events are more likely to stay at their current location than entrepreneurs who do not attend cultural street events. Besides, it can be said, with a certainty of 98.8 percent, that there is a significant correlation between attending cultural street events and the appreciation for a location (p=0.012). Entrepreneurs who attend cultural street events significantly appreciate their location better. This relation is also visualized in a scatterplot below. The more cultural street events are attended, the more likely it is that entrepreneurs will stay at their current location. A lot of cultural streets events can thus be seen as a keep motive, whereas a lack of events can be regarded as a push motive (Atzema et. Al., 2012).

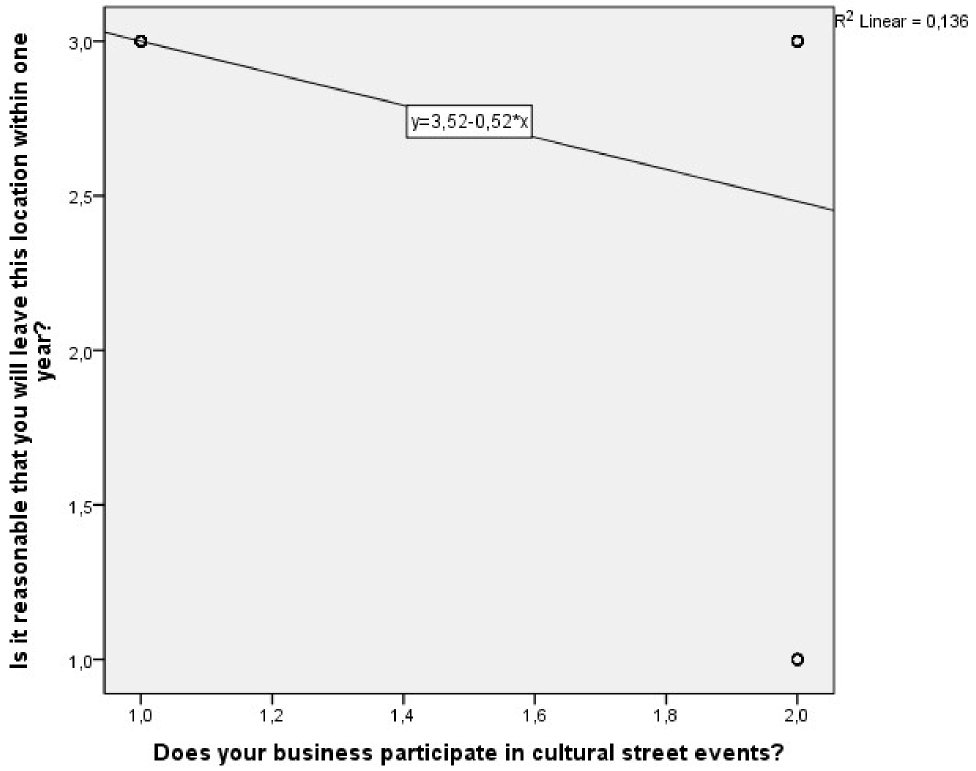


Figure 22. Scatterplot cultural street events and location choice.

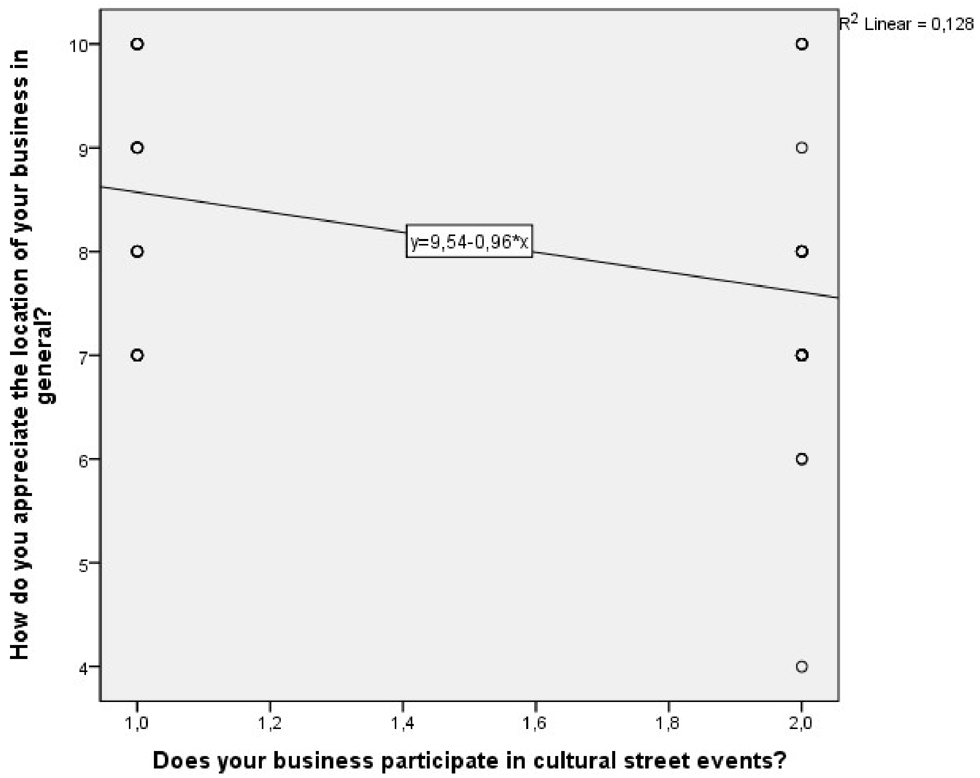


Figure 23. Scatterplot cultural street events and location appreciation.

Cooperation with other firms (also located in Haarlem)

47 Respondents are saying that they do not cooperate with other firms that are also located in Haarlem. Three Businesses have one partner. Four businesses work together with at least

two other businesses, that are located in Haarlem as well. The observation also showed that there are no streets in which a lot of stores operating in the same branches are located.

A regression analysis shows that there is no significant relationship between the two variables cooperation with other firms and location choice (dummy) (R Square=0.00). Besides, there is no relationship between the cooperation with other firms and the general appreciation for a location (R Square=0.04). So retailers that cooperate with other firms are not more likely to stay at their place. In this case, cooperation between retailers thus cannot be seen as a keep factor (Atzema et. Al., 2012).

Cooperation with suppliers (also located in Haarlem)

50 Respondents do not have suppliers that are located in Haarlem as well. Six businesses work together with one local suppliers, located in Haarlem. Another six businesses receive their products from two local suppliers. Three businesses have three local suppliers. As mentioned, one business has 50 suppliers that are located in Haarlem.

Having local suppliers cannot be seen as a predictor for location choice (dummy) (R Square=0.12). Furthermore, the collaboration with local suppliers does not influence the general location appreciation (R Square=0.04). Creative entrepreneurs are thus not kept by having local suppliers (Atzema et. Al., 2012).

9.5 Findings institutional factors

In this chapter, the findings of the institutional context will be addressed. These include governmental regulation, the enforcement of the rules and the information diffused by the municipal government.

Rule for small-scaleness

Small size stores in the Haarlem city centre are supported by a rule that says that more than two buildings cannot be merged together. The façade of buildings shall not exceed 15 meters. 48.1 Percent of the respondents agrees with the claim that it is a good thing that the municipal government works with this rule. 16.7 Percent strongly agrees, 30.2 percent neither disagrees nor agrees and 3.8 percent disagrees with the claim. Creative entrepreneurs thus prefer the presence of this rule (mean=3.79). Just a few stores have a façade longer than 15 meters, like a bike store in *de Gedempte Oudegracht*, as can be seen in the picture below.

Figure 24. Bike shop (Juizz) in *de Gedempte Oudegracht* with a façade exceeding 15 meters.

The introduction of this rule can be seen as a significant predictor for location choice (Chi Square=12.79, p=0.005). Entrepreneurs who favour this rule are less likely to leave their location, as shown in the scatterplot below. This rule can thus be seen as one of the rules, as mentioned by Van der Krabben et. Al. (2012) for example, that could bind entrepreneurs to the city. The institutional rule however does not influence the general appreciation of entrepreneurs for their location (p=1.00).

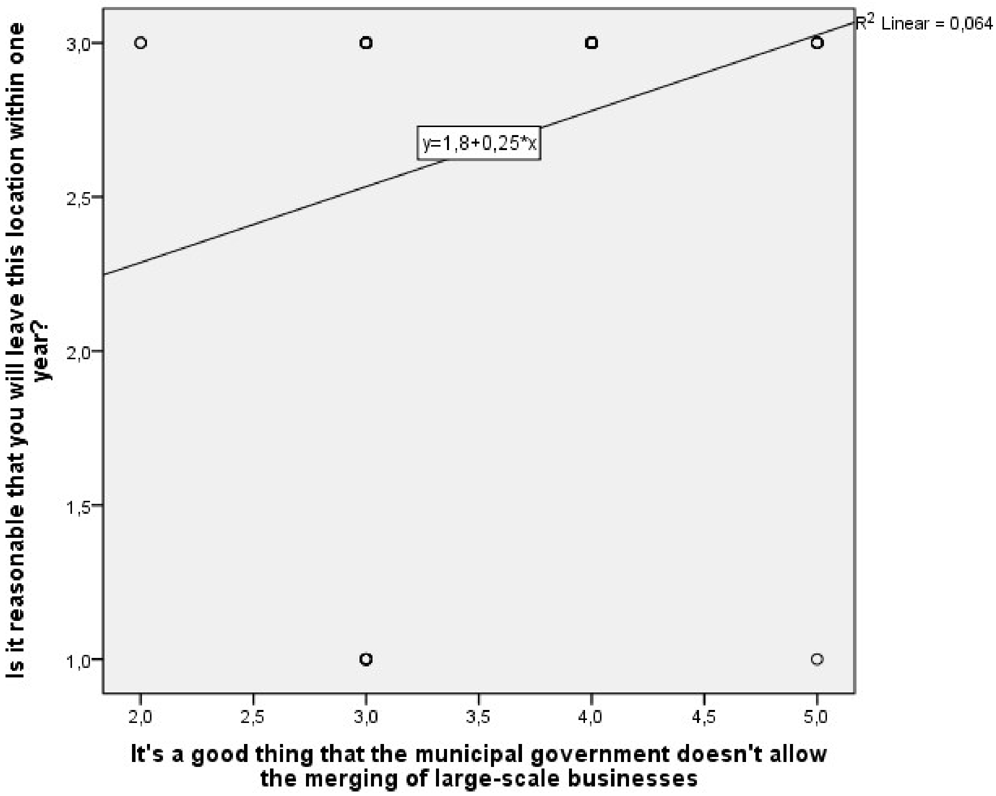


Figure 25. Scatterplot rule for small-scaleness and location choice.

Extended opening hours on Sunday afternoons

A rule that says that entrepreneurs can decide for themselves to open or to close their shop on Sunday afternoons is very well appreciated by the entrepreneurs (mean=4.26). Two respondents do not like the rule.

There is no correlation between this rule and the location choice (Chi Square=1.21, p=0.88) and the general appreciation (p=0.488).

Blurring

The municipal government allows a mix of a retail outlet and a small scaled restaurant (no more than 30 percent of the total floor area) within one building, called *blurring*. This rule is appreciated well (mean=3.70). 48.1 Percent of the respondents agrees with the claim that it is a good thing that the municipal government allows this blurring. 15.1 Percent strongly agrees, 30.2 percent neither agrees nor disagrees. Quite a lot of stores take advantage of this rule. In the figures below examples of blurring can be found.

Figure 26. Blurring concept (*De wereld van Jansje*).

Figure 27. Blurring concept (My Deer Art Shop).

There is no correlation between the rule that enables blurring and location choice (Chi Square=1.03, p=0.91). However, there is a significant correlation between this rule and the general appreciation of entrepreneurs for their location (p=0.005). Entrepreneurs that favour this rules also appreciate their location in general much higher, as can be seen in the scatterplot below.

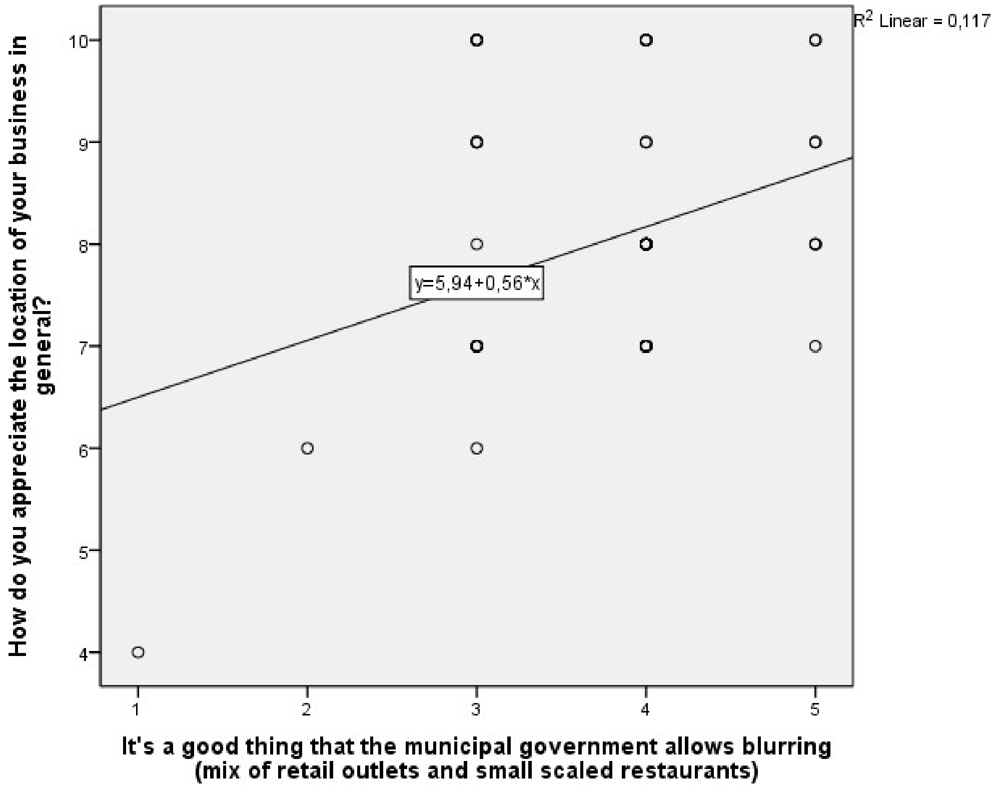


Figure 28. Scatterplot rule that enables blurring and location appreciation.

Parking fees on the streets

The municipal government applies higher parking rates for parking a car on the streets than parking a car in parking garages. The aim is to support parking in parking garages in order to have less cars parked on the streets. Entrepreneurs view this rule in a negative way in general (mean=2.64). 30.2 Percent of the respondents disagrees with the claim that it is a good thing that the parking fees for cars are higher in the streets than in parking garages. 20.8 Percent strongly disagrees, 20.8 percent agrees and 7.5 percent strongly agrees. The observation also showed this difference in parking fees (with lower parking tariffs in parking garages like parking garage *De Appelaar Grote Markt*).

There is no correlation between the rule that supports parking in parking garages and location choice (Chi Square=8.61, p=0.07). However, it can be said, with a certainty of 98.8 percent, that there is a significant correlation between the implementation of this rule and the general appreciation for a location (p=0.012). Entrepreneurs who give preference to this rule also appreciate their location in general higher, as shown in the scatterplot below.

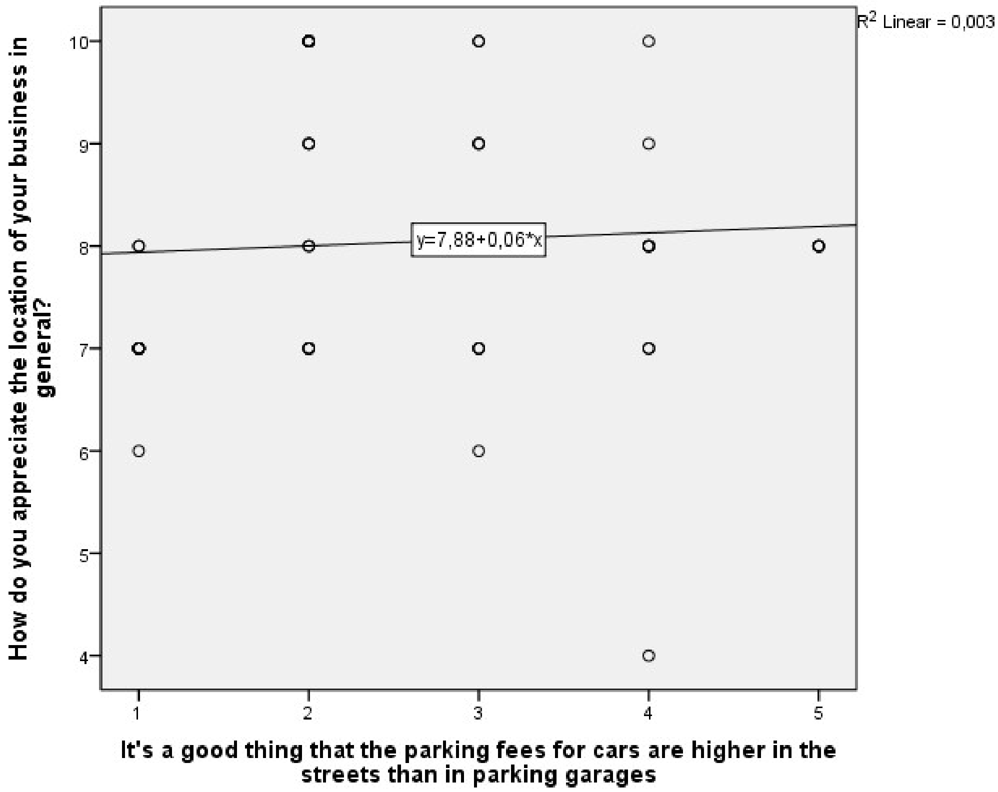


Figure 29. Scatterplot rule for parking fees and location appreciation.

Expansion traffic-free zone

The entrepreneurs are not satisfied in general with the plans to expand the traffic-free zone in the Haarlem city centre in 2019 (mean=2.66). 26.4 Percent of the respondents explicitly says that they think that is a good idea to expand the traffic-free zone. The other respondents are however opposed to the expansion (47.2 percent) or take a neutral stance towards the expansion (26.4 percent).

The implementation will however not significantly lead to the departure of entrepreneurs within one year (Chi Square=3.69, p=0.30). Besides, the implementation of the rule cannot be seen as a predictor for the general appreciation of entrepreneurs for their location (p=0.87).

Business Improvement Area (BIA)

The municipal government has facilitated the establishment of a fund that entrepreneurs can invoke if they have ideas that benefit the economic vitality of the Haarlem city centre. Entrepreneurs all contribute to this fund by financial means, which are based on the *cadastral value* (woz-waarde) of a property. The entrepreneurs in general express their satisfaction with the establishment of this BIA (mean=3.21). 35.8 Percent of the respondents is satisfied with the BIA and 49.1 percent is neither satisfied nor dissatisfied with the BIA.

The BIA however does not influence the considerations of entrepreneurs whether to leave a place or not (Chi Square=5.44, p=0.25). Besides, there is no correlation between the BIA and the general location appreciation.

Monitoring the rules

The entrepreneurs are satisfied with the monitoring of the rules for retail businesses by the local government (mean=3.31). Only 11.5 percent of the respondents is saying that the government could monitor the rules better.

The enforcement however does not influence the location choice (Chi Square=1.71, p=0.76) or the general location appreciation (p=0.79).

Information dissemination

One question relates to the information dissemination, provided by the government. Entrepreneurs are well known in general with the laws and regulations regarding the Haarlem retail businesses (mean=3.06). 29.6 Percent of the respondents agrees with the claim that he or she is well known with these laws and regulations. 42.6 Percent neither agrees nor disagrees and 20.8 percent disagrees.

Being aware of the laws and regulations however does not influence the moving of entrepreneurs (Chi Square=2.40, p=0.66) or the general appreciation for the location (p=0.82).

9.6 Findings evolutionary aspects

As already mentioned, it cannot be said that entrepreneurs in Haarlem, who also have suppliers or retail partners in Haarlem, tend to stay in Haarlem. There is no significant link between these variables.

Number of passers-by

The number of passers-by, walking down the streets in which a retailer is located, is appreciated well (mean=3.49). 51.9 Percent of the respondents agrees with the claim that there are a lot of passers-by in the street in which he/she is located. 25.9 Percent neither agrees nor disagrees, 14.8 percent disagrees and 5.6 percent strongly agrees.

The number of passers-by is appreciated negatively in general by respondents that are located in *de Schagchelstraat* (marked by a red circle in the map below). A map, generated by Locatus (2019), also indicates that *de Schagchelstraat* is the less visited shopping street in Haarlem, as shown in the map below. No crowd-pleasers are located in this street, which supports the arguments made by Exterkate and Ploem (2018), who are saying that is important to attract crowd-pleasers in order to raise the number of passers-by in a street. Crowd-pleasers can mainly be found in the western part of the city centre (*Albert-Heijn supermarket, Dekamarkt supermarket, Pathé cinema and Jopen beer brewery*). Besides, respondents that are located in the main street (*de Grote Houtstraat*) point out their satisfaction with the number of passers-by, supporting the theories as drawn up by for example Hotelling (1929), which says that retailers tend to cluster due to their relative location towards potential customers.

Figure 30. Map indicating the number of passers-by (Locatus, 2019).

There is a significant relationship between the independent variable number of passers-by and location choice (Chi Square=8.301, p=0.040). Entrepreneurs who see more visitors walking down the street significantly tend to stay at their location, as visualised below. There is however no link between the number of passers-by and the general appreciation of entrepreneurs for their location (p=0.48).

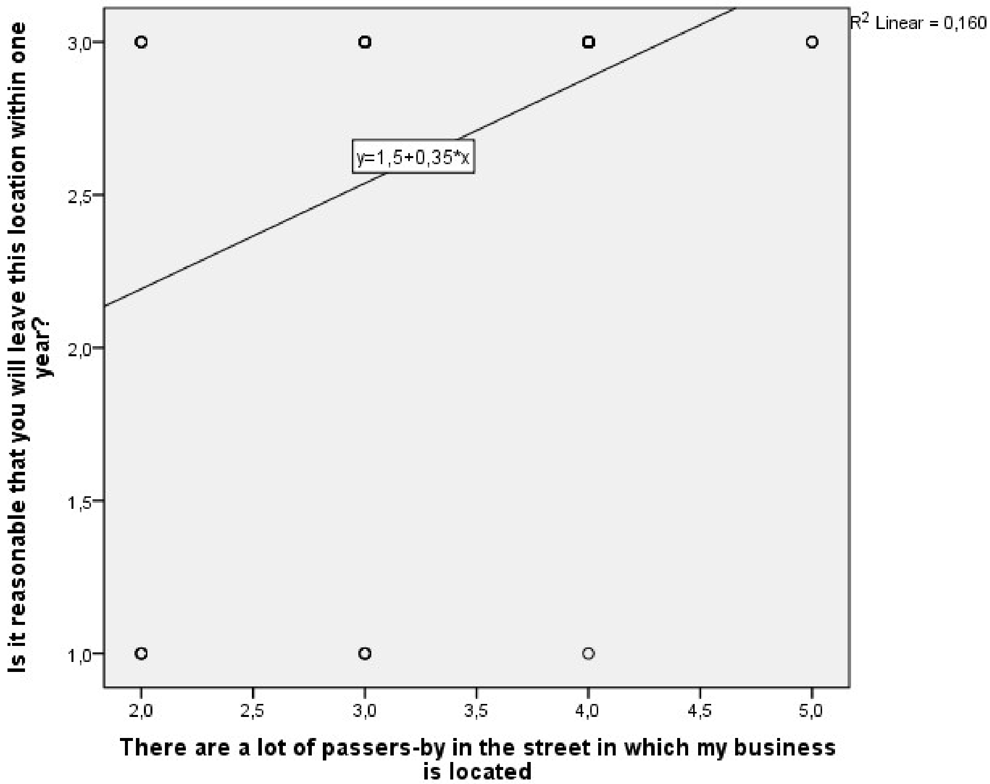


Figure 31. Scatterplot number of passers-by and location choice

9.7 Findings technology, talent and tolerance

In this chapter, the findings of the aspects as mentioned by Richard Florida will be addressed.

Technology (cooperation of entrepreneurs with schools/temp agencies)

Technology is measured by the cooperation of entrepreneurs with schools and temp agencies that are located in Haarlem as well. There is little cooperation between entrepreneurs and these organizations (mean=0.04). Two respondents (3.7 percent) are working together with one organization, the others do not (96.3 percent). The observation showed that there are some employment agencies located in the city centre (Randstad and PDZ) and a gymnasium school.

Cooperation between businesses and schools/temp agencies is not a predictor for location choice (dummy) in this case (R Square=0.01). Besides, technology does not influence the general appreciation of entrepreneurs for their location (R Square=0.05). A good infrastructure between schools and businesses (e.g. the possibilities to do internships), in the Haarlem case, does not lead to the establishment of creative entrepreneurs close to these schools.

Talent (presence of recently educated people)

Entrepreneurs are saying in general that there is a sufficient number of talented people in and around Haarlem (mean=3.80). 46.3 Percent of the respondents agrees with the statement there are a lot of talented people. None of the respondents (fully) disagrees with this claim.

The conclusion of a crosstab analysis is that talent can be seen as a significant predictor for location choice in Haarlem (Chi Square=7.882, p=0.019). The scatterplot below shows that entrepreneurs who appreciate the number of talented people better are more likely to stay at their location. A lot of talented people can thus keep entrepreneurs at their location. Furthermore, entrepreneurs who appreciate the number of talented people better, appreciate their location in general significantly better as well (p=0.008).

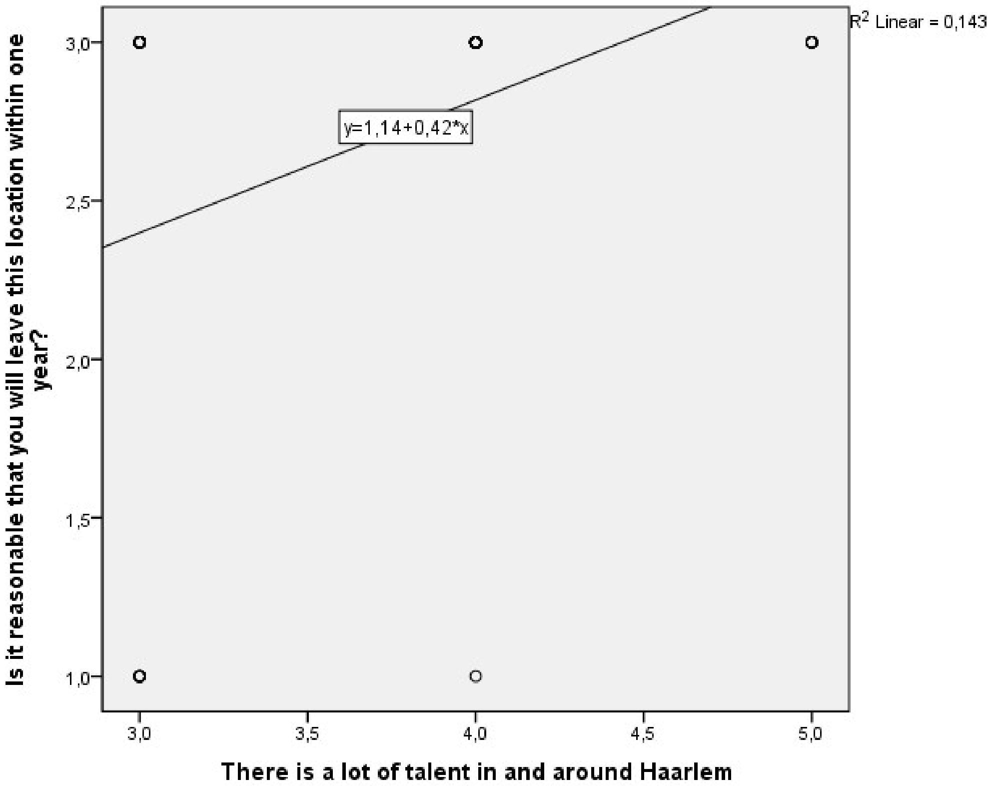


Figure 32. Scatterplot talent and location choice.

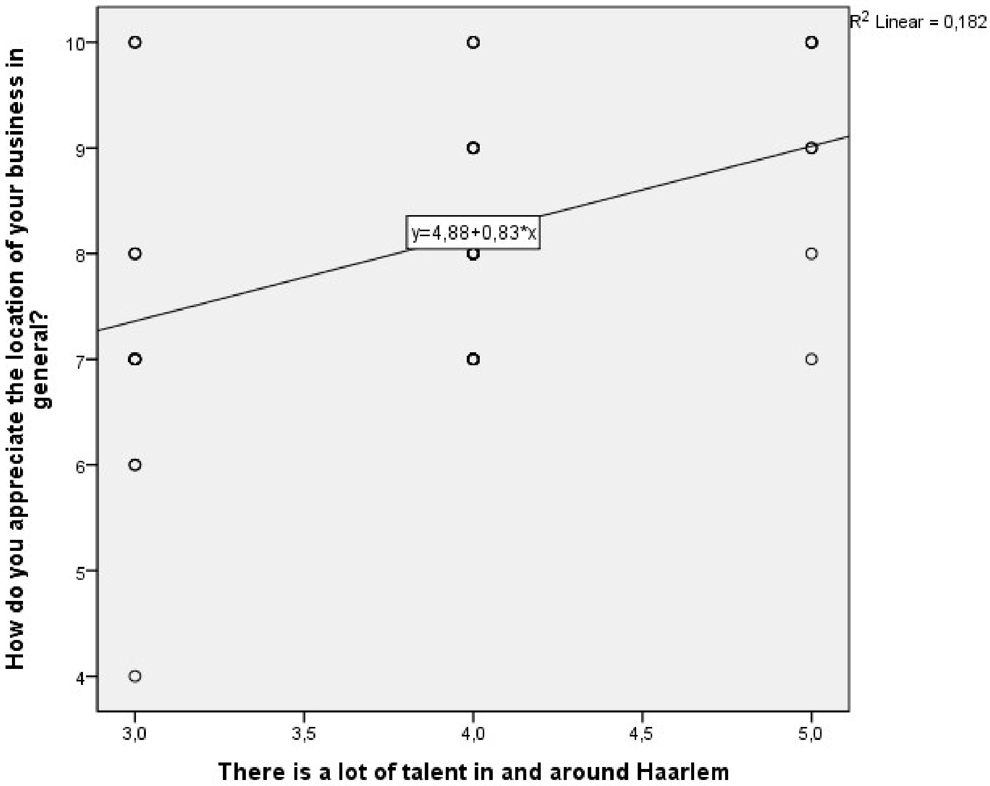


Figure 33. Scatterplot talent and location appreciation.

Tolerance

Tolerance is measured by looking at the number of years that an entrepreneur is located at his location in comparison with the possibility that he will leave his place and the general location appreciation of the entrepreneurs. The retail businesses are in general established seven years and two months ago at their current location (mean=7.14). There is one Fraternity located in the Haarlem city centre, that organize meetings for newcomers as well.

Figure 34. Fraternity (*sociëteit Koinonia*)

There however is no significant link between the number of years that a retailer is located at his current location and the location choice (dummy) (R Square=0.06). Besides, there is no relationship between the variable establishment year and location appreciation (R Square=0.01). Possibly, tolerance in this research is measured in the wrong way, which is explained in the reflection of this research.

9.8 Findings indirect links

As all the direct links have been made clear, now the indirect links will be addressed. Attention has been paid to the relationships between the variables indirect company factors and the desired push, pull and keep factors. Another considered link is the link between the reputation of the Haarlem city centre and the creation of clusters. In this chapter, only the links of indicators that are significant will be addressed.

Internal company factors (independent) and push, pull and keep factors (dependent)

The analyses show that there is a relationship between the variable sector, in which a business is operating, and the experienced accessibility of the location for customers (Chi Square=48.469, p=0.001). Businesses operating in the food and ''other household'' sector significantly appreciate their accessibility for customers with less satisfaction, as shown in the crosstab below. Entrepreneurs operating in these sectors probably have other accessibility preferences.

The accessibility of my business is good for customers/visitors * In which sector is your business working in particular? Crosstabulation

Count

		In which sector is your business working in particular?								Total
		Food sector	Other household products	Creative industry	Recreational items	Toys	Clothing	Pharmacy products	Other	
The accessibility of my business is good for customers/visitors	Strongly disagree	2	0	0	0	0	0	0	1	3
	Disagree	0	4	1	0	0	2	0	1	8
	Neither agree nor disagree	0	2	3	1	0	7	0	2	15
	Agree	0	2	3	1	1	15	1	4	27
Total		2	8	7	2	1	24	1	8	53

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	48,469[a]	21	,001
Likelihood Ratio	27,606	21	,152
Linear-by-Linear Association	7,164	1	,007
N of Valid Cases	53		

a. 30 cells (93,8%) have expected count less than 5. The minimum expected count is ,06.

Figure 35. Explanatory analysis sector and accessibility

Reputation of a place (independent) and clustering (dependent)

Another significant relationship can be found when looking at the link between the appreciation of the seven little golden streets (historic valuable streets with small scaled shops) and the cooperation of retailers with suppliers, that are located in Haarlem as well (p=0.029). Entrepreneurs that recognize the value of the seven Golden Streets for the reputation of Haarlem, are more likely to work together with suppliers that are located in Haarlem.

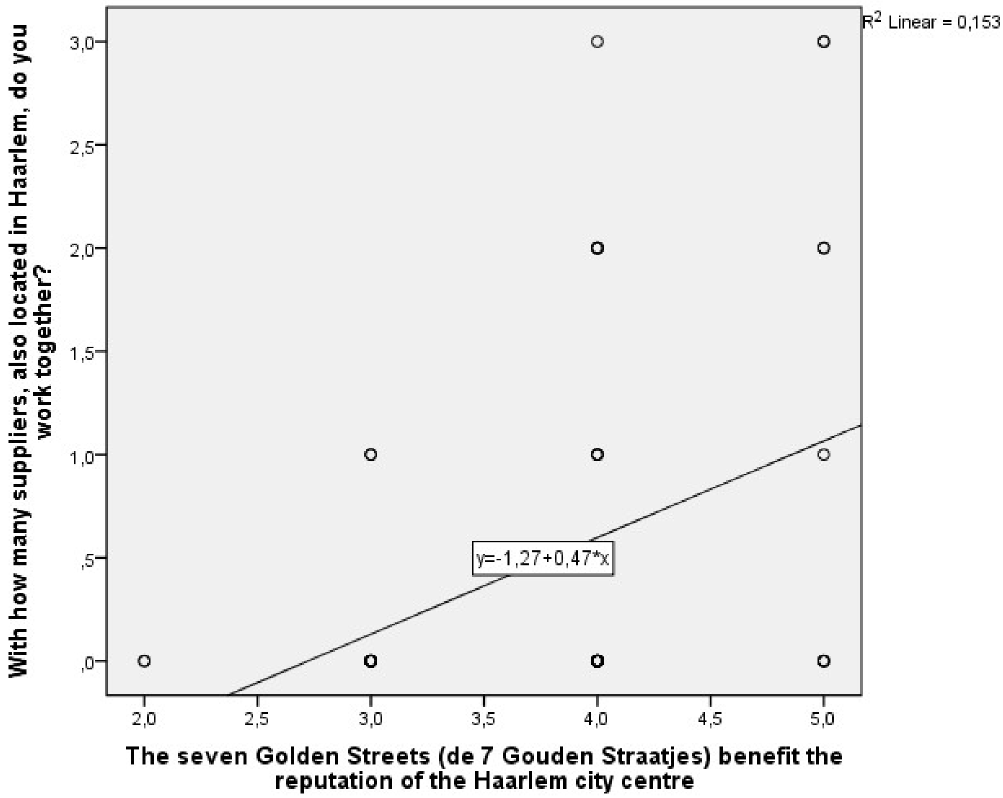


Figure 36. Scatterplot seven Golden Streets and cooperation with suppliers

Negative appreciated variables that could influence the choice of location indirectly

As shown, four variables are viewed in a negative way in general (the number of green spaces, the level of parking fees for car parking in streets, the number of parking places for bikes and the expansion of the traffic-free zone). As proven, these variables do not influence the choice of location directly. It is however possible that these variables influence the choice of location indirectly, in a negative way. It is for example imaginable that urban visitors do not visit certain streets because of a lack of green spaces, from a place making perspective, thereby causing a decline in the number of passers-by, a variable that significantly influence the choice of location. As proven, streets with few passers-by can lead to the departure of creative entrepreneurs. That is why the relationships between variables that are viewed in a negative way and variables that predict the choice of location have been investigated as well, as shown in the table below.

It can be concluded that none of the negative appreciated variables influence the variables that predict the choice of location significantly, which for example means that entrepreneurs who are saying that the number of green spaces is too limited are not significantly saying that the number of passers-by is too low as well. The negative appreciated variables therefore do not seem to influence the choice of location negatively. It is however important to investigate these negative appreciated variables further, for example by conducting surveys with urban visitors, asking if they do not enter streets with a lack of green spaces.

Negative appreciated variables (independent)	**Variables that predict the choice of location (dependent)**	**Significant relationship?**
Number of green spaces	Number of passers-by	No (Chi Square=13.144, p=0.156)
The level of parking fees for car parking in the streets	Number of passers-by	No (Chi Square=12.820, p=0.382)
The level of parking fees for car parking in the streets	Accessibility for customers	No (Chi Square=17.224, p=0.141)
The number of parking places for bikes	Number of passers-by	No (Chi Square=5.357, p=0.147)
The number of parking places for bikes	Accessibility for customers	No (Chi Square=2.054, p=0.561)
The expansion of the traffic-free zone	Number of passers-by	No (Chi Square=5.957, p=0.918)
The expansion of the traffic-free zone	Accessibility for customers	No (Chi Square=9.344, p=0.673)

Figure 37. Links between variables that are appreciated negatively (independent) and variables that predict the choice of location (dependent)

9.9 Conclusions

In concluding it can be said that the three best appreciated location factors consist of the historic character of the Haarlem city center together with small scaled stores, the presence of talent (young high educated persons) and the rule of the municipal government that says that more than two buildings should not be merged together (the façade of buildings shall not exceed 15 meters). These three variables are all appreciated in general with a 7.3 (when transforming the Likert scale into a scale ranging from 1 (entirely negative) till 10 (entirely positive). Creative entrepreneurs thus celebrate these Haarlem location factors.

Four variables are viewed in a negative way in general. The number of green spaces (4.4 (transformed into a scale ranging from 1 till 10 as well)), the level of the parking fees for car parking in the streets (4.7), the number of parking places for bikes (4.8) and the expansion of the traffic-free zone (5.5) are factors that are appreciated negatively in general.

Six variables predict the choice of location for together 86.5 percent (property prices, the number of passers-by, the presence of talent (young and high educated people) in and around Haarlem, attending cultural street events, the rule for small-scaleness and the accessibility for customers). This means that the four negative valued location factors do not influence the choice of location, as already mentioned in the previous paragraph. More attention will be paid to the variables that do influence the choice of location in the next chapter, which will offer insight into the explanations and theories of the variables.

10. Results

In this chapter, answers will be formulated to the research questions. The possible answers to the questions and hypotheses will be analysed, thereby paying attention to the described findings. First the sub questions will be considered. Thereafter, an answer to the main question (*how can the diverse range of shops in the Haarlem city centre be guaranteed?*) will be presented.

10.1 How do creative entrepreneurs appreciate the location preferences in the Haarlem city centre?

Before giving answer to the explanatory sub question, the above mentioned descriptive sub question is posed. By giving answer to this question, it will be made clear to which location factors attention have to be paid.

In conclusion it can be said that most of the location factors are appreciated with satisfaction in Haarlem. The three best appreciated location variables are the historical character of the city centre together with the presence of small scaled stores (the ‘’seven little golden streets’’) (mean=3.81), the presence of talent (young and high educated people) (mean=3.80) and the rule applied by the local government that guarantees small-scaled stores that respect the historical value of buildings (mean=3.79).

Four variables are viewed in a negative way in general. The number of green spaces (mean=2.51), the level of the parking fees for car parking in the streets (mean=2.64), the number of parking places for bikes (mean=1.5) and the expansion of the traffic-free zone (2.66) are factors that are appreciated negatively in general.

10.2 Which kind of creative entrepreneur is staying or moving in the Haarlem city centre?

By posing this question, the theories that are drawn up by Richard Florida (2002) will be discussed. This question is for example asked, as mentioned in chapter 3, by Haisch and Klöpper, who are saying *‘’to know which kind or type of (skilled) person is staying or moving in which kind of urban or metropolitan area (and why) would thus be an interesting subject to research further”* (Haisch and Klöpper, 2014, p.252). For example Haisch and Klöpper (2014) themselves are saying that the role of more traditional factors (as low taxes, safe streets, good schools etc.) should be analysed further

That is why the hypothesis of this investigation, before this study was carried out, was that technology, talent and tolerance can be seen as relevant location factors, however more traditional factors will be meaningful as well with regard to the choice of location of these kind of entrepreneurs. The hypothesis was thus saying that creative entrepreneurs do not only consider their location based on the variables technology, talent and tolerance, but also because of more traditional factors.

In order find out which factors really play a role in the choice of location of creative entrepreneurs, a holistic conceptual framework has been set up (paragraph 6.5). The variables and relationships, that constitute this framework, as reflected in the Haarlem city centre, will now be discussed.

Significant relationships

In the table below, all the relevant variables are summarized. The independent factors, that significantly can be regarded as predictors for the choice of location, are appreciated with satisfaction. The most important predictor are property prices, which predict the choice of location for 30 percent. Other variables are the number of passers-by (16 percent), the presence of talent (young and high educated people) in and around Haarlem (14.3 percent), attending cultural street events (13.6 percent), the rule for small-scaleness (6.4 percent) and the accessibility for customers (6.2 percent). These factors predict for 86,5 percent (sum of the R Square Linear) the choice of location. High property prices, few passers-by, little talent, a lack of cultural street events, the presence of large-scale stores and a bad accessibility can thus be seen as push factors for creative entrepreneurs in the Haarlem city centre.

Independent variable	R Square Linear	General appreciation
Property prices (Chi Square=14.676, p=0.000)	0.300	70.4 Percent is satisfied *Dissatisfied (≤50%): Kleine Houtstraat, Anegang, Kruisstraat*
Number of passers-by (Chi Square=8.301, p=0.040)	0.160	Positive (3.49/5) *Negative (≤3.00): Schagchelstraat*
Talent (Chi Square=7.882, p=0.019)	0.143	Positive (3.80/5) *No negative appreciations*
Attending cultural street events (Chi Square=6.654, p=0.010)	0.136	40.7 Percent attends events *Less participated by: other household products sector (non-electronics)*
Rule for small-scaleness (Chi Square=12.79, p=0.005)	0.064	Positive (3.79/5) *Less positive (still ≥3.00): clothing stores*
Accessibility for customers (Chi Square=14.428, p=0.002)	0.062	Positive (3.25/5) *Negative (≤3.00): Kleine Houtstraat, Gedempte Oudegracht, Schagchelstraat* *Negative (≤3.00): Food sector, other household products sector (non-electronics)*

Figure 38. Independent variables that influence the dependent variable (choice of location)

Property prices, the number of cultural street events that are organized and the accessibility of a store for customers can be regarded as hard location variables that entrepreneurs take into account when considering their choice of location. This is in line with the behavioural approach as mentioned by Atzema et. Al. (2012), in which it is said that entrepreneurs take several location factors into account when considering their choice of location. This consideration is a calculation of the usefulness of the place. Low property prices, a lot of cultural street events and a good accessibility of a store are factors that turned out to be useful for creative entrepreneurs. As clarified by Lee (1966), negative factors are likely to stimulate individuals to move out of a place. These are high property prices, a lack of cultural street events and poor accessibility. The findings are in line with the theories as for example drawn up by Pen (2002), who is saying that the accessibility of a place can be one of the main reasons for entrepreneurs to leave a place. Besides, Kok et. Al. (2002), as explained, said that high costs of a place (property rent) can be regarded as an important reason for leaving a place, which is in line with the findings of this research.

However, internal company factors could influence the choice of location factors indirectly (Pellenbarg et. Al., 2002, Rijt-Veltman et. Al., 2002, Van Oort et. Al., 2007). This means that, as explained, internal objectives of a company can influence location preferences. The analyses have shown that internal company factors (sector in which a retailer is operating) can influence the push and keep factors (accessibility preferences). Businesses operating in the food and ''other household'' sector significantly appreciate their accessibility for customers with less satisfaction. This decrease in appreciated accessibility thereafter influences the choice of location. So businesses operating in these two branches have other accessibility preferences. They possibly prefer a better accessibility by another mode of transportation than the other entrepreneurs. Businesses operating in these sectors are possibly more dependent on regular customers instead of passers-by.

Another important variable that predicts the choice of location (for 16 percent) are the passers-by. As explained, retailers can have several reasons to cluster. There is a significant influence of the consumers' willingness to travel and the clustering of retailers (Huang and Levinson, 2011). A lot of passers-by will increase the number of potential customers. Based on the analyses, it can be assumed that some of the respondents leave their location because of a lack of passers-by.

Furthermore, governmental rules can influence the choice of location. Retailers tend to choose for a location with rules that comply with their business interests (Van der Krabben et. Al., 2012). Retailers can benefit from certain rules (North, 1990, Gertler, 2010). The rule for small-scaleness, which protects the historic value of properties and the smaller scaled retailers, is appreciated well by the creative entrepreneurs. Entrepreneurs who even appreciate the presence of the rule better, are significantly pointing out their preference for the Haarlem city centre. The retailers seem to benefit from the rule, by protecting smaller-scaled entrepreneurs from larger-scaled entrepreneurs. The rule that says that the façade of buildings should not exceed fifteen meters can thus be seen as a governmental intervention that encourage creative entrepreneurs.

Finally, entrepreneurs who employ young educated people are influenced by the presence of talent. Entrepreneurs who appreciate the number of talented people better are more likely to stay at their location. Talent can represent a well-functioning labour market, which thus can keep creative entrepreneurs at their current location (Florida, 2005).

No significant relationships

Attention should be paid to variables that do not influence the choice of location directly as well. It is relevant to mention these variables because they could influence other dependent variables. If a variable is for example appreciated negatively (e.g. the number of greens spaces) and it does not influence the choice of location, it could be said that it could influence other dependent variables (e.g. number of passers-by), thereby influencing the choice of location possibly indirectly, in a negative way.

It can be concluded that the four negatively appreciated variables are neither push nor keep factors, they do not significantly influence the movement of entrepreneurs. This means that increasing the number of green spaces, lowering the parking fees for cars, realising more parking places for bikes and refraining from the expansion of the traffic-free zone, will not directly lead to the preservation of the current existing pool of creative entrepreneurs.

Other variables that are not significant predictors for the choice of location are the historic character of the city centre (together with small-scaled stores), the rule that allows stores to open on Sunday afternoons, the blurring concept, the monitoring of the rules, the information diffused by the municipal government, the business improvement area, the desire to reduce the number of square meters of a store, the desire to expand a store, clustering (with businesses operating in the same sector, with local suppliers, with local schools), technology, the physical location in a specific street, the parking places for cars, the year in which a business is established, the year in which a business is located at the current location and the number of employees working in a store.

These findings for example show that aesthetics (soft location factors) do not influence the choice of location of entrepreneurs in the Haarlem case. As described, Marlet and Van Woerkens found evidence that *''aesthetic features like nature and historic buildings''* relate to the choice of location of the creative class (Marlet and Van Woerkens, 2005, p.33). Besides, Stroper and Scott (2009) found evidence that outdated industrial structures and the lack of labour unions in the Sunbelt in the United States were important reasons why this area has been successful in fostering creative industries. In this research, the same aesthetic features as mentioned by Marlet and Van Woerkens (2005) are investigated, namely the ratio of green spaces and the historic character of the Haarlem city centre. These factors do not foster the creative class in Haarlem, they are neither push nor keep factors. Also the domination of cars in the street scene does not influence the fostering of the creative entrepreneurs. The municipal government applies higher parking rates for parking a car on the streets than parking a car in parking garages. The aim is to support parking in parking garages in order to have less cars parked on the streets. As said, entrepreneurs even appreciate this rule in a negative way, thereby saying that it does not matter for them how much cars are parked on the streets. So aesthetics, or defined by Atzema et. Al. (2012) as soft location factors, do not influence the choice of location of creative entrepreneurs directly.

However, aesthetics have a direct influence on the clustering of creative entrepreneurs. Entrepreneurs that recognize the value of the seven little golden streets for the reputation of Haarlem, are more likely to work together with suppliers that are located in Haarlem. The observation for example made clear that a store in *de Gierstraat* sells the handmade products of locals. This finding supports the theories as drawn up by Hospers (2009) for example. Hospers showed, as mentioned, how a high fashion district in Arnhem, called Klarendal, now attracts fashion retailers (who are working together with each other) because of the good publicity of the urban district, after turning the bad character of the neighbourhood into a character in which high fashion is embraced. This finding also supports the findings of Stroper and Scott (2009), who relate the clustering of the creative class in the Sunbelt to the outdated industrial structures. It can thus be assumed that the historic character together with a lot of small scaled stores thus can lead to the establishment of stores that work together with local suppliers (inhabitants), all doing something that can be regarded as creative.

This cluster consisting of stores and suppliers however does not directly influence the choice of location. Furthermore, the observation showed that there are hardly physical clusters of firms operating in the same branches (firms located next to each other) and just seven of the 54 entrepreneurs filled out that he or she is working together with other entrepreneur(s) that are located in Haarlem as well. Besides, creative retailers who are working together with other local retailers are not more likely to stay at their location. The presence of a cluster of retailers operating in the same sector thus will not keep the creative retailers at their current location. For example Atzema et. Al. (2012) are saying that firms can learn from each other, which can be beneficial for making more innovative products. A possible explanation for this contradictory finding could be that the retailers are not making highly skilled innovative products, which is, as said, often the case on campuses with for example Research and Design industries (Dicken, 2015). The creative retailers are possibly not dependent on each other. Clustering for the creative retailers is more important because of their position closer to the centre of the market (with more passers-by). This is more in alignment with the theories of Hotelling (2019), as clarified in the previous paragraph.

We will now continue to find out if there are other overarching factors that do not influence the choice of location. Technology is the infrastructure that is necessary to fuel the entrepreneurial culture (Florida, 2005). In this research, technology is measured by looking at the number of networks between entrepreneurs and schools / temp agencies. The findings show that there is hardly cooperation between these actors and if there is cooperation, it does not influence the choice of location. Entrepreneurs are not kept to their location when they cooperate with schools / temp agencies. This finding shows that the technological infrastructure in Haarlem does not fuel the entrepreneurial culture in the city centre. Besides, it can be assumed that a cluster consisting of retailers cooperating with schools (knowledge institutions) would not prevent the departure of entrepreneurs in the Haarlem case.

Another variable that has been investigated is the information diffused by the municipal government. It was assumed that information, in a suitable and easily understandable format, would benefit creative entrepreneurs (The European Commission, 2018, Atzema et. Al., 2012). As showed, entrepreneurs are well known in general with the laws and regulations regarding the Haarlem retail businesses. However, an entrepreneur who is more familiar with the municipal retail policies is not more likely to stay at his/her location than an entrepreneur. Consequently, it can be concluded that more information provided by the municipal government would not influence the probability that an entrepreneur will leave his place.

Institutions can help businesses by monitoring the compliance with the rules (Atzema et. Al., 2012). As explained, when institutions take the surveillance off the hands of entrepreneurs, entrepreneurs themselves do not have to work that hard for protecting their own possessions. The entrepreneurs in Haarlem are satisfied in general with the monitoring of the rules. However, the enforcement does not influence the choice of location. A better monitoring, as implemented by the local government, will thus not keep entrepreneurs at their location.

Conclusions to the subquestion

The independent factors that predict the choice of location are appreciated well in general. However, if these factors would be appreciated better, it would more likely that these entrepreneurs will stay at their current location. Entrepreneurs who are saying that the property prices are too high, who are located in a street with few passers-by, who cannot find talented people to employ, who do not attend cultural street events, who do not like the rule that protects the interests of smaller-scaled entrepreneurs and/or who is located in a building that is poorly accessible, will move out of his/her current location. These are push motives. On the other side, if these variables are appreciated with satisfaction, they are keep motives.

The largest percentage of the entrepreneurs (three of the seven) that consider to leave their location is located in *de Kleine Houtstraat*, which corresponds to the Retail Risk Index of Locatus (2018). The majority of them is dissatisfied with the property prices and the accessibility for their customers, as summarized in the table.

The influence of the variables that are appreciated negatively and that do not seem to have a direct influence on the choice of location should however not be ignored entirely. Indeed, turning the city centre into a more green space will not keep more entrepreneurs at their current location. However, these variables could always indirectly influence the choice of location. The number of passers-by for example influences the choice of location. If visitors to the city centre do not visit a certain unappealing street, because of a lack of green spaces, there will be a decrease of the number of passers-by, which then influences the choice of location. So these factors always have to be kept in mind by the municipal government, when undesired processes in the city centre evolve.

Particularly hard location factors seem to influence the choice of location directly. These findings support the arguments made by Atzema et. Al. (2012), who are saying that the choice for a location is a comparison of several factors. Creative retailers take into account several location factors, not only traditional location factors (as ''behavioural entrepreneurs'' would do), not only institutional laws and regulations (as ''institutional entrepreneurs'' would do), not only the benefits of clustering (as ''evolutionary entrepreneurs'' would do) and not only the factors as mentioned by Richard Florida (2002).

10.3 What are possible policy strategies in order to guarantee the diverse range of shops?

Policy recommendations with regard to the property prices and increasing the number of passers-by in streets will be given in the this paragraph. These factors influence the choice of location for 46 percent. Talent is by none of the respondents appreciated negatively and therefore I refer to Richard Florida (2002). Attending cultural street events already implies a policy recommendation: entrepreneurs should increase their involvement in cultural street events. The other two variables, the institutional rule for small-scaleness and the accessibility for customers, just predict the choice of location for 6 percent each.

BOX 1. Measures that will be taken by the municipal government in the foreseeable future.

Before formulating alternative policy recommendations, attention will be paid to the measures which will be realised in the near future, taken by the municipal government of Haarlem.

A transformation of retail properties: a compact city centre with the right mix of stores (more stores operating in the sector daily), restaurant businesses, living spaces etc.

Publications of KSO (2018) show that the starting position of the Haarlem city centre is favourable. There are 5.1 stores operating in the category *non-daily* per 1.000 inhabitants, which is 38 percent above the national average of 3.7 stores per 1.000 inhabitants (this data concerns the entire city of Haarlem). Besides, in 2018, the general floor space of 1.154 square meters was below the national average of 1.280 square meters in cities with 100.000 to 200.000 inhabitants, which shows that the stores in Haarlem are smaller scaled in general. The range of shops in the Haarlem city centre is appreciated with a 8.3 in general, which is higher compared to the national average of 7.9 (what applies to shopping environments with 60.000-100.000 square meter shopping opportunities) (KSO, 2018).

These findings show that it is almost impossible to stick to the current range of shops. It can be explained that stores will disappear, when looking at current trends, with more online shopping. That is why lower rental prices of properties only will not lead to a ‘’better’’ range of shops. The municipal government will designate shopping streets that have a high retail risk.

The importance of the sector daily

The figure below shows the number of stores per category in the Haarlem city centre. It should be pointed out that the category *other* is not included in the figure below. As well as the national trend, the total number of stores is declining, which is in line with the trend of more online shopping. The number of stores in the Haarlem city centre decreased by 22 percent between 2004 and 2018. However, the number of stores that belongs to the sector *daily* has increased over the years. Therefore it is important to think of a compact city centre, with particularly smaller scaled stores operating in the sector *daily.* It should however be mentioned that stores operating in this sector have other accessibility preferences than other sectors, as the findings show. These interests should therefore be investigated further.

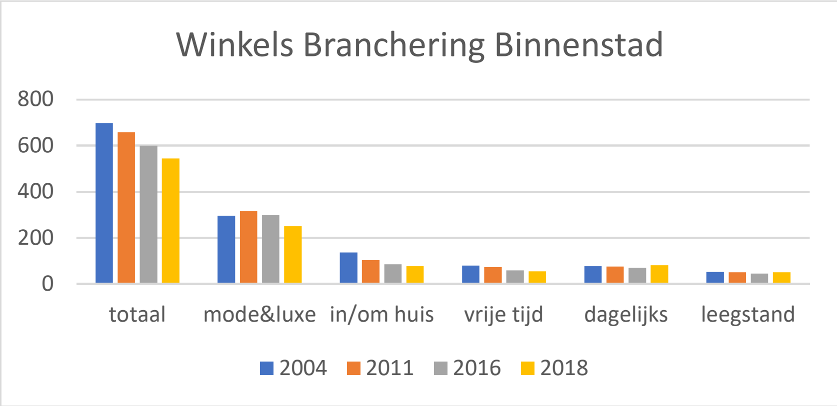


Figure 1. Number of stores city centre Haarlem (category *other* not included) (self-made).

The importance of restaurant businesses

In their paper, Ossokina et. Al. (2017) are saying that a large number of unused retail properties should be prevented by transforming retail properties into properties for restaurant businesses, cultural facilities or living spaces. The municipal government of Haarlem recognizes the importance of restaurant businesses for the experience factor of visitors. Although current restaurant businesses would not be satisfied with a further expansion of the number of restaurant businesses in Haarlem, when looking at current trends, an expansion can be justified.

In the economic vision for 2040, of the Haarlem municipal government, it will be explained that approximately 10.000 houses will be built until 2025, which accommodate more than 20.000 extra inhabitants. The increasing number of inhabitants will create 8.000 jobs, of which jobs in restaurant businesses. There are 3.8 restaurant businesses per 1.000 inhabitants in Haarlem at the moment, as indicated in the diagram below. This means that 76 extra restaurant businesses could be realised with an inhabitant growth of 20.000 inhabitants until 2025.

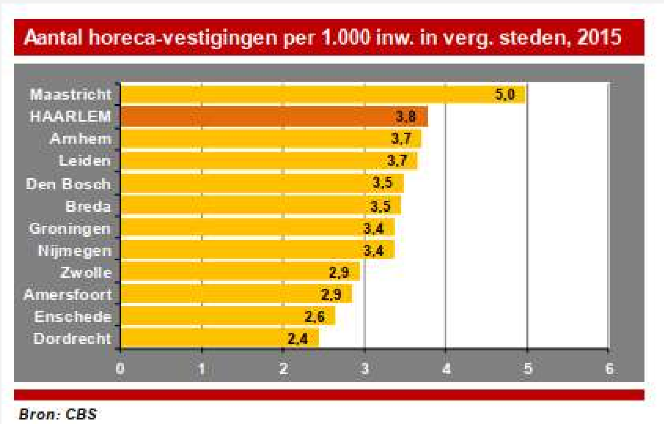


Figure 2. Number of restaurant businesses per 1.000 inhabitants (CBS, 2015)

These findings show that it is possible to transform empty retail properties into properties for restaurant businesses or retailers operating in the sector *daily* (which complement with the experience factor of visitors). The municipal government can facilitate these processes by zoning plans. In order to find out where these processes should take place, streets with a high retail risk index should be marked.

Before addressing the issues of high property prices and unappealing streets with few passers-by, general relevant recommendations will be given. These recommendations are based on the idea that more and more people will buy their products on the internet.

General measures: a local gift card for customer loyalty (Arnhem)

In this paragraph, a solution to the decline in customer loyalty will be presented. It could potentially be realised within the scope of the current BIA in Haarlem.

As mentioned, in Haarlem, a Business Improvement Area (BIA) has been established, called *de Bedrijfsinvesteringszone (BIZ) Binnenstad Haarlem* (www.bizbinnenstadhaarlem.nl, last seen 13.06.2019). The BIA in Haarlem represents the interest of more than 1.100 entrepreneurs, who will all benefit from more visitors who are staying longer in the Haarlem city centre. In brief, entrepreneurs, but also property owners, all pay a contribution to the foundation. The contribution is based on the cadastral value (*WOZ* waarde) of their building. That is why the entrepreneurs and property owners of larger stores have to pay more than smaller scaled stores. Together they invest 2.5 million euros from 2018 to 2023. People who then have an idea that is beneficial for the economic development of the city centre, can apply for a grant. Examples of projects that are granted are ideas that promote economic development, ideas that benefit the security and the quality of life, party lighting in the city centre or other ideas that support aspects that are formulated in the covenant Haarlem city centre 2007-2012.

A good example where a BIA is anticipating wisely to future changing consumer needs can be found in the Dutch city of Arnhem. In 2016, the so called *Platform Binnenstad Arnhem (PBA)*, has been founded. The budgets of the Arnhem BIA are nearly on the same level as the BIA in Haarlem, namely 450.000 euros per year (www.binnenstadarnhem.nl, last seen 13.06.2019). The Arnhem PBA pursues the same objectives as the Haarlem BIZ, namely trying to enhance the appreciation of visitors to the city centre, thereby trying to attract more visitors to the city centre and ensuring that they will spend more time in the city centre. One successful idea that commits people to creative retailers has been the creation of the *Dit-is-Pas Arnhem* gift card (www.binnenstadarnhem.nl, last seen 13.06.2019). At the beginning, it was hard to create broader public support for the card. Entrepreneurs only wanted to introduce the card if others also accepted the card and customers only wanted to buy the card if they could use it in many stores. After a year, there was sufficient broader support for the card. At the moment, the card can be used at more than 80 places (ranging from stores, restaurant businesses to cultural organizations).

It is difficult to say if the card can be regarded as a success, because it was recently introduced (in 2018). In order to realise the card, the annual costs are approximately 65.000 euros, particularly meant for the realisation of the card and for marketing campaigns (www.binnenstadarnhem.nl, last seen 13.06.2019). The amount is high in comparison with the annual budgets of the BIZ, however the costs will possibly decrease in the next years and the money which has been budgeted for the card stays in the local economy. The card has been developed by a local company called CCV, a large scaled firm specialized in payment solutions (www.ditispasarnhem.nl, last seen 13.06.2019). The card can particularly be used in the stores of creative entrepreneurs. For example carers (*mantelzorgers*) have received the gift card of 175 euros as a token of appreciation, given by the municipal government. Both the money for developing the card and the money in order to purchase the card, as an individual, stay in the local economy. Besides, the card makes it possible to experience the city in a nice way, according to the organization behind the gift card (www.ditispasarnhem.nl, last seen 13.06.2019).

General measures: increasing the innovative capacity of retailers by innovation labs (Amsterdam)

Apart from the fact that customers have to be committed more to the retailers, retailers themselves should try to make use of innovative systems that respond to the changing customer needs. By doing this, the pool of creative retailers will be greater.

At several places, so called innovation labs have been founded, with the aim to get entrepreneurs acquainted with innovations in a very accessible way. In this paragraph, attention will be paid to the *Shopping Street Innovation Lab* (SSIL) in Amsterdam. The lab is developed by HBMEO on behalf of the association of undertakings of the *Beethovenstraat* (www.shoppingstreetinnovationlab.com, last seen 14.06.2019).

The area was known for its elegant stores and the rate of vacant retail properties in the *Beethovenstraat* has been high for a long time (www.amsterdamsmartcity.com, last seen 14.06.2019). The BIA consists of 80 entrepreneurs and their common contribution to the BIA is 65.000 euros per year. In order to realise the lab, the BIA applied for a grant of 75.000 euros from the *Stichting Detailhandelsfonds* (www.amsterdamsmartcity.com, last seen 14.06.2019). Thanks to the cooperation with for example the University of Applied Science (HvA) they eventually received the grant. Besides, the lab has financially been supported by the municipal government.

Several innovations have been tested already in the lab. Examples are augmented reality (a digital screen that can add additional layers to the reality, funny things like hats and pig noses), VR glasses, holograms (eye-catchers), interactive mirrors for glasses etc. (www.shoppingstreetinnovationlab.com, last seen 14.06.2019). In the figure below, the work of a 3D-projector is shown. The *Blast 3D-projector* was tested at *Huize van Wely,* a store located in the *Beethovenstraat*. The entrepreneur was satisfied with the success of the projector. He concluded that it is a nice tool for attracting customers. Besides, a lot of content can be visualized. He rewarded the tool with a 9. However, the costs of the tool are a downside for the entrepreneur. The price of the projector is 4995 euros with unlimited usage included.

Figure 39. 3D-projector in a shop window (www.shoppingstreetinnovationlab.com, last seen 14.06.2019).

The *Shopping Street Innovation Lab* illustrates that if a BIA cooperates successfully with other partners, grants for technological innovations can be received. Besides, the University provides a lot of assistance. They provide advice to entrepreneurs for choosing a relevant technology. In addition to this, they monitor the success of the technologies. Cooperation seems to be the driving force behind the success of the lab.

Addressing the high prices of retail properties: taxes on vacant properties, a governmental instrument (Belgium)

Both the local gift card and the innovation lab will however not directly deal with the problem of high property prices and streets with few passers-by, as investigated in this research. In the Netherlands, it is possible to enforce lower rental prices by going to court. These steps however costs a lot of money and considerable effort, what entrepreneurs often do not have.

The Dutch organisation *Retailagenda* recognizes the extent of the rental problems. At the moment, they are talking to the organisations of the branches (*brancheverenigingen*). According to the *Retailagenda*, the organisations of the branches could help the smaller scaled entrepreneurs by finding properties for fair prices.

The municipal government of Amsterdam tries to improve the negotiating room of retailers by providing information about rental prices of retail properties. The prices vary between 65 and 3.000 euros per square meter per year (Gemeente Amsterdam, 2018).

For other possible solutions for high rental prices, the Belgium case has been reviewed. In Belgium, a tax on vacant properties has been introduced (Netherlands Institute for City Innovation Studies, 2006). These taxes can motivate property owners to give a purpose to their building. The introduction of this instrument is one of the recommendations made by the Netherlands Institute for City Innovation Studies (2006) in a report published for Dutch municipalities.

Snoeren (2017) did a study to the possibilities to introduce this instrument in the Netherlands. In 2010, the Dutch government introduced a new law for tackling high numbers of vacant properties, the so called *Wet Kraken en Leegstand* (Snoeren, 2017). The law says that property owners, who possess a vacant property, are obliged to inform the municipal government about the vacancy. By doing this, the municipality would be informed better about the vacancy in city centres.. Once the government is informed, the government can discuss the issue with the property owner. Besides, potential tenants can be proposed. Property owners who do not inform the government about the vacancy or who do not corporate can be fined with a penalty up to 7500 euros (Snoeren, 2017). Based on the evaluation of a bureau of investigation, it appears that only the municipal government of Amsterdam has imposed fines (Snoeren, 2017).

Municipal governments were asked to evaluate the law. They were saying that a law with less administrative efforts was desired. A tax on vacant properties can be seen as one of the solutions for tackling vacant retail stores, as said by the municipal governments (Snoeren, 2017). This instrument however is at odds with the current legislation. According to Snoeren (2017), municipal governments should be helped by the national government to be able to introduce this instrument.

The Belgium case however shows the success of introducing this instrument. For example in Mechelen, an organization called *MEST* (*Mechelse Starters*) successfully put entrepreneurs in touch with property owners. During the first months, entrepreneurs pay 50 percent of the normal asked rental prices (www.mest.be, last seen 17.06.2019). Eventually, after one year, they will pay the full rental price. The rental income of the first year are for the benefit of the *MEST* organization. The property owner does not receive money. He however does not have to pay taxes on vacancy and besides, it is likely that the entrepreneur is satisfied with the property and that he/she will rent the property for a longer period. The Belgium case shows that lower financial thresholds for entrepreneurs have been established by the introduction of the taxes on vacant retail stores. The municipal government recognizes the success of the taxes and will possibly increase the tax from 27 euros per square meter to 70 euros per square meter this year, to further motivate property owners to give a purpose to their building (www.nieuwsblad.be, 13.06.2019).

Addressing the high prices of retail properties and streets with few passers-by: responding to the interests of property owners and creative entrepreneurs by establishing buildings that can accommodate various temporarily pop-up concepts (Belgium)

One way of reducing investment risks, is by facilitating pop-up stores. In Haarlem, an organization called *Pop-up Solutions*, is already talking to property owners who possess empty stores (www.popupsolutions.nl, last seen 26.06.2019). The aim is to match the interests of the property owners with the interests of enthusiastic entrepreneurs, in order to guarantee less vacant properties in the Haarlem city centre. They actually do the same job as the *MEST* organization, however without the help of a financial instrument. The question therefore is, how can the interests of property owners better match with the interests of creative entrepreneurs?

In Flanders (Belgium), an organization called *Stebo* responded to this question (www.theboxvlaanderen.be, last seen 26.06.2019). Their motto is *The Box: Plug & Play*. In several Belgian cities (Mechelen, Gent, Brugge, Genk and Turnhout), various small scaled pop-up concepts emerged in one building. The Box can be seen as an overall concept. They possess a property in which all the facilities, insurances, permits and modular furniture are already present. Exterkate and Ploem (2019) and Overdiek (2019) are also recommending a more flexible role of municipal governments, thereby being more flexible in issuing permits. Creative entrepreneurs (both retailers and restaurant businesses) then are able to test their product for one weekend, a week or a month.

The municipal government of Gent appreciates the concept well. They are saying that the concept is beneficial for the whole street. The constantly changing pop up stores encourage the number of passers-by in streets (www.stad.gent, last seen 26.06.2019). Since the opening of The Box in Gent, the occupancy rate of The Box is more than 90 percent (www.stad.gent, last seen 26.06.2019). Besides, the municipal government is saying that some entrepreneurs now possess a store (Velektro and Somm for example) in their own building, in the Haarlem city centre.

Because of the success, the concept will be continued for another three years. Besides, a second and possibly a third building will be opened in Gent. Stebo will receive a grant of 140 thousand euros for the exploitation of the current building (three years), for the establishment and exploitation of a second (three years) and possibly for a third building (two years) as well (www.stad.gent, last seen 26.06.2019). Besides, a maximum of 130 thousand euros will be given for the equipment that is needed in the buildings.

If the municipal government in Haarlem and the BIA acknowledge the necessity of these kind of concepts, they could consider to give grants to these concepts. As said, the Haarlem BIA is able to subsidize 2.5 million euros from 2018 to 2023. They however have to find a partner who wants to establish and exploit the concept.

Addressing the high prices of retail properties: flexible rental contracts and turnover related rents

Overdiek (2019) is saying that low-budget retail properties can encourage the establishment and the preservation of *local heroes*, creative retailers. She recognizes the needs of the entrepreneurs as well. Creative retailers need some time to test their concept, which is in line with the Belgium case. Therefor flexible rental contracts and turnover related rents should encourage the establishment and preservation of the creative retailers (Overdiek, 2019, Exterkate and Ploem, 2018). Overdiek (2019) recommends a test period of about six to ten months. But for that, consultations with the municipal government and property owners are needed.

Addressing streets with few passers-by: postal pick-up points in city centres

In a publication of the *Stec Groep,* Exterkate and Ploem (2018) are indicating the importance of postal pick-up points in the city centre. On the one hand, entrepreneurs that introduce these pick-up points will receive more customers. On the other hand, customers will visit the city centre. The idea here is that customers will possibly visit other stores as well, particularly stores that are located in the same street. That is why pick-up points can increase the number of passers-by.

10.4 How can the diverse range of shops in the Haarlem city centre be guaranteed?

The diverse range of shops can be guaranteed by paying attention to the interests of creative entrepreneurs. Most attention has to be paid to high retail property prices (in the *Kleine Houtstraat, Anegang* and *Kruisstraat*) and a lack of passers-by in streets (in the *Schagchelstraat* at this moment).

Additionally, the presence of talent has to be insured (which is good at the moment), entrepreneurs should be motivated to attend cultural street events (particularly entrepreneurs that operate in the ''other household products sector'' / non-electronics), the rule that says that the façade of properties may not exceed 15 meters should be maintained (although the entrepreneurs of creative clothing stores are not satisfied in general with this rule) and the accessibility of the city centre should be maintained carefully (which is appreciated negatively by entrepreneurs in the *Kleine Houtstraat, Gedempte Oudegracht* and the *Schagchelstraat* at this moment).

Concrete recommendations

-Municipal government: *a transformation of retail properties: a compact city centre with the right mix of stores (more stores operating in the sector daily), restaurant businesses, living spaces etc.* The municipal government is working on this now by designating shopping streets that have a high retail risk. They could transform these properties by zoning plans.

-BIA: *on the one hand, customers should be committed more to creative retailers. The BIZ (together with the municipal government) could consider to develop a local gift card, based on the Arnhem case, in order to enhance customer loyalty*. In order to realise the card, the annual costs are approximately 65.000 euros. The budgets of the Arnhem BIA are however nearly on the same level as the BIA in Haarlem. The successful cooperation of the Arnhem BIA and a local company that is specialized in payment solutions (CCV) however has to be taken into consideration.

-BIA: *on the other hand, entrepreneurs could respond to changing customer needs, customers who will go more often to the city center for their experience. The BIZ (together with the municipal government) could try to help entrepreneurs by developing relevant innovative technologies, that help entrepreneurs to respond to changing customer needs.* In Amsterdam, a *Shopping Street Innovation Lab* has been established. The realization of the lab required successful cooperation between partners (particularly between the local BIA and the University) and financial help made available by the municipal government. *The Haarlem BIA could at least try to inform entrepreneurs about these technologies, for example by meetings, reports or visits to the stores with technological innovations in the Beethovenstraat in Amsterdam.*

-National government: *The national government could think of improving the regulatory environment by making it possible for municipal governments to tax on vacant properties, based on the Belgium case.* In the Netherlands, it is possible to enforce lower rental prices by going to court. These steps however costs a lot of money and considerable effort, what entrepreneurs often do not have. Besides, the introduction of the so called *Wet Kraken en Leegstand* made it possible for municipalities to fine property owners, who possess a vacant property, with a penalty up to 7500 euros for not responding to invitations to talk about the vacancy. Only the municipal government of Amsterdam has however imposed fines until now and municipal governments are complaining about the administrative efforts that are needed for giving out penalties. Taxes on vacant properties can motivate property owners to give a purpose to their building, in order to create more space for creative retailers, as illustrated by the Mechelen case.

-Municipal government and BIA: *the investment risks of creative retailers should be reduced. The municipal government and the Haarlem BIA could think of giving grant to an organization that wants to exploit a building in which various entrepreneurs can test their product for a shorter period of time (a weekend, a week or a month).* The governmental authorities therefore have to look at how they can allow and facilitate these temporarily pop up concept, in particular by licensing these kinds of businesses. As mentioned, The Box concept in for example Gent is appreciated well by the municipal government. The number of passers-by in streets will increase and after a short test period it is more likely that entrepreneurs will contract with other property owners. In Gent, the costs for the exploitation and realization of two buildings for three years were about 270 thousand euros.

-Property owners, municipal government and organizations of the branches: *Flexible rental contracts and turnover related rents can encourage the establishment and preservation of the creative retailers.* For that, consultations with the municipal government and property owners are needed.

-Municipal government, postal operators, entrepreneurs: *Postal pick-up points in city centres can encourage the number of passers-by in shopping streets.* The municipal government could talk to entrepreneurs in streets with few passers-by in order to find out if there are entrepreneurs who would like to start a postal pick-up point in their store.

11. Conclusions

The main question of this investigation has been split up in three subquestions, which have been answered in the previous chapter. Therefor most attention will be paid to the main question: *How can the diverse range of shops in the Haarlem city centre be guaranteed?*

In conclusion it can be said that municipal governments should look at how many stores are located in their city centre at the moment and they should ask themselves if this range of shops is realistic in the future. It can be assumed that a decrease in the number of stores is explainable, when looking at current trends (more online shopping). Municipal governments should therefore think of a more compact city centre, which can be realised by converting the destination of stores, as indicated in zoning plans, into other destinations like restaurant businesses and living spaces (transforming retail properties). In particular the municipal government of Haarlem should think of alternatives, because the number of stores in the Haarlem city centre is above the national average. Besides, it has been explained that particularly smaller scaled stores operating in the sector *daily* can be seen as successful concepts that do not disappear these days. These stores are less present than for example clothing stores at the moment. That is why the range of shops could also be diversified by facilitating small scaled stores operating in the sector *daily*. It should however be mentioned that stores operating in this sector have other accessibility preferences than other sectors, as the findings show. These interests should therefore be investigated further. Additionally, attention has been paid to the importance of restaurant businesses. There will be a strong inhabitant growth in Haarlem, with 20.000 extra inhabitants until 2025. This means that there is space for 76 extra restaurant businesses (in general) within 6 years. That is why vacant retail properties could be transformed into restaurant businesses, which complement with the experience factor of visitors. The municipal government could facilitate these processes by zoning plans.

Attention has to be paid to the interests of creative entrepreneurs. This will make it easier and more likely that they will locate in the city centre. In order to find out what the interests of creative entrepreneurs are, a holistic conceptual model has been set up, including all the location factors that could potentially bind entrepreneurs to the city centre. Low property prices, a lot of passers-by in shopping streets, a lot of talent, a lot of cultural street events, the governmental rule for small-scaled stores and a good accessibility for customers can be seen as keep factors. These are factors that can commit creative entrepreneurs to the Haarlem city centre. They predict the choice of location of the entrepreneurs for 86.5 percent. Clustering is important for creative retailers because of their position closer to the market, which supports the arguments made by Hotelling (1929). Thus a combination of both behavioural, institutional, evolutional and creative aspects can facilitate the business climate of city centres, with more creative stores.

These findings show that not only *creative class factors*, as mentioned by Richard Florida (2002), can encourage a creative business climate. More traditional location factors (in particular property prices and flows of people passing by on streets) influence the evolving of creative business climates as well, as already mentioned by for example Haisch and Klöpper (2014). The drawn up hypothesis, that other variables besides talent, technology and tolerance do influence the choice of location of creative entrepreneurs as well, can thus be assumed. No evidence however has been found for the assumptions that aesthetic features do influence the choice of location of creative entrepreneurs, which was claimed by Marlet and Van Woerkens (2005) and Storper and Scott (2009) for example. The historic character of Haarlem together with already quite a lot of small scaled stores do not directly influence the choice of location of creative entrepreneurs. Additionally, a green street scene, with a lot of trees for instance, do not directly influence the choice of location as well.

Reflection

Perhaps the most important lesson in doing research, based on this investigation, is that one should always question if all the variables, resulting from a literature study, are covered in the investigation. The results show that six independent variables can be seen as predictors for the choice of location. The variables are based mostly on the book of Atzema et. Al. (2012) and Florida (2002). Although I conducted an extensive literature study, also a variable that I have never thought about seem to influence the choice of location, namely attending cultural street events. That is why it is good to talk to relevant respondents in order to cover the whole case. Before conducting the surveys, I talked to the Haarlem city centre manager and my supervisors for example, who came up with other variables that could potentially influence the choice of location, for which I am grateful.

Perhaps I made some mistakes as well in this investigation. Tolerance in this research is measured by looking at the number of years that an entrepreneur is located at his location in comparison with the possibility that he will leave his place and the general location appreciation of the entrepreneur. Tolerance is possibly measured wrong in this way. The findings of this research show that there are other factors, besides talent and technology, that influences the choice of location of creative entrepreneurs. A recommendation on how to measure tolerance in further research will be given in the following paragraph.

For now it is important to conclude as well that the general appreciation of a location is possibly not an indicator for location choice. Only talent and the participation of retailers in cultural street events are significant predictors for both the general appreciation and the choice of location. The general appreciation for a location does not imply an option, it is not about choosing a location. A general appreciation is possibly more linked to placemaking. In this investigation it is however decided to keep the analysis, including the general appreciation, standing. By doing this, the differences, for future research, between choice of location and more placemaking factors can be indicated.

Recommendations for further research

Considering the fact that the number of green spaces is appreciated negatively by the entrepreneurs in general, more attention in further research should be paid to the indirect consequences of a lack of green spaces for the Haarlem case. It is for example known that a lack of green spaces influences the appreciation of people for a certain place (Johnson Coffin and Young, 2017). In line with this, there is a possibility that less people visit the Haarlem city centre because of the lack of green spaces. It is possible in this way that a lack of green spaces influences the number of passers-by. That is why further research should investigate the attractiveness of the Haarlem city centre from a placemaking perspective, with visitors as respondents.

In this research it is mentioned that there is a tax on vacant properties in Belgium. Also in the other neighbouring country, Germany, municipal governments have more possibilities to intervene in the property market. In Germany planning regulations are made in order to protect the interests of for example local entrepreneurs. In special zones, called *Erhaltungssatzungen*, protection measurements are institutionalized in order to protect the composition of that zone: *''According to paragraph 172 of the German Building Code (Baugesetzbuch) the composition of the inhabitants of a specific area have to be maintained, when this is desired according to urban planning reasons. If urban areas are demolished or renewed or if zoning plans are changed, planning regulation zones can protect rental properties from becoming owner-occupied dwellings and they can better manage increasing housing prices. By doing this, the composition of tenants can be protected''* (Merk, 2017, p.3). The classic ways of gentrification do not take place anymore in these planning regulation zones and students, artists and the creative class, living in these zones, are no longer repressed (Merk, 2017). *''The objective is preventing deluxe renovations, which are often crowding out tenants and to retain the composition of the population''* (www.muenchen.de, last seen 12.04.2019). It is not a measurement dealing with individual tenants, it is meant for the whole environment, when this is desirable for the spatial development.

Further research could adopt an assemblage approach to find out how the institutional differences between the Netherlands (possibility to go to court), Germany (special zones) and Belgium (taxes on vacant properties) have emerged. An assemblage approach tries to identify common critiques (different knowledge's, voices, concerns etc.) (McFarlane, 2011). Such an investigation could try to find the emergent processes that led to different policies in different countries. In Germany, these anti-gentrification measurements are not only meant to guarantee lower rental prices, the measurements also protect the historical value of properties. Further research could look at the *assembly of the commons*, that possibly led to another urban assemblage, with other property prices, the factor that influences the choice of location of creative entrepreneurs the most.

Furthermore, as mentioned in the reflection paragraph, further research should pay more attention to the factor tolerance. For further research it is better to investigate tolerance in the same way as talent has been investigated, namely by drawing up a Likert scale (agree/disagree) together with the statement: there is tolerance in the Haarlem city centre. Finally, it is shown that only the number of stores operating in the sector *daily* is growing. The findings show that stores operating in the sector *food* and *other household products*, which can be seen as *daily*, have other accessibility preferences than other stores.

It would be a good idea to look if more *daily* stores could be realised in the Haarlem city centre. It is therefore however important to investigate their accessibility preferences further.

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13. Annexes

13.1 Sample size

$$n \geq \frac{N \cdot z^2 \cdot p \cdot q}{z^2 \cdot p \cdot q + (N-1) \cdot F^2}$$

Figure 1. Formula for calculating the sample size (www.allesovermarktonderzoek.nl, last seen on 04.03.2019)

N = amount of creative business in Haarlem = 227

z = standard deviation of the certainty = 1,28 (certainty: 80%)

P = chance someone gives an answer = 50

Q = chance someone does not give an answer = 50

F = error rate = 8

Sample size = n = (227 x (1,28^2) x 50 x 50) / (((1,28^2) x 50 x 50) + (227 – 1) x (8^2)) = 50,1. So 51 surveys have to be conducted.

13.2 Observation scheme

Variables	Indicators	Observation
Talent	Level of education (at least a bachelor's degree). Being part of creative classes: super-creative core, creative professionals or bohemians.	
Technology	The proximity of universities and higher professional education schools. Connections between universities and businesses. The possibilities for students to do internships. The number of young people.	Employment agencies (Randstad, PDZ), gymnasium school (Stedelijk Gymnasium)
Tolerance	The experienced level of openness to newcomers. Projects that help newcomers.	Fraternity (Sociëteit Koinonia), a lot of people on the streets speaking English or German.
Push motives	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal	A lack of parking spaces for bikes on the streets, bike sheds, people looking for bike parking spaces, a lot of signs that say ''do not park your bike here,'' a lack of green in the city centre

	legislation, the size of the company, the representativeness of the building, the appreciation of the social living area etc. The number of passing customers.	(Grote Houtstraat), buildings merged (e.g. Siam. Dille & Kamille and JUIZZ), historic buildings (Rijksmonumenten), greenery in the streets leading to the city centre, derogations for cars and trucks that have to go into the city centre shops.
Pull motives	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal legislation, the size of the company, the representativeness of the building, the appreciation of the social living area etc. The number of passing customers.	A lack of parking spaces for bikes on the streets, bike sheds, people looking for bike parking spaces, a lot of signs that say ''do not park your bike here,'' a lack of green in the city centre (Grote Houtstraat), buildings merged (e.g. Siam, Dille & Kamille, De Vries Van Stockum and JUIZZ), historic buildings (Rijksmonumenten), greenery in the streets leading to the city centre, derogations for cars that have to go into the city centre shops.
Keep motives	The level of fear of entrepreneurs of losing workforces and losing business relations. The number of investments made in the current building.	Historic buildings merged into one store (e.g. Siam, Dille & Kamille, De Vries Van Stockum and JUIZZ)
Hard location factors	The appreciation of entrepreneurs for expansion possibilities, the accessibility of a place, the number of parking places, the availability of workers, the municipal legislation etc.	A lack of parking spaces for bikes on the streets, bike sheds, people looking for bike parking spaces, a lot of signs that say ''do not park your bike here,'' buildings merged (e.g. Siam, Dille & Kamille, De Vries Van Stockum and JUIZZ), derogations for cars that have to go into the city centre shops.
Soft location factors	The appreciation of entrepreneurs for the representativeness of the building, the appreciation of the social living area, the attractiveness of the geographical location, the reputation of a place, the international orientation of a place, the aesthetic of the landscape, the reputation of the local government etc. The number of historic buildings. The amount of green spaces. Cultural events.	Greenery in the streets leading to the city centre (however hardly greenery in the city centre), a lot historic buildings, historic courtyards (hofjes), little waste on the streets (however a lot of smoked cigarettes), a lot of garbage cans on the streets, garbage cans for smoked cigarettes

Internal company factors	Size of a shop, number of workforces working in the shop	Small scaled shops in the streets leading to the city centre, large scaled shops in the main street (Grote Houtstraat)
Monitoring the rules	The sanctions (for not complying with the rules) as formulated by the municipal government. The presence of governmental officials, like police, security forces, people who monitor building permits etc.	Bikes ringing to bypass pedestrians, handmade signs with ''do not park your bike here'' are ignored, special parking spaces for bikes (marked with lines on the ground) ignored, bikes blocking emergency exists, smoked cigarettes not put into specialized garbage cans
Information dissemination	The number of information sessions (workshops, seminars) for entrepreneurs, organized by the local government, on the municipal (retail businesses) visions. The appreciation of entrepreneurs for the online and offline availability of information on municipal provisions, rules and standards.	
Clustering	The cooperation between shops. The proximity of retailers (the density of a cluster / the number of shops working in the same branch in a specific area). The sharing of knowledge between retailers. Contacts among workers of different shops. The proximity of entrepreneurs to customers. To proximity to shops that attract a lot of visitors, like supermarkets and construction stores.	Hardly stores operating in the same branches next to each other (except clothing stores), supermarkets around the city centre (Albert Heijn and Dekamarkt), great cinema around the city centre (Pathé), crowd-pleaser beer brewery (Jopenkerk), store in *de Gierstraat* that sells the handmade products of local inhabitants
Advantages of agglomeration	Cooperation with other actors (innovation: patents), sharing costs, proximity to customers, the proximity of crowd-pleasers (supermarkets, construction markets, post pickup points etc.)	Supermarkets around the city centre (Albert Heijn and Dekamarkt), great cinema around the city centre (Pathé), crowd-pleaser beer brewery (Jopenkerk)
The reputation of a place	Events around specific topics, slogans, city marketing campaigns	Doormats near the doors of shops located in ''De Gouden Straatjes'' (a lot of shops that have these specialized doormats, emphasizing their location in ''De Gouden Straatjes:'' streets with historic buildings and small scaled stores)

13.3 Survey

Een onderzoek naar de locatiekeuze van ondernemingen die inspelen op de belevenis van bezoekers

In dit onderzoek wordt onderzocht waarom u, als ondernemer, heeft gekozen voor een locatie in de binnenstad van Haarlem.

Ik voer dit onderzoek uit in het kader van mijn afstudeeronderzoek voor de opleiding Economische Geografie aan de Radboud Universiteit te Nijmegen. Het betreft tevens een onderzoek in opdracht van de gemeente Haarlem en de Centrum Management Groep Haarlem (Falco Bloemendal). De verwachting is dat bezoekers in de toekomst naar de binnenstad gaan voor hun belevenis. Bij deze visie past een meer divers winkelaanbod. Middels een enquête wordt getracht meer inzicht te krijgen in uw belangen om zodoende beleid op te kunnen stellen ten behoeve van het ondernemersklimaat, daarbij rekening houdend met uw belangen en toekomstige bezoekmotieven.

Uw antwoorden worden vertrouwelijk behandeld. Het invullen van de enquête zal ongeveer 10 minuten duren. Indien een vraag niet op u van toepassing is, kunt u deze vraag overslaan. Alvast vriendelijk bedankt voor uw tijd en moeite.

Kunt u allereerst met een cijfer aangeven wat uw waardering is voor de locatie van uw onderneming in het algemeen? Waarbij een 1 staat voor een erg slechte waardering en een 10 voor een erg goede waardering (u mag een cirkel zetten om het juiste cijfer).

1. Mijn waardering voor de locatie van mijn onderneming is:

   Erg slecht 1 2 3 4 5 6 7 8 9 10 *Erg goed*

2. Hoeveel jaar is uw onderneming gevestigd op de huidige locatie?

   ______ Jaar

3. Is het aannemelijk dat u binnen een jaar uw winkelpand verlaat?
   ___ Ja, ik overweeg naar een andere locatie te vertrekken
   ___ Ja, ik overweeg te stoppen met het voortzetten van mijn onderneming
   ___ Nee
4. In welke branche bevindt uw onderneming zich (met name)? U mag een kruisje zetten vóór het voor u juiste antwoord.
   ___ Voedingsmiddelen
   ___ Consumentenelektronica (computers, communicatieapparatuur, witgoed, audio- en videoapparatuur, 3D-printers etc.)
   ___ Overige huishoudwaren (doe-het-zelfartikelen, vloerbedekking, gordijnen, meubels, verlichting keukenapparatuur, planten en bloemen etc.)
   ___ Creatieve sector (kunst)
   ___ Recreatieartikelen (lectuur, sport- en feestartikelen, kampeer- en recreatieartikelen, fietsen etc.)
   ___ Speelgoed (spellen, puzzels, modelbouwdozen etc.)
   ___ Kleding (modeartikelen, horloges, textielsupermarkten etc.)
   ___ Drogisterijartikelen (zelfzorggeneesmiddelen, gezondheidsproducten, cosmetica, producten voor mond- en haarverzorging, schoonmaakartikelen etc.)

   ___ Overig, namelijk: ___________________________________

5. Doet uw onderneming mee aan straatevenementen? (boekenmarkt, Luilakmarkt, kerstmarkt, Haarlem culinair, festivals etc.)
   ___ Nee
   ___ Ja

Z.o.z. Pagina 1 van 3

Kunt u aangeven in hoeverre u het (on)eens bent met de volgende stellingen (u mag een kruisje zetten in het voor u juiste vak). De vragen hebben allen betrekking op de binnenstad.

	Zeer mee oneens	Oneens	Neutraal	Eens	Zeer mee eens
6. Er is voldoende groen in de binnenstad (bomen, perkjes, plantenbakken etc.)					
7. De zeven Gouden Straatjes komen ten goede aan de reputatie van Haarlem					
8. Er is een grote passantenstroom in de straat waarin mijn onderneming zich bevindt					
9. Het is goed dat de gemeente een verbod op het grootschalig samenvoegen van panden hanteert (maximale voorgevelbreedte van 15 meter)					
10. Het is goed dat ondernemingen zelf mogen bepalen of zij op zondagmiddag open zijn					
11. Het is goed dat de gemeente kleine vormen van horeca toestaat in winkels (detailhandel met daaraan verbonden horeca met niet meer dan 30% van het bruto vloeroppervlak (en andere regels))					
12. De gemeente handhaaft de wet- en regelgeving omtrent de detailhandel in de binnenstad goed					
13. Ik ben goed op de hoogte van het detailhandel beleid van de gemeente Haarlem					
14. Ik ben tevreden met de bedrijfsinvesteringszone (BIZ), waarbij o.a. ondernemers een financiering kunnen aanvragen indien zij een idee hebben dat bijdraagt aan de aantrekkelijkheid en vitaliteit van de binnenstad					
15. Er is veel talent in en rondom de stad Haarlem (jonge hoogopgeleide mensen)					
16. De bereikbaarheid van mijn locatie voor klanten/bezoekers is goed					
17. Het is goed dat er hogere parkeertarieven op straat worden gehanteerd dan in parkeergarages					
18. Het is goed dat de gemeente de autoluwe zone (autovrij) in de binnenstad uitbreidt					
19. Ik zou graag mijn winkelpand uitbreiden (meer vloeroppervlak)					
20. Ik zou graag mijn winkelpand verkleinen					

Z.o.z.

21. Bent u tevreden met de hoogte van de prijs die u betaalt voor uw winkelpand (huur/koop)?
    ___ Ja, in vergelijking met de locatie wel
    ___ Nee, de prijzen zijn te hoog in verhouding met de locatie
    ___ Nee, de prijzen zijn te laag in verhouding met de locatie
22. Hoeveel jaar geleden is uw onderneming opgericht?

    _____ Jaar geleden

23. Hoeveel fte (voltijdsequivalent) wordt er in uw onderneming gewerkt (uzelf meegerekend)?

    _____ Fte

24. Van welk vervoersmiddel maakt u zelf het meeste gebruik om uw onderneming te bereiken?
    ___ Auto
    ___ Fiets
    ___ Motor
    ___ Scooter (motorfiets, bromfiets, snorfiets)
    ___ Openbaar Vervoer *(sla de volgende vraag over en ga door bij vraag 25)*
    ___ Te voet *(sla de volgende vraag over en ga door bij vraag 25)*

    ___ Overig, namelijk: ________________________________

25. Bent u van mening dat er voldoende parkeervoorzieningen zijn voor het vervoersmiddel waarvan u gebruik maakt?
    ___ Ja
    ___ Nee
26. Werkt u samen met andere organisaties die gevestigd zijn **in de gemeente Haarlem**? Kunt u hieronder aangeven hoeveel partners u heeft per categorie:

    _____ Bedrijven die actief zijn in dezelfde branche

    _____ Leveranciers

    _____ Scholen en/of uitzendbureaus

27. In welke straat bevindt uw onderneming zich?

    ____

Einde

Dit is het einde van de enquête. Vriendelijk bedankt voor het invullen. De resultaten van het onderzoek zullen gepubliceerd worden op de volgende website: http://theses.ubn.ru.nl/. Indien u de resultaten per e-mail wilt ontvangen, kunt u hieronder uw e-mailadres invullen:

____

Doe mee aan het Ondernemerspanel van de gemeente Haarlem

Wilt u vaker uw mening geven over allerlei onderwerpen die te maken hebben met ondernemen in Haarlem? Word dan ook lid van het in 2014 opgerichte Ondernemerspanel van de gemeente Haarlem. 450 ondernemers gingen u al voor.

Als lid van het Ondernemerspanel Haarlem krijgt u een paar keer per jaar via e-mail een uitnodiging om mee te doen aan een online vragenlijst over een belangrijk onderwerp voor ondernemers. De uitkomsten krijgt u via e-mail teruggekoppeld. Zo kunt u er uw voordeel mee doen. De gemeente Haarlem gebruikt de uitkomsten om beter op de wensen en behoeften van ondernemend Haarlem in te spelen.

___ Nee, ik wil niet meedoen aan het Ondernemerspanel

___ Ja, ik wil meedoen aan het Ondernemerspanel, mijn mailadres: ________________________________

13.4 Dutch quotes

Chapter 1

''Centrale vraag is hierbij hoe de binnenstad toekomst bestendig gemaakt kan worden en hoe je een detailhandelsvisie maakt gebaseerd op bestemmingsplannen, terwijl de consument een moving target is'' (Expertgroep Future Retail City Center, 2015, p.37).

''In de detailhandel vervangt internet een steeds groter deel van de doelaankopen. Daar staat tegenover dat voor 'funshoppen' de totale kwaliteitsbeleving van de consument steeds belangrijker wordt'' (Gemeente Haarlem, 2017, p.15-16).

''Kleding wordt op maat gemaakt met behulp van laserapparaten afgesteld op het biometrisch profiel en er zijn 3D printstraten die de customized producten printen'' (Expertgroep Future Retail City Center, 2015, p.23-24).

''Grote winkelketens die niet onderscheidend genoeg zijn vallen om'' (Gemeente Haarlem, 2016, p.3).

Chapter 2

''Maar minstens zo belangrijk is het om te kijken hoe nieuwe vormen van detailhandel de ruimte kunnen krijgen in bestaande winkelgebieden'' (Gemeente Haarlem, 2016, p.8).

Chapter 6

''Tussen elk van deze krachten zit een zekere spanning wat dynamiek maar ook onvoorspelbaarheid in het proces brengt'' (Van der Krabben et. Al., 2012, p.25).

''Het volledig loslaten van dit beleid in de recent verschenen Structuurvisie Infrastructuur en Ruimte (SVIR) kan ruimte bieden voor voorheen 'verboden' ontwikkelingen zoals perifere shopping malls en hypermarkten'' (Van der Krabben et. Al., 2012, p.26).

''Het FOC Halfweg zal concurreren met de binnensteden van o.m. Haarlemmermeer (Hoofddorp etc.), Haarlem, Amsterdam, Amstelveen, Heemstede en Velsen. Het is zeer de vraag of dit overaanbod toegevoegde waarde zal hebben'' (Beij, 2013).

''Waarschijnlijk doet de rechter in april een definitieve uitspraak en zijn er geen juridische argumenten meer om de komst van The Style Outlets tegen te houden'' (www.inretail.nl, 2019).

''Voor het PDV-cluster Oostpoort wordt vastgehouden aan alleen volumineuze detailhandel. Dit past ook in het provinciale beleid'' (Gemeente Haarlem, 2016, p.31).

''Kan ruimte bieden voor voorheen 'verboden' ontwikkelingen zoals perifere shopping malls en hypermarkten'' (Van der Krabben et. Al., 2012, p.26).

''En tot taak kreeg te investeren in promotie van Haarlem, te investeren in evenementen die in Haarlem worden gehouden, het investeren in veiligheid en leefbaarheid, het bijdragen aan de feestverlichting en het centrummanagement in Haarlem en uitvoering te geven aan de afspraken vastgelegd in het convenant van de binnenstad van Haarlem 2007–2012'' (Gemeente Haarlem, 2009, p.1).

''Een bescheiden subsidie kan veel teweeg brengen'' (Exterkate and Ploem, 2018, p.5).

''Bereikbaarheid en parkeren kunnen als een vorm van service naar de klant worden gezien. Een goede bereikbaarheid en parkeergelegenheid dragen bij aan het koopplezier en waardeoordeel en bepalen daarmee ook de aantrekkelijkheid van het winkelgebied'' (Gemeente Haarlem, 2016, p.32).

''in het centrum is op basis van de regels in de huidige bestemmingsplannen winkel ondersteunende horeca toegestaan met een maximum van 30% van het winkelvloeroppervlakte'' (Gemeente Haarlem, 2016, p.33).

''is een gezamenlijke verantwoordelijkheid van gemeente, vastgoedeigenaren, exploitanten en gebruikers'' (Gemeente Haarlem, 2016, p.32).

''in een voor de kleine detailhandelaren geschikt formaat worden verstrekt en moeten gemakkelijk te begrijpen zijn'' (The European Commission, 2018, p.15).

''De beschikbaarheid van kwaliteitsinformatie over ontwikkelingen in de kleinhandelssector kan de kleine detailhandelaren helpen hun beslissingen te baseren op feiten in plaats van op intuïtie'' (The European Commission, 2018, p.15).

''Een combinatie supermarkt en speciaalzaak naast elkaar is goud'' (Exterkate and Ploem, 2018, p.2).

''De kans dat ze dan ook andere winkels bezoeken is groot'' (Exterkate and Ploem, 2018, p.5).

Chapter 6 (Atzema et. Al.)

''Agrarische bedrijven moeten soms plaatsmaken voor een woonwijk en worden dan onteigend'' (Atzema et. Al., 2012, p.76).

''Alledaagse handelingen verlopen op basis van afspraken en veel in de economie is daarom gebaseerd op routine – dat is wel zo kostenefficiënt'' (Atzema et. Al., 2012, p.79).

''Octrooi- en patentbureaus zorgen dat de rechten op innovaties worden vastgelegd, wat de onderhandelingspositie van jonge innovatieve bedrijven bij een overname verstevigt'' (Atzema et. Al., 2012, p.92).

''Deze uitkomst strookt met de behaviourale theorie. Ondernemers zijn ongeacht hun huidige vestigingsplaats het meest bekend met centraal gelegen plaatsen. Vestigingsplaatsen in het Noorden en in Zeeland zijn minder bekend en worden daarom onaantrekkelijker gevonden'' (Atzema et. Al., 2012, p.73).

''Bovendien kunnen ze voordeel halen uit de bekendheid en de reputatie van de locatie (…). Als bedrijven iets van elkaar kunnen leren, zullen ze elkaar vaker opzoeken: soms door bij elkaar in de buurt te gaan zitten (clusters) en soms door op afstand met elkaar te gaan samenwerken (netwerken)'' (Atzema et. Al., 2012, p.101).

Chapter 7

''Een waarneming die extreem groot of klein is ten opzichte van de overige gegevens, wordt een uitschieter genoemd'' (McClave et. Al., 2016, p.50).

13.5 German quotes

Chapter 11

''Nach § 172 Absatz 1 Satz 1 Nr. 2 Baugesetzbuch soll in Erhaltungssatzungsgebieten die Zusammensetzung der Wohnbevölkerung erhalten bleiben, wenn dies aus besonderen städtebaulichen Gründen erforderlich ist. Indem Abbruch, bauliche Änderungen und Nutzungsänderungen der Gebäude ebenso einer speziellen Genehmigung bedürfen, wie die Umwandlung von Miet- in Eigentumswohnungen, können Luxusmodernisierungen und eine unangemessene Erhöhung des Standards der Wohnungen in der Regel verhindert und die angestammten Mieterinnen und Mieter (das „Milieu“) vor Verdrängung geschützt werden'' (Merk, 2017, p.3).

''Ziel ist es, Luxussanierungen, die in der Regel eine Verdrängung der Mieter zur Folge haben, zu verhindern und die Zusammensetzung der Wohnbevölkerung zu erhalten'' (www.muenchen.de, last seen 12.04.2019).