Company Project

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Executive Summary

The main objective of this commissioned study was to investigate how the RC (research company) could effectively target smaller sized client to broaden their occupier service in at tightening market. Thus, the following main research question was developed:

How can the RC effectively assess the right smaller sized clients to cooperate with, to broaden their occupier service in a tightening market in which space for large warehouses becomes scarcer?

This study aimed to understand the relationship between the likelihood of project success and the client' contribution to an occupier project. The research was conducted using the DBR (Design-Based Research) Cycle, which provided a framework for the study. The cycle was applied throughout the research process to identify the challenges and opportunities for improvement.

Problem definition	- Space is limited, which challenges the outlook of the RC's service to large warehouse, but the time spend on smaller clients often don't live up to the fee earned
Analysis & Diagnosis	- Literature review - 6 interviews
Solution Design	- Client assessment model
Implementation	- 4 phases of an occupier project lifecycle
Evaluation	- Data collection and analysis

The literature review resulted in insight in developments and opportunities in the warehousing market, in which there is a great shift for smaller sized business seeking warehouse space to remain competitive. Furthermore, research was done in how smaller-sized business could be assessed on their contribution to success of a project. Following the literature review, 6 semi-structured interviews were conducted to answer the following sub research questions.

SRQ1: How could a client contribute to the potential success of an occupier project?

SRQ1: Which variables from the client assessment are most important for an occupier service success?

The research conducted interviews with both members of RC's consultants, business owners as well as external experts with occupier experience, to give insight from different perspectives on the topic. Based on their insight a solution was designed which entailed a relevant and actionable assessment model tailored to the RC's occupier service. After, an implementation plan and evaluation plan were developed to assess the practicality of the model within the 4 phases of a project lifecycle and measure the success of solving the problem.

The client assessment model aims to help consultant's give a clear framework on assessing smaller-sized clients on their potential contribution to success of a project.

The dissemination of the research findings ensure that all stakeholders were informed. The first step was to share the results and the proposed solution with the associate director of the RC. The second step is to publish a LinkedIn post to share the knowledge of my findings on my page and demonstrate the importance for occupiers.

Preface/ Acknowledgements

In the final phase of Hotelschool the Hague, students embark on a journey called LYcar. This involves finding a management-level internship that aligns with their interests and writing a final paper on a hospitality industry topic of their choice. Through the completion of a Company Project Report and Career Portfolio, students can showcase the knowledge and skills they have acquired during their time at the school.

For the LYcar project, the writer conducted research on client assessment and how clients can contribute to a consultancy project success. Using a step-by-step approach known as the DBR Cycle, which entails defining the problem, conducting a literature review, developing a methodology to gather qualitative data, and ultimately creating a solution, implementation plan, and evaluation plan.

Overall, the LYcar journey serves as a capstone to the Hotelschool the Hague experience, allowing students to apply their learning in a practical setting and demonstrate their readiness to launch their careers in the hospitality industry.

Hereby, I present the LYcar Company Project Report. I would like to thank Mr. Fagel for his trust and support throughout the project.

Kind regards,

Luca Wisman

List of Abbreviations

LYcar	Launching your career
MRQ	Main research question
SRQ	Sub research question
RC	Research Company

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1.   Problem Definition

Amid and after the pandemic it has become clear how vulnerable many businesses were for severe supply chain disruptions. We still see the effects of supply chain disruptions today and the enormous backlog it has caused for many companies. Therefore, the supply chain and inventory levels are still being tested in ways never envisioned. Consequently, the pandemic has exposed the fragility of businesses who have underestimated the consequences of this unforeseen risk. As a result, businesses are re-evaluating all facets of their operations, including their supply chains and the resilience of their stockpiles. This entails a critical look at warehousing and the requirement for greater space (Thuermer, 2021)

The Industrial real estate market was already in high demand before the pandemic, but this demand has only accelerated. The massive move to online shopping and third-party logistics (3PL) companies trying to expand their footprints to match this trend were two reasons that contributed to this spike. Storage requirements increased as well as businesses were starting to shift from in-time inventory management to taking more safety measures in their present-day stock system. Lastly, technological developments have also contributed to this increase. Inventory tracking has for example played a role in changing customer expectations regarding delivery times (Thuermer, 2021)

Industrial real estate has been setting new records. In the United States in 2021 over 540 million square feet of net absorption was reported, making it the first year to increase the occupancy by 500 million square feet year over year, with the third quarter seeing the largest quarterly growth, and seeing asking rents surpass 7$ per square feet for the first time ever (Burroughs, 2022). In general, the rise in rents make it for lessors much more feasible to redevelop properties, which will only boost the expansion of core and expanding markets stimulating the demand for building space further. In 2022, the industrial space under construction nearly doubled compared to five years ago and suggests even further expansion in the future (Prologis, 2022). Nearly half of the projects now under construction have already been pre-leased, according to JLL's analysts, further outlining the strength in demand. Businesses want to use these warehouses primarily for the fulfilment of E-commerce related operations. According to JLL, E-commerce accounted for 16% of all leases in 2020 and 94.8% of the industrial real estate under construction are either warehouses or distribution centres. The industrial real estate market, which is largely focused on logistics, is growing so fast, that the regular pop-up retail store might soon be replaced by a pop-up distribution centre (Bruns, 2022)

Technology giants like Amazon contribute for a large part to this expansion. With the emerging E-commerce market growing at a rapid pace, in which such businesses have become a crucial part in one's daily life, it seems that these warehouses that have an important role in the supply chain process, are also becoming a part of a foundation of the infrastructure of a country (Thuermer, 2021). In some popular areas, where the location is strategically advantageous, like being located near a global harbour, railroads, or being located close to a supply chain hotspot with great road connections, the vacancy rates are close to nearing zero. This results in the rent for these properties spiking, making it for many companies also unaffordable to be located there (Keller International, 2022).

Whereas the vacancy rates of apartment, office or retail real estate have either been going up or have been volatile, the vacancy rates of industrial real estate has been in a LYcaruous steep downtrend since 2010, see Fig 1. as per (JP Morgan, 2023). According to real estate analysts, vacancy rates were hovering around 5%, close to historic lows in 2021 and are well below their 10 years average (Wolf, 2022). Schnur, COO of Duke Realty, predicts that the vacancy rate will decrease even lower in the next years, as

demand far surpasses new supply deliveries. The high market demand is anticipated to persist (App 1), but due to high land prices, a lack of suitable sites for construction, a lack of warehouses for lease, as well as zoning restrictions, have all made it difficult to either find space or to build in the first place (App. 8). There are also other industrial challenges including shortages of construction materials which has made it more expensive to build. While developers want to keep building, they don't have the space or materials to do so, which slows down the process, during a time where demand has never been as high (Thuermer, 2021)
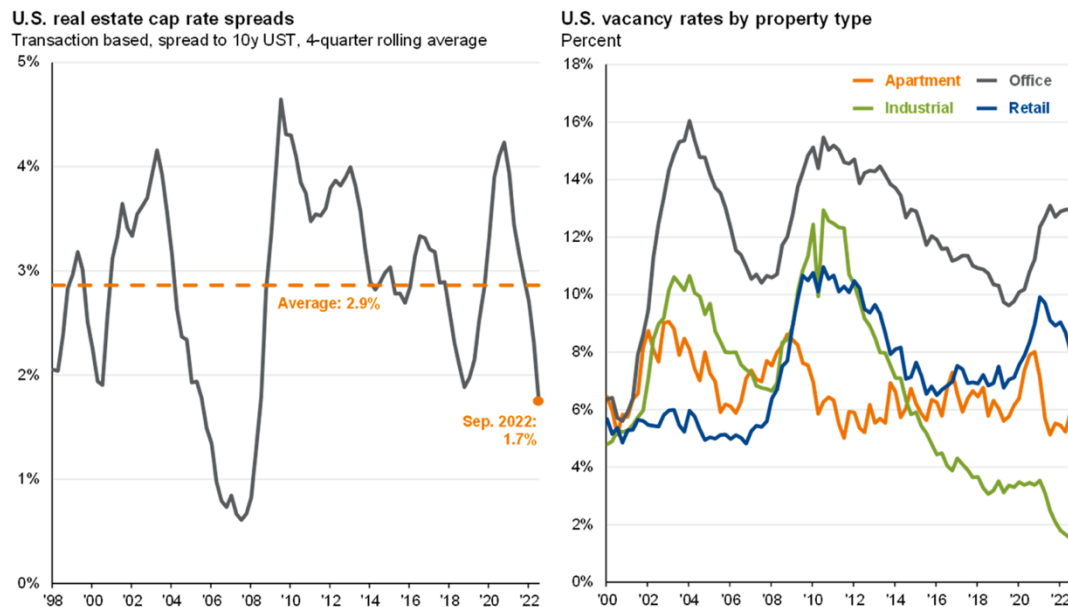
Figure 1: JP Morgan Guide To The Markets, US Real Estate Dynamics

The logistics department of my the RC (RC) has a leasing side and an occupier side. This thesis will solely be focused on the occupier side, in which my RC has the role as an advisor who support companies in finding warehouse space for their operations and leading this whole process. Due to the recent market development, it has become increasingly difficult to provide this service. Customers demand the lowest price, with their required size at the best possible locations, while the reality is that there is only so much to offer. What makes it more difficult is that my RC only focuses on industrial real estate buildings, larger than 5.000 square meter (sqm) and do not partake in any searches below this size. The reason for this is, is that the consensus thought; the time that is put into helping smaller sized clients, in most cases, doesn't compensate for the money that's potentially earned (App 6.2). With regards to "smaller sized" clients, this refers to clients who seek warehouse space from 2.000-5.000sqm and isn't necessarily referred to as the size of the business. It only relates to the amount of space they seek in sqm.

My RC charges a one-time % fee of the yearly rent of the property. The yearly rent depends on the size of the property and the price per sqm, which is determined by the quality and location of the warehouse. Potential clients often underestimate the challenges of the current market conditions like underestimating the height of rent prices and the available supply of quality warehouses at popular locations (App 6.2). The larger the size of the warehouse, the larger the deal and when clients look for a smaller warehouse, the earnings potential decreases while the project still needs as much time to make it a success, making it less attractive to service these clients.

Though, due to the increasingly low supply of large industrial sites and land for potential users, the long-term outlook for my RC's occupier service to larger-sized clients is also challenged. With my RC being heavily depended on what the market has to offer, and will be offering in the future, despite the accelerating demand, the limited amount of space and the hurdles for developers, there is a need for exploration on industrial real estate market developments and the consideration of potentially offering their consultancy services to smaller sized clients as well.

Based on the above the following main research question (MRQ) was formulated:

How can the RC effectively assess the right smaller sized clients to cooperate with to broaden their occupier service in a tightening market in which space for large warehouses becomes scarcer?

2.   Analysis and Diagnosis

2.1 Literature review

2.1.1 Introduction

From the first chapter it was concluded that there has been lack of warehousing availability due to limited space, which is more stimulated by the accelerating demand for this type of real estate. With the demand growing, the following literature review has been conducted to see in contrary to the challenges, which opportunities there are in this industry and how these could be approached.

2.1.2 Impact of E-commerce on retail real estate

As online buying becomes more popular, consumers' visits to physical stores decline as well as their physical spending. This trend is well-known and seen in the global economy. Consequently, the financial results of retail establishments in shopping malls are impacted. The retail stores who lose the ability to make a profit and the ability to pay their rent, because of the competition and threats from online shopping, are forced to close their doors. As a result, the vacancy rate increases as shopping centers struggle to draw returning tenants and rent out their stores, which poses a severe dilemma for investors and stakeholders as well. Shopping centers have in many instances adjusted their tenant mix and are looking to reduce the quantity of retail spaces it offers. Since physical stores have lost some of their appeal, instead shopping centers have investigated into offering more leisure activities and catering services to attract consumers. However, in many instances this doesn't compensate for the lower vacancy rates, resulting in either vacant buildings or unproductive retail tenants (Zhang et al., 2016)

E-commerce has varying effects on the demand for different sorts of retail assets. According to questionnaires in the UK and the USA which compare the impact of E-commerce on various shops like high street shops, in-town malls, out-of-town malls, retail parks, and in-store franchises in the UK to downtown shops, community centers, regional malls, and neighborhood strip centers in the U.S, revealed that e-commerce has a negative influence on high street shops in the UK and local malls in the US (Worzala et al., 2002). Moreover, the shop turnover among various retailers, including department stores, grocery stores and clothes stores was compared. They discovered that while merchants with a strong brand are least vulnerable, larger, well-established high street stores and those with wide product assortments exhibit the most risk. Additionally, the effect of E-commerce on retail real estate varies between locations and nations as well. Large city centers and out-of-town regional centers were less negatively impacted by out-of-town retailing than smaller town centers (Marvin et al., 2001).

Online shopping has many benefits for retailers. In terms of cost-effectiveness, commodity prices, convenience and accessibility, competitiveness, and data support, online shopping is in various ways advantageous (Worzala et al., 2002). As a result, there has been a gradual shift in interest from retail real estate to simply storage space. Geographical purchasing advantages based on proximity and location become less important as more consumers shop online. Subsequently, retailers gain advantage through the various data-driven insights, further driving online sales and pressuring the profitability of physical stores. Next, retailers may change the mix of their physical and online sales channels, affecting their lease requirements. As a result, rent and property values are changed, which in turn affects expectations from lenders and investors (Dixon and Marston, 2002).

The nature of the effects of e-commerce on the demand for retail real estate is a subject of debate among academics. On the one hand, the growth of E-commerce was recognized to result in a reduction in the space requirements for actual retail sites for reasons like lower impulse sales, affecting profit margins, and losing a competitive edge when not being located at an attractive location (Baen, 2000) (Zhang et al., 2016). In contrary, other academics disagree. In their view e-commerce has little to no effect on the demand for retail real estate. When it comes to real estate, retail premises appear to be particularly vulnerable to the threat posed by the expansion of E-suppliers (Bardhan et al., 2000). However, the threats go beyond just straightforward shifts in customer behavior from physical stores to the Internet. E-commerce is in their eyes seen as a only one component of social, demographic, and economic pressures that are changing commercial streets (Weltevreden and Rietbergen, 2007).

Some academics predict that the growth of e-commerce would lead to a rise in the demand for commercial real estate. Retailers would make every effort to attract customers and promote customers' expenditure by offering more high quality, personal, low-cost, and effective experiences, and services to maintain the operation of physical stores. Physical retailers might use internet shops as an additional sales channel with their existing branding to increase sales in a win-win situation. Online shopping can therefore encourage a rise in the demand for traditional retail businesses (Zhang et al., 2016)

Overall, although there will always be the need for old methods of managing retail properties, businesses are likely to prefer internet shopping or a multi-channel strategy in the future (Zhang et al., 2016). Online and physical retailing are complementary or alternatives for one another, but it's never either or neither are perfect alternatives or complements. It's always a matter of how much of each (Weltevreden and Rietbergen, 2007).

2.1.3 The transition to omnichannel logistics

The growth of internet sales and changing consumer behavior are the driving forces behind the interest in multichannel retailing. Logistics has in recent years entered a new era where demand for flexibility and pace has become more crucial due to the developing consumers expectations and so the demand for multichannel logistics has as well. The below figure illustrates the different types of channel logistics differing from more channel specific logistics to logistics with various channels (Hübner et al., 2016)
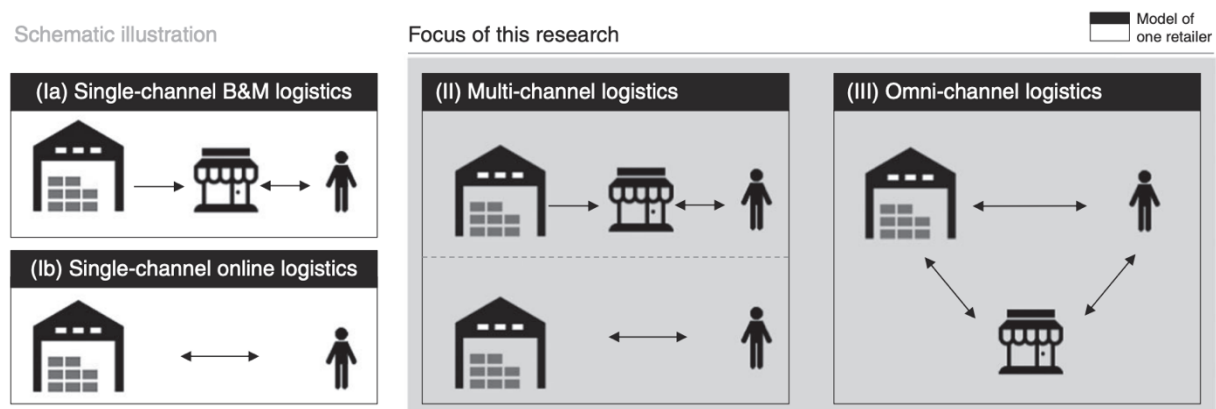

Figure 2: The different logistic channels

For retailers who use single of numerous channels its crucial to reconsider their operational pros and cons (Sarmah and Pawar, 2015). This is especially important

because the complexity from a logistical standpoint is increased by the expanding number of channels you use. For brick-and-mortar retailers the growing importance of online sales implies developing new operations and logistics models to restock not only stores but also to service customers directly. Retailers must adapt their procedures to create a seamless shopping experience while also fulfilling in-store purchases as well as direct shipments to customers (Hübner et al., 2016). When retailers combine operations from separate multichannel structures, where direct-to-customer shipments and store supply are typically run independently in parallel, to an unified omni-channel logistics channel, combining both channels into one entity, is seen as crucial for long-term business success (Ashworth et al., 2006).

2.1.4 Client assessment for consultancy project success

The examination of finished projects is one component that sheds light on "what went right" and "what went wrong" issues. The success or failure of the project can then be attributed to several factors (Clarke, 1999). The useful data gathered might enable various participants to perform better in future projects (Chua et al., 1999). From the perspectives of all parties involved in the project, the qualities of the clients and their project management strategy may have a considerable impact on the achievement of the project's goals (Lim and Zain, 1999).

Based on several studies and their literature reviews the following 5 attributes were identified as most significant which affects a project's success (Hwee Lim and Yean Yng Ling, 2002):

1. Client's degree of trust in project team members = Trust boosts productivity since information is supplied willingly and honestly, and there is no room for deceit. A higher level of trust fosters stronger teamwork and higher-quality communication among team members. An atmosphere of trust promotes cooperation, which in turn generates a sense of shared accountability for the project's success (Thamhain, 1990).

2. Client's responsibility in setting down project objectives = The client must precisely identify and clarify his project objectives because they serve as the foundation for evaluating project performance. The customer is accountable for articulating a shared vision for the project team and committing to a single set of attainable project goals and objectives (Cheng and Proverbs, 2008). Because the goals of the various project participants vary, conflicting objectives could result in unsatisfactory project performance. Since projects typically have multiple goals, clients should order them in priority. One of the project management traits linked to perceived success is clients' commitment to project priorities, such as specified schedules, established budgets, and technical performance goals. The success of a project depends on how well the customer handles his role for strategic planning and management (Cleland and Ireland, 2006). The client must make a reasonable effort to define and formulate the project precisely. The project teams typically begin a project with the assumption that the client has determined what he wants and the best methods for attaining them. Without asking too many questions, they frequently accept the information given by the client, possibly resulting in an unsatisfactory outcome from such an approach (Hwee Lim and Yean Yng Ling, 2002).

3. Client's creditworthiness = The availability of finance ensures that the project proceeds smoothly. Client's must make sure that "payment is not delayed" and that there is "sufficient project finance" for the whole period of the project. The client's financial security is the factor that influences consultants the most to take on a project. This isn't surprising as most businesses are profit-seeking. Therefore, the primary concern of consultants and contractors is whether the

customer has the financial resources to fund the project, and potential clients' financial capacity can be determined by their credit worthiness. The project team is in fact motivated by the client's capacity to establish specific and agreeable project objectives (Hwee Lim and Yean Yng Ling, 2002).

4. Client's contribution to project complexity = Clients should refrain from making demands that raise a project's complexity if they want to contribute to its success (Hwee Lim and Yean Yng Ling, 2002).

5. Client's litigation tendency = Negative attitudes frequently lead to expensive and time-consuming conflicts and disputes. One of the requirements for project success is the 'absence of legal encumbrances'. The legal background and litigation propensity of the client influence project performance. (Hwee Lim and Yean Yng Ling, 2002).

Consultants can utilize these variables to rate potential clients on a scale from 1-5, with 1 = does not meet the criteria, 3 = average, and 5 = meets the criteria well. As a result, the model is reliable for estimating how much the client will contribute to the project's success. The client's contribution to the project's success is influenced positively by three client-related attributes (1, 2 and 3), and negatively by two other attributes (4 and 5). Therefore, an example of the perfect client would entail:

No.	Variable	Score
1	Client's degree of trust in project team members	5
2	Client's responsibility in setting down project objectives	5
3	Client's creditworthiness	5
4	Client's contribution to project complexity	1
5	Client's litigation tendency	1

Table 1: Client assessment scores of a perfect client

Consultants shouldn't work on projects if the client's contribution to success falls short of their required score. In estimating the client's contribution to project success, the model's five included attributes are the most helpful. In other words, if each of these criteria receives a high rating, the client's contribution to the success of the project is likely to be rated highly. Clients should focus on the areas where they fall short or underachieve to successfully contribute to the success of the project (Hwee Lim and Yean Yng Ling, 2002).

2.1.5 Conclusion

The previous chapters outlined why there is need for exploration for the RC to look beyond their current occupier service and what emerging developments there are surrounding the warehousing market. The literature findings show developments, especially for smaller sized retail related businesses, looking into transitioning to omni-channeled warehouse space to stay competitive in their niche. However as mentioned before, this is a market which the RC strategically hasn't tapped into. Therefore, more research was done on how the RC could effectively approach these projects to make success more likely, in which 5 significant variables were found.

When the RC would open their consultancy services for smaller-sized clients, they will have to be more critical towards cooperation, because there is more demand for smaller warehouses than there is for larger warehouses. The variables can help in assessing smaller-sized clients on their potential and help establishing a clear framework in terms

of expectations between the consultant and the client, which is more likely to result in an effective and satisfactory cooperation for both parties.

Based on the MRQ and the literature review the following sub research questions (SRQ) were formulated:

SRQ 1: How could a client contribute to the potential success of an occupier project?

SRQ 2: Which variables from the client assessment are most important for an occupier service success?

2.2 Methodology

2.2.1 Method of data collection

To gather the primary data for this thesis, to examine how to the variables can be made more relevant and actionable for the RC's occupier service, 20-minute interviews were conducted. The interviews were recorded anonymously to ensure confidentiality and transcribed after. For the subsequent research, an interpretivism approach will be adhered to, as it's related to finding new ways to overcome challenges, where data collection techniques favour personal and in-depth investigations by having a qualitive data-collection method (Hwee Lim and Yean Yng Ling, 2002). Furthermore, it studies the participant's meaning and the relationship between them (Saunders, 2019). By asking open ended questions, the participants can give thorough responses and with the answers that are given there is more room for discussion to go into detail about the variables, and how they are related to the RC. Moreover, the model itself has already been qualitatively tested and deemed as reliable based on the results (Hwee Lim and Yean Yng Ling, 2002). By conducting interviews with a small number of people, this technique made it possible to gather data on a bigger scale. The use of semi-structured interviews allowed for the collection of data that was specific to the participants while preventing the development of a broad range of themes that would complicate coding and comparison. Also, the face-to-face interview established a secure environment that permitted participants to provide truthful responses.

2.2.2 Population

For the interviews, a population was chosen of people with experience within the warehousing market. This included senior consultants and associate directors from the RC, because they are considered experts within this market and are well familiar with an occupier project. Furthermore, two industrial real estate experts were interviewed with the aim of giving an objective view on the assessment variables and how they can be made actionable for an occupier service as well as giving their perspective on how this would relate to client assessment on potential project success. Lastly, two business owners who are currently seeking warehousing space, and would be considered as such smaller sized client, were interviewed to give further insight from a client's perspective on how they think they could best contribute to the success of a project.

2.2.3 Sampling method

Due to the use of semi-structured interview to collect the qualitative data, non-probability sampling is used as there is no need for any statistical measurements. Non-probability sampling offers a variety of alternative sample selection methods, most of which include some degree of subjective judgement. When applying the Ground Theory, purposive sampling is often adopted by researchers as its necessary to choose a sample which leads to your objective and answers the research questions (Djamba and Neuman, 2002). The participants within each population were identified using a non-probability sampling technique called purposive sampling. This allowed the researcher to decide which situations would best address the relevant research question(s) and objectives (Saunders et al., 2012). There were 6 people in the sample overall.

2.2.4 Procedure

One day before the interview took place, a document was sent with all the questions and with a small description about the variables, so the participants were able to prepare. Despite having a predetermined list of questions, the follow-up questions to the participants could still vary during the interviews, depending on how the discussion is going. Therefore, the order of the questions might also change between interviews (Saunders et al., 2012). The client assessment model served as the foundation for the questions. All participants were interviewed online and received a Microsoft Teams invitation prior to the interview. Table 2 lists the times and people with whom each interview was scheduled. To protect their confidentiality, the names of the participants are not displayed. The research will be done at a specific moment in time and is time constrained. Therefore the time horizon chosen for this study is cross-sectional (Saunders et al., 2015). Interviews were done over a 3 -day period as seen in the table below.

The data which will be collected will be investigated to spot themes and patterns. When the qualitative data is analysed and literature is used to develop an own framework, an inductive approached is utilized which is less structured and relies more on personal interpretation. It's important to note that just because there is more interpretivism, this doesn't mean that this harms the quality of the analysis (Greene et al., 1986). The Grounded Theory approach will be adhered to since based on a set of evidence a tailored framework will be developed inductively for the the RC. By gathering and evaluating the data and creating analytical codes the data will be organized into different categories based on color (Charmaz, 2006).

Variables	Colour code
Client's degree of trust in project team members	
Client's responsibility in setting down project objectives	
Client's creditworthiness	
Client's contribution to project complexity	
Client's litigation tendency	

Table 3: Colour codes for the variables

Short description of the variables:

- **Degree of trust in team** = More teamwork and better communication among team members are fostered by a higher level of trust. A culture of trust encourages collaboration, which in turn creates a sense of shared responsibility for the project's success.

- **Responsibility in setting objectives** = Since clients provide the basis for assessing the success of the project, the customer must carefully define and specify their project objectives. The client is responsible for defining a common vision and agreeing to a single set of doable project goals and objectives.

- **Creditworthiness** = Clients are required to ensure that they can meet their payment obligations.

- **Contribution to project complexity** = To contribute to the success of a project, clients should avoid making requests that increase its complexity.

- **Litigation tendency** = Bad attitudes can result in time-consuming and expensive confrontations and disagreements. The "lack of legal encumbrances" is one of the conditions for project success

2.2.5 Ethical data management

Building trust and respect is the foundation of a researcher's position. The conduct of research implies social obligations to people who take part in it or are impacted by it. All people should have their rights honored and their dignity acknowledged. Furthermore, a crucial principle is privacy, meaning respect for others, avoiding harm, voluntary participation, informed permission and maintaining anonymity and secrecy when this is preferred by the participants (Saunders et al., 2015). Therefore, a confidentiality agreement was signed by the researcher, which can be found in App 2.

Throughout this research period, steps were taken to ensure that the need to do good and the desire to do no harm were respected (Laerd Dissertation, 2012). An Informed Consent Form was completed by each participant. Interviewees were informed about data management and confidentiality procedures before each interview started. Each interviewee signed an informed consent form, informing participants about said procedures and the right to quit participation at any time if desired. These forms can be seen in App 4, prior to each transcript. The documents confirm that all participants agreed to participate and that their viewpoints may be utilized as primary sources of data in this study. All interviewees' identities were also blacked out from the transcript to maintain their anonymity. Participants' confidentiality and identities are protected, and they are always treated with respect. The Data Management procedure was then finished to make sure that all the obtained data would be securely preserved. The student was assigned research number 2023-135. All collected data were anonymously uploaded to the HTH Research database using this number to identify files.

2.3 Findings

The terms of the client assessment model, the 5 variables, are broad. Before the RC can test the model and try to validate its purpose, the terms had to be made more relevant for the RC's occupier service first. Therefore, the goal of the interviews was to collect insight from interviewing practitioners and stakeholders who have experience with an occupier service process. The findings helped with making the model more personal and applicable, while still sticking close to the meaning of the definitions of the variables as well. As a result of the collected primary data and the literature review, which served as the foundation of this analysis, the SRQ's were able to get answered. The data gathered from the interviews is examined in the following chapter. Every interview was carefully transcribed and color coded. The full transcripts can be found in App. 5

2.3.1 Client's degree of trust in project team members ▮

Various interviewees indicate that the knowledge and expertise is a trust factor.

"I trust the knowledge and expertise."

"I don't know about the "know-how."

"I need the advice. Your expertise is valuable for me, and this also creates confidence."

To make the client's contribution to success measurable, interviewees stated that the relationship length and their reasoning to collaborate specifically with the RC are ways to estimate a degree of trust."

"If I need anything from you in the future as well, I will call again, that's what trust is about."

"Based on the length of the relationship, so if you would do business with someone for a longer period, the trust in one and another should be great."

The themes transparency, interest, initiative, and clear communication were frequently answered as crucial ways to establish and maintain trust.

"I do need to get the feeling that it's a fair margin."

"I need to get the feeling that whatever you tell me is true."

"To do business if you give me options about you do this or you can do that."

"By showing interest and initiative, … and not only to show interest to get the project done and to score as soon as possible, but also to question what's important for me."

"I wouldn't really want to work with a party I don't trust, or from whom I get the feeling that I need to check everything."

"If I notice that someone is lying or when I start to believe that there is a clear difference in interest between both sides. I don't want to get the feeling that you just want a deal to earn some money …. but I also want the feeling that you're there to genuinely help me out."

"If they suggest having the terms mostly variable, that isn't often a great signal for a long-term relationship.

2.3.2 Client's responsibility in setting down project objectives

The interviewees indicated that the objectives for a client are related to their warehouse requirements.

"The size of the space, what type of space, how much office in comparison with the warehouse, how many people, the logistics process, internally as well as externally, accessibility. These are all things you really need to think about."

"So not just to get something rented out to me but also that it ticks of all the boxes."

Furthermore, several interviewees mentioned that the RC also has their responsibility in making sure the objectives from the client are clearly set for all requirements, as well as sharing their own objectives, to create alignment between both parties.

"I think the RC needs to ask clear questions about what's important for the client and then all those things I just mentioned are all important to set objectives for."

"My wish needs to be fulfilled when I get into a warehouse, so yes, I really want to get involved to think about the right goals."

A checklist would help in helping client's to setting their objectives clearly.

"The goal to earn the right amount of money would be a goal from your side, but from my side it's about if the warehouse or the location meets our requirements. You could make a checklist in terms of sqm, the proportion of office/warehouse. This will be important for every site you're looking at. Every client has different requirements. Or well different… these can be summarized in the same few criteria."

"Working with a checklist."

"Through a meeting and then yeah share this checklist to set the objectives clear from both sides."

"When do you need it and when does it become available? And what the term of the contract you're agreeing on. And with creditworthiness, you probably also must deal with the agreement on the length of the terms."

2.3.3 Client's creditworthiness 🟨

Various interviewees stated that within an occupier service, the creditworthiness would mostly be referred to the payment obligations. For the client, this would mean the monthly costs, such as the rent of the property and their budget.

"But with these types of large investments; rent, buy. I think it's a common practice to check if the client can meet its monthly payment obligations and to what extent."

"Make a calculation of what amount can you afford in terms of monthly costs."

"The budget for the warehouse."

From the interviews was concluded that the creditworthiness is heavily linked with the objectives, because the objectives are more about what you want and the creditworthiness whether these objectives are also affordable. Clear objectives will also minimize any financial risks in terms of viability later during the project lifecycle

"It wouldn't be handy for anyone if something is found but at the same time it's unaffordable for the client, so I would first investigate what's my budget and what am I looking for. I think a lot of it is about setting clear objectives first. What does someone want to pay per sqm but also, is this person able to afford it and that's different."

"By ensuring that the financial project objectives are clearly set and don't suddenly change during."

2.3.4 Client's contribution to project complexity 🟩

From the interviews can be concluded that the contribution to complexity is interlinked with the client's objectives and their degree of trust.

"Well, this is too small, I prefer larger, even though you made an agreement at the start. But I think, if you have set clear objectives, you can already avoid this situation and if someone isn't clear about what he wants, that would make it more complex. The clearer the search request, the less likely you will encounter problems, I reckon."

"If these (objectives) would suddenly change drastically during or haven't been really set clear from the start you can assume the project will already be made more complex."

Furthermore, by having the objectives clear, the risk for added complexity later in the project is also mitigated

"Setting clear objectives and the checklist of requirements we discussed earlier."

"I think there might be some red flags in a client setting down certain objectives which aren't clear or of which they aren't fully sure about yet."

"By wanting to change objectives and a lack of clarity."

Too much involvement by the client will add complexity

. *"When there are too many people involved that want to share their opinion on the project or negotiations."*

2.3.5 Client's litigation tendency ⬜

From the answers can be concluded that the litigation tendency is interlinked with setting objectives, as making clear agreements minimizes the chances of risking procedures.

I can't really imagine someone wanting to pursue litigation if the assignment has been clearly discussed from the start and agreements have been made. Again, maybe related to setting down objectives.

Litigation tendency is quite uncommon in an occupier process, because the RC is only a consultant and doesn't make the final decision. Though, it's important that the RC takes up the responsibility in making sure the contracts are sorted out well.

"The contracts should be correct. I also think its stems a lot from trust the client should have in a party as the RC and that you clearly inform the client about its terms."

There are signals to indicate if a client might be more likely to start procedures, but this is more experienced during the project, so it will be difficult to assess this upfront.

"If someone starts to get too easy-going that's also dangerous. If someone starts laying everything in your hands and puts all responsibility on you, there is only more risk for you to fail."

"There will always be client that once there a bit unsatisfied that they start pressing some limits … At this point the litigation tendency is high, which you preferably don't want."

2.4 Discussion

SRQ 1: Which variables from the client assessment are most important for an occupier service success?

The variables "degree of trust in project team members" and "the responsibility in setting down project objectives" were indicated to be the most important variables, because of its connection with the variables "contribution to project complexity" and "litigation tendency". When there is a great degree in trust, and there have been clear agreements made, and achievable objectives set, the risk of additional complexity and litigation is also minimized. If a client would score a 5 on both positive variables, the likelier it becomes that the client will receive a higher score on the negative variables as well, so a 1. For an occupier project to assess the clients, it has also been concluded from the findings that there is a distinction between the timing of when certain variables can be measured. If for instance a client approaches the RC for a search request, there will be a call scheduled in which client and consultant will meet and will discuss the request. In this first phase, the potential client could have already prepared their goals, and based of

their preparation, the client can already be assessed to a fair extent. Usually the goals need finetuning, for which they have the consultant's assistance, but it's one of the variables which is easier measured from the start to get an idea about the potential of the client, which makes it therefore also a more important variable. Similarly, based on the reasons for the client wanting to cooperate with the RC, or based on their relationship with the RC, the consultant could from the first meeting already get some indication of the client's degree of trust in the project team, which is also why this variable is seen as a more important variable. Furthermore, the interviewees stated that without trust, there isn't reason to collaborate in the first place.

It was noticeable that the business owners found the variables for "setting down objectives" most important, while the consultants found that the "trust in the project team" was most important. The reason for this is that clients only have one goal and that's to find space. For the RC, the goal of the client's is for every client different, but the goal for the RC is for every client the same. Therefore, the RC find it most important to receive the trust to do their job, because they are confident enough that they can help the client out, but preferably without too much interference. Though, the client, who approaches the RC, already has shown their confidence in the RQ business from their perspective and are therefore more focused on setting the objectives and thus finding warehouse space for their business.

SRQ 2: How could a client contribute to the potential success of an occupier project?

As indicated by interviewees, the client would contribute the most by looking into their business and supply chain process in depth to give specific reason as to why they want to be located somewhere and on which terms. If the client has full clarity about their requirements, and understands the underlying reasons, it gives the consultants more flexibility to tailor the search request, increasing the likelihood of success. It's important to note that the RC also shares the responsibility to advice the client on what's important to consider. Though, it's the client responsibility to make these decisions, and without any clarity about their requirements, which is related to the responsibility of setting objectives, or about their budget, which relates to their creditworthiness, it will make it more difficult for the RC to start a search, if the RC, would take on the project, this could lead to complexity down the road. knowing the challenges in the market. Therefore, clients should have clarity in their requirements, should be able to make decisions, are needed to be flexible and trust the RC to do their job.

2.5 Conclusion

Based on the findings, the RC's occupier service could utilize the client assessment model for smaller sized clients seeking space. The RC could use the model to assess the level of client contribution in their ongoing and potential projects and to guide their interactions with clients throughout the project lifecycle. By identifying the factors that influence client contribution, the RC could evaluate their client's involvement, decision-making capability, and communication skills. The framework will help in pointing out where client's might be lacking and helping the RC to manage the expectations of potential project success. Furthermore, when developing engagement letters for potential clients or when making agreements, the RC can use the model to identify the factors that are critical to project success in relation to the search request of the client. In this way clear objectives can be set between consultant and client, so both parties know what measures should be met to make the project a success and to avoid complexity and litigation later. If the client doesn't meet the standards of the most important variables, the RC should consider not to progress with the search request.

Overall, the model will provide valuable insights for the RC's occupier service, helping them to better understand and support their client's needs and manage expectations between both parties, which will ultimately contribute to the potential success of a project. By using the client assessment model, the RC, can effectively assess smaller sized clients on their potential to broaden their occupier service.

3. Solution Design

A solution was created to help the RC broaden its occupier service to smaller-sized clients, based on the analysis of the interviews and literature review. To make the solution more actionable, a thorough understanding of a typical project lifecycle for the RC was necessary to be visualized, to see where the assessment model contributes to what extent and how. To do so, the next approach was to outline the current business process of what a typical project lifecycle of the RC looks like, and where which variables in terms of client's contribution to success are most relevant. A co-creation session was held on the 17th of March with one of the main consultants of the RC to make the research findings, solution ideas, and implementation ideas more actionable and specific for RC's occupier service. This consultant has currently the most experience in the team and is therefore an important stakeholder for this thesis. He has a thorough understanding of the service the RC provides and therefore also understands where the solution is best actionable. App. 5 contains the session's outcomes and thus the visualization of the steps of a project lifecycle. From the co-creation session was concluded that the client assessment model is mostly applicable in the first phases of the RC's project lifecycle, phase 1 and 2, because this is when the expectation and objectives of parties are set first and the level of trust is established, which where the variables that were deemed as most important. Just like with the assessment model a scale was added to visualize the level of contribution per which phase. The first phases have a high contribution level and as time progresses, the contribution of the client becomes less important. Once pjase 3 is entered, all objectives are already in place and once visits have started, the decision-making of the client is what matters most. When phase 4 is entered, the chance of the deal not going through are slim as final details are being prepared.

From the co-creation session was concluded that the assessment of the variables for the RC's occupier service per different phase isn't always as necessary, and that these variables don't have the same importance for every phase. Also, some variables are seen as more important specifically than the other, to achieve success for a project. The client's contribution to project complexity and litigation tendency are therefore more seen as sudden dealbreakers, consultants should always be wary of. If the client wants to suddenly change certain objectives, so for example the size and the location of the warehouse, this could make the follow up process more complex, depending on the available market supply. Therefore, it's important that clients live up to the agreements that have been made. Similarly, for the litigation tendency. If there is trust between both parties and objectives are set, there will still always be a risk for sudden problems to occur, which might change the stance of a client, which could influence the chances to success. Therefore, it's the consultant's fair responsibility to make sure they mitigate the chances of this happening in the first phases by ensuring clear communication throughout the project, especially when it comes to contracts. Moreover, based on the attitudes of the client, their involvement into the project and the responsibility they take, are ways to notice whether there is increased risk in the client being able to put blame on what's been done in case mistakes are made. The client creditworthiness is seen as a more standalone variable, which is also heavily linked with objectives. Though with objectives it's more about what you want, and the creditworthiness determines whether it's also possible and more specifically, affordable. Consequently, it's important for the RC that credit checks are done to make sure the client is financially viable, which also ensures a better relationship with the lessee.

The table below shows the assessment model, tailored towards the RC's occupier service

No.	Variable	Score				
1	Client's degree of trust in project team members **(previous relation, their reason to want to work with RC, expertise, recommendation)**	1	2	3	4	5
2	Client's responsibility in setting down project objectives **(the size of the space, what type of space, how much office in comparison with the warehouse, how many people, the logistics process, internally as well as externally, accessibility)**	1	2	3	4	5
3	Client's creditworthiness **(affordability in terms of rent prices, The RC's incentive, budget)**	1	2	3	4	5
4	Client's contribution to project complexity **(How many people will be involved, how much interference by the client)**	5	4	3	2	1
5	Client's litigation tendency **(Attitudes, lousiness, taking responsibility)**	5	4	3	2	1

Table 2: RC occupier service scorecard

It's also important to note that the assessment model is a continuous process, for which some variables could be measured already at the start, but others are better to be assessed during the project. Trust can for example be already measured based of the reasons the client prefers to work with the RC. This could entail The RC's knowledge and expertise or because of a recommendation. Also, if it's a previous relation RC has worked with prior successfully, the trust in the client should already be scored higher. During the project, it's up to personal perception how well the trust between one and another is maintained or must be improved.

In terms of the objectives, these should be well set from the start during the first meetings and agreed on by both parties. Transparency on THE RC's side is key, to share their insights about the possible risks and possibilities of the client's request, so that clear and mutual objectives can be set. THE RC's own objective and goal should be made clear as well, which ultimately comes down to the required incentive. It's also the RC's responsibility to let the client make their objectives as clear as possible. Client's often lack the necessary knowledge, so it's important that they are also well guided in this process on what's important for them to decide on with regards to the warehousing requirements like the size of the space, what type of space, how much office in comparison with the warehouse, how many people, the logistics process, internally as well as externally, accessibility. A checklist would help a client on their way. The same applies for the creditworthiness, but this this related more to whether the objectives are affordable for the client. A yearly budget would help RC with assessing on this variable.

4.　　Implementation

The validation of the occupier assessment model on smaller-sized client will depend on the demand for larger warehouses, because these projects will always be preferred. Though, it's important to note that this model is not exclusively made for smaller sized clients but is made for occupier projects in general. It's a tool made for the RC to being able to critically assess the big scope of businesses seeking for smaller warehouse space, in times where the demand for larger warehouses is lower. Therefore, the occupier model will contribute to larger projects as well and could already be tested on ongoing projects to seek for correlations between the process and the variables.

The management must give a detailed explanation about the purpose of the model and inform the team about its benefits as well as the shortcomings. A detailed description of the variables should be presented, showing their significance and importance through every phase of an occupier project. An objective should be set that within the team, the standards of a potential smaller-sized client are streamlined, so that a client can be fairly assessed. The focus should be on the importance of the variables trust and setting Objectives. The process should be tracked by the employees, so that the model can be more refined in the future. Because the client assessment is a continuous process, the client contribution should be monitored on a weekly basis. In this way sufficient data is gathered which will only provide more value when evaluating the results.

To implement the solution further, a detailed framework is created which specifies how the model can be implemented through every phase of a project lifecycle.

Phase 1: Before having had your first meeting with the client, an assessment cannot be made. Based on the first impression and desk research, information can already be gathered to collect the first thoughts about the client's business and to make some assumptions on the client's potential. The expectations from the RC's perspective based on the variables should already be set and streamlined throughout the team. During one of the first meetings, depending on the intention of the meeting, the expectations of the RC should be shared formally. If it's a meeting in which a client wants to swiftly explain more about their business and their search, or whether they want more information and clarification about the RC's occupier service, these steps might not be applicable yet, but sharing expectations would be more appropriate when genuine interest is shown, and the potential client wants to pursue cooperation.

Phase1 is therefore seen as the most important phase because this is when the expectations and objectives between client and consultant are set for the first time, and it's therefore crucial for the clarity in the follow up processes to avoid misunderstandings.

Depending on the request, before entering phase 2, in which the letter for engagement for collaboration will be made up, it's also important that a pre search has already been made on the supply of the properties in the requested area. If the client only prefers one location, where there is a lack of supply, and isn't open to other locations which might match with the requested specifications of the warehouse itself, the project shouldn't be pursued, and as the client should already been made aware of the risks in the market and the objectives of the RC, both parties can formally part ways. Though, an agreement could still be made that whenever their requested wish becomes available, that the company will be notified. Lastly, the consultant could recommend another party, who might be able to help the client.

Phase 2: As phase 2 is reached the client's contribution has already been significant. In this stage the client is willing to sign the letter for engagement, knowing the supply of

available warehouses, the rent prices, and the fees. With help of the trust in the RC's team, clear objectives with regards of their warehouse specifications are set and based on this a search is conducted followed by a longlist of all the available options to consider. Because this phase could take long, it's important to maintain strong communication and share all correspondence.

Phase 3: Phase 3 requires a lower need of contribution of the client as most negotiations will be done by the RC, as it's part of their service, to get the terms as attractive as possible for the client. Trust will be necessary from the client, that the consultants are able to provide this. Overall, this phase requires fast decision-making by the client if there are several sites chosen to visit. Though, these sites should match the clients' requirements and therefore besides the importance of the client's decision-making there is less contribution necessary from their side.

Phase 4: When phase 4 is reached, the likelihood of the project failing is slim, because most of the work has already been done and most likely already been verbally agreed between the lessor and the lessee. In this phase it's more about finalizing and making sure the final details of the agreement are clear between all parties and that the final checks are well done, to avoid any legal encumbrances.

5.   Evaluation

The final step is to evaluate the solution. To evaluate the solution the assessment outcomes, need to be validated. Every quarter a meeting is held in which the pipeline of projects is discussed, as well as the successful deals and the projects which have parted ways. With the help of the monitoring the clients on a bi-weekly basis, there will be enough data gathered, to analyze the decision-making of consultants as well as the challenges or opportunities they are facing with clients based on the search requests. Besides evaluating the client's overall potential, their search requirements are also evaluated, because the objectives of the project will decide on whether it's worth the consultant's time to cooperate. The decision-making by the consultant and their reasoning for it, will be analyzed by the research department of the RC, who will analyze the data and draw conclusions. Overtime, as more data is gathered, and clients are evaluated, the RC can find out what requirements differentiate the likelihood for success and the likelihood for failure in more detail.

It's important to stress that assessment model isn't a full guarantee of success but should only contribute to the likelihood of making it a success based on the variables. If the consultant decides to not cooperate with a client, it also doesn't have to mean that it wouldn't have been a success later, even though the probabilities are more unlikely. The consultant weighs the potential time spend on a project versus the fee earned.

Consequently, based on the conclusions of the research department on what had driven success and what had driven separation between parties, as well as other factors which had affected the project performance, the outcomes will help in finetuning the model and the variables further and help with identifying the best potential clients. Based on the conclusions, an evaluation session will be held each quarter, sharing the overall outcomes with the team with the goal of improving their market knowledge, which will help them in targeting the right clients in the future as well.

6.   Dissemination

After the data is gathered and a solution has been developed, the results should be communicated to the right stakeholders. In accordance with the levels of interest in the research study's findings, a distinction has been made between primary and secondary stakeholders.

Internal stakeholders:
- Consultants
- Associate directors
- Head Of Logistics

External stakeholders:
- Small businesses seeking warehouse space

Dissemination act 1	Solution presentation to the RC (App 6.)
Date conducted	16/03/2022
Stakeholders	Internal
Goal	- Receive feedback on the research findings and proposed solution - Propose the implementation of the solution
Content	- Literature review findings - Interview findings - Solution - Implementation - Evaluation

The first dissemination moment was a successful presentation. The primary research findings that served as the foundation for the solution were presented at the start of the presentation. The commissioner acknowledged the potential utility of the model and was satisfied how it was made actionable, based on the interviews and co-creation session held.

Dissemination act 2	Share LinkedIn post with my network (App .7)
Date conducted	19/03/2022
Stakeholder	External
Goal	- Share knowledge of the research findings - Inform about the importance for an occupier project - Explain how clients can contribute to the success of a project
Content	- Brief explanation of the variables and their significance - Why it's important for the RC - How clients would be evaluated based on their search request

The decision was made to share the outcomes with a business owner, who has been looking for warehouse space for a year now. With this information the research hoped to give valuable insights as how the business owner increases the likelihood of finding space and what he must consider to increasing his chances.

7. Academic reflection

7.1 Research topic

There was lack of relevant and available literature on the research topic because the challenges in the industrial real estate market have been a phenomenon which only had accelerated to extremes since COVID-19, with the boom in online retailing. As a result of the pandemic, which had a large impact on this market, the researcher questions some of the validity of the literature found with publications before 2020. There hasn't been done enough research on the effect of the pandemic on the industrial real estate markets in specific. Furthermore, there was a poor amount of literature to be found regarding real estate occupier services. Most literature focuses on the leasing sides and the properties, but not a lot on the service as a broker. Therefore, the literature, which was carefully chosen, was more generalizable to the industrial sector than the occupier service in specific.

7.2 Research design

Semi-structured interviews were used as the data collection method for this project. Since there was a lack of available information to be found regarding an occupier service, it was difficult to gather data using another way. If this information was given, quantitative data, such as surveys, could have been used to test these relevant variables on their significance for a consultancy occupier service specifically. In this instance, case studies could have been tested on previous successful and failed deals to validate the assessment model more accurately. Because the assessment model was generalizable and the variables still broad, it had to be made more relevant first for the RC, for which semi-structured interviews was deemed as most appropriate.

The sample of the population was small, meaning that the results were constrained. However, based on the answers of the interviewees, the internal as well as the external stakeholders all drew similar conclusions on how clients could to contribute to the success of a project. Therefore, the primary data which was gathered from different stakeholder helped with giving enough thorough insight on the subject to support the legitimacy of the research.

7.3 Implication for further research

The study demonstrates that further research is necessary to raise the quality of the study. A research population of all industrial consultants in the occupier market is required, to see if the assessment model is, as the literature suggests, generalizable. With the variables regarding the client's responsibility in setting down objectives and the trust in the project's team, additional research is necessary on how both variables can be further optimized. Lastly, more research is advised on the topic of decision-making in terms of the fee earned and the time spend and how these topics relate with one and another.

Appendices

Appendix 1: DHL advertisement in the Parool newspaper March 2023

Appendix 2 Confidentiality agreement

**Declaration relating to confidentiality concerning research data
in Launching Your CAReer (LYCar) programme**

The undersigned, Luca Wisman

(hereinafter referred to as: the Student), residing in Amsterdam

Conducting a (research)project for the company CBRE

(hereinafter referred to as: the Client), residing in: Amsterdam

Whereas:

- the Student shall, in the context of his or her LYCAR research, gain access to confidential information;

- the Client shall, where appropriate, demand a signed declaration relating to secrecy and confidentiality concerning the information provided in this context;

- this non-disclosure agreement shall, in the event of any discrepancies, take precedence over other contracts or agreements which have been or will be concluded or made between the Student and the Client;

Declares as follows:

1. The Student shall keep confidential any information which the Client or any other party involved in the LYCAR research provides under this contract, and shall not further disclose such information in any way, except insofar as the Student is obliged to disclose it by virtue of any legal requirement or irrevocable decision of a judge.

2. Information, as referred to under 1, refers to all information, including written, verbal, graphic and digital information, or information in any other form, which comes to the knowledge of the Student during the research period and which the Student knows, or can reasonably be expected to know, is of a confidential nature.

3. The Student shall not, without the prior written consent of the Client, disclose any confidential information to third parties or contribute to the publication of confidential information. The Student shall submit the thesis to the supervisor for approval from the Client in respect of confidential information, before making such information available to his examinator(s) at Hotelschool The Hague.

4. This non-disclosure agreement shall be in force for an indefinite period / The Student shall be bound to this obligation of secrecy for five (5) years after signing this declaration.
   CHOOSE IN CONSULATION WITH CLIENT)

Thus declared and signed by:

Name: Luca Wisman Date: 13 - 2 - 2023

Place: Amsterdam Student number 781089

Signature: ....

Appendix 3 Questions interview per variable

Variable	Questions
Client's degree of trust in project team members	1. What do you think "client's degree of trust in project team members" means for an occupier project? 2. How do clients show their trust from your experience? 3. How would you measure the degree of client's trust in the team? 4. How do you maintain trust with clients throughout the project lifecycle? 5. Can you tell me about a time when, or how, a client's degree of trust in the project team members impacted the success of a project?
Client's responsibility in setting down project	1. What do you think "client's responsibility in setting down project objectives" means for an occupier project? 2. How do clients show their responsibility in setting down objectives from your experience? 3. How would you measure client's responsibility in setting down project objectives? 4. How do you establish clear project objectives? 5. How do you ensure that all stakeholder of the project have a shared understanding of the project objectives and are aligned with each other's goals?
Client's creditworthiness	1. What do you think "Client's creditworthiness" means for an occupier project? 2. How do clients show their creditworthiness from your experience? 3. How would you measure the degree of client's creditworthiness? 4. How do you safeguard the financial risks of a project to ensure that the financial project objectives are met and don't change.
Client's contribution to project complexity	1. What do you think "client's contribution to project complexity" means for an occupier project? 2. How could you minimize the contribution of client's contribution to project complexity? 3. How would you measure the degree of client's contribution to project complexity? 4. Can you provide an example of how you think the client's contribution to project complexity can impact the project's success?
Client's litigation tendency	1. What do you think "client's litigation tendency" means for an occupier project? 2. How do clients add risk for a project with their litigation tendency from your experience? 3. How could you minimize the contribution of client's contribution to client's litigation tendency? 4. How would you measure the degree of client's litigation tendency?

Appendix 4 Colour Coded Transcripts

5.1 Interview with business owner seeking 4000/5000 sqm with consent

Luca: What do you think "client's degree of trust in project team members" means to you?

X: I trust the knowledge and expertise from you as a client, that's for me very important, because I don't know about the "know-how" on that regard, and I need to get the feeling that whatever you tell me is true. To make a profit is for every company important, also for the RC, but I do need to get the feeling that it's a fair margin. Moreover, I need the advice. Your expertise is valuable for me, and this also creates confidence.

Luca: How can you show your trust from your experience?

X: To do business haha, if you give me options about you do this or you can do that, then I will make a choice based on your advice and whatever I need. If I need anything from you in the future as well, I will call again, that's what trust is about.

Luca: How would you measure the degree of client's trust in the team?

X: I think only based of the length of the relationship, so if you would do business with someone for a longer period, the trust in one and another should be great. I think that would be a way to make it measurable.

Luca: How could you build and maintain trust with clients throughout the project lifecycle?
X: Well first by showing interest and initiative, so if someone is looking to get in touch and asks what I think about something, or whether I already thought about something and not only to show interest to get the project done and to score as soon as possible, but also to question what's important for me.

Luca: Can you tell me about a time when or how a client's degree of trust in the project team members impacted the success of a project?
X: Uh not a time but in terms of how… uhm I think trust is important to collaborate successfully. Unless the advantage for me is crucial, I wouldn't really want to work with a party I don't trust, or from whom I get the feeling that I need to check everything. You have the expertise and that's what I count on.

Luca: What would be a dealbreaker in such case?
X: If I notice that someone is lying or when I start to believe that there is a clear difference in interest between both sides. I don't want to get the feeling that you just want a deal to earn some money. I know that's in your best interest, but I also want the feeling that you're there to genuinely help me out.

Luca: What do you think "client's responsibility in setting down project objectives" means for an occupier project?
X: I'm assuming several things like the size of the space, what type of space, how much office in comparison with the warehouse, how many people, the logistics process, internally as well as externally, accessibility. These are all things you really need to think about. What are the goals you have together in terms of the object you're looking at together. So not just to get something rented out to me but also that it ticks of all the boxes.
Luca: Yes so, the total picture needs to be complete?
X: Yes, I think the RC needs to ask clear questions about what's important for the client and then all those things I just mentioned are all important to set objectives for.

Luca: How can clients show their responsibility in setting down objectives from your experience?
X: Well ultimately, I decide what I need.
Luca: Haha yes that's true.
X: Well, my wish needs to be fulfilled when I get into a warehouse, so yes, I really want to get involved to think about the right goals.

Luca: How would you measure client's responsibility in setting down project objectives?
X: Uhm well the goal to earn the right amount of money would be a goal from your side, but from my side it's about if the warehouse or the location meets our requirements. You could make a checklist in terms of sqm, the proportion of office/warehouse. This will be important for every site you're looking at. Every client has different requirements. Or well different… these can be summarized in the same few criteria.

Luca: How do you establish clear project objectives?
X: Working with a checklist.

Luca: How do you ensure that all stakeholders of the project have a shared understanding of the project objectives and are aligned with each other's goals?
X: Trough a meeting and then yeah share this checklist to set the objectives clear from both sides.

L: What do you think "Client's creditworthiness" means for an occupier project?
X: I think it's logical when you talk about big amounts of money, that you want to know if your client is creditworthy, but with these types of large investments; rent, buy. I think it's a common practice to check if the client can meet its monthly payment obligations and to what extent. You would do the same as a mortgage lender.

L: How do clients show their creditworthiness from your experience?
X: I think everyone would make a calculation of what amount can you afford in terms of monthly costs, and I think that's also important for you to know. And yeah, how could they show this. Uhm, making calculations, looking into the yearly results of the business. Then you're also coming back to the set objectives, because it wouldn't be handy for anyone if something is found but at the same time it's unaffordable for the client, so I would first investigate what's my budget and what am I looking for. I think a lot of it is about setting clear objectives first. What does someone want to pay per sqm but also, is this person able to afford it and that's different.

L: How would you measure the degree of client's creditworthiness?
X: The budget for the warehouse.

L: How can you safeguard the financial risks of a project?
X: By ensuring that the financial project objectives are clearly set and don't suddenly change during.

L: What do you think "client's contribution to project complexity" means for the RC
X: Uhm well I can imagine that if you found something and the client says, well this is too small, I prefer larger, even though you made an agreement at the start. But I think, if you have set clear objectives, you can already avoid this situation and if someone isn't clear about what he wants, that would make it more complex. The clearer the search request, the less likely you will encounter problems, I reckon.

L: So, you're saying a lot falls back on setting clear objectives?
X: Yes, I think so, if these would suddenly change drastically during or haven't been really set clear from the start you can assume the project will already be made more complex.

L: I think I already know now haha but how could you minimize the contribution of client's contribution to project complexity?
X: Yes haha, setting clear objectives and the checklist of requirements we discussed earlier. I assume its common practice that if you want to go around the table with a client that you want to know about a few things. What are they willing to pay? What's the size they need? What's the location? And on which terms. When do you need it and when does it become available? And what the term of the contract you're agreeing on. And with creditworthiness, you probably also must deal with the agreement on the length of the terms. If they suggest having the terms mostly variable, that isn't often a great signal for a long-term relationship.

L: How would you measure the degree of client's contribution to project complexity?
X: Well, I think there might be some red flags in a client setting down certain objectives which aren't clear or of which they aren't fully sure about yet. Maybe in this way you can get kind of a feeling of how this might add a certain level of complexity later, which you preferably want to avoid.

L: Can you provide an example on how you think the client's contribution to project complexity can impact the project's success?
X: By wanting to change objectives and a lack of clarity.

L: What do you think "client's litigation tendency" means for?
X: Well first of I can't really imagine someone wanting to pursue litigation if the assignment has been clearly discussed from the start and agreements have been made. Again, maybe related to setting down objectives.

L: How do clients add risk for a project with their litigation tendency from your experience?
X: There will always be client that once there a bit unsatisfied that they start pressing some limits. We also had once were unfortunately we had to say goodbye to a client, even though it was an important stream of revenue for us, just because he had threatened several times with lawyer If we wouldn't make certain deliveries. At this point the litigation tendency is high, which you preferably don't want.

L: How could you minimize the contribution of client's contribution to client's litigation tendency?
X: The contracts should be correct. I also think its stems a lot from trust the client should have in a party as the RC and that you clearly inform the client about its terms.

L: How would you measure the degree of client's litigation tendency
X: If someone starts to get too easy-going that's also dangerous. If someone starts laying everything in your hands and puts all responsibility on you, there is only more risk for you to fail. But if set clear agreements, the client should also be more trustworthy.

5.2 Interview with a RC consultant

Template Informed Consent Form

Title of the research project

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:
Signature: Date : 13 / 03 / 2023

S. Sardaand

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

L: What do you think "client's degree of trust in project team members" means for an occupier project?
X: When we receive a request, we talk about our services and recently completed projects, our track record, and thereby we request exclusivity with the client. They should count on RCon the fact that we know the industry well and that they can trust our advice.

How do clients show their trust from your experience?
Through giving exclusivity and taken upon advice and acting to it and letting us do the job without interfering too much.

How would you measure the degree of client's trust in the team?
It's measurable through sending a survey after the collaboration and I think during the project based on how much they are trying to interfere with our execution.

How do you/can maintain trust with clients throughout the project lifecycle?
By keeping them up to date about all correspondence we receive from external parties, and moreover about our actions and our progress regarding the execution.

Can you tell me about a time when or how a client's degree of trust in the project team members impacted the success of a project?
Without trust I don't think we can work on behalf of our client in the first place, but we should show that they can achieve the best results from our advice.

What do you think "client's responsibility in setting down project objectives" means for an occupier project?

Well in the first meeting and in the inquiry by the client some objectives are mentioned. In the first conversation we will discuss the objectives; how these objectives came about and if there is still some room to adjust them, because in this tight market you must be flexible to a certain extent otherwise it will most likely be challenging to achieve the goals. We are there to advise them so if they want to be located somewhere, we might be able to advise them on a different location which we can then underpin if it would have financial advantage or a better labor market or a better connectivity with their outbound or their inbound.

How do clients show their responsibility in setting down objectives from your experience?
Well, we always guide them based of their first request. Usually, they're already located somewhere which is then already a proven location, but usually these locations lack availability, so by diving deeper in their request, we try to adjust or stretch these objectives a little, so they become better achievable for us. This goes along with expectation management, so that we can talk about market they want us to search in and which challenges there are, but also which opportunities there are.

How would you measure client's responsibility in setting down project objectives?
Depends on the request, so for example if a client says "I want to be located in Venlo", one of the logistic hotspots of the Netherlands, and if we ask why that is, it's because of the connection with Germany, and the connectivity with the water and the rails and then we can also suggest alternatives. All in all their goal is to be located at the best locations for the lowest price, but these hotspots of which people than still think that they are the place to be, aren't really the best places, because rent prices have increased, there is a lack of labor, almost no availability, while there could be other locations which have a lower rent price, has more labor around that area, and are just as well connected via water, road and rails.

How do you establish clear project objectives?
In the first meetings. Setting of KPI's on specific targets like rent price, start of the lease and sustainability for example.

How do you ensure that all stakeholder of the project have a shared understanding of the project objectives and are aligned with each other's goals?
Clear communication with good underpinning.

What do you think "Client's creditworthiness" means for an occupier project?

Well, a lot, because we assist a client and we are trying to come with terms with a lessor and if were guiding a client who isn't creditworthy, the RC will also lose credibility in the market. Therefore, through the first conversations with the client we will ask about the

business, when is it established, how has the growth been, what's the future expected growth and we will always conduct a creditworthy report, for whenever this would be requested by the lessor that we can explain why it's a worthy tenant.

How do clients show their creditworthiness from your experience?
Creditworthy report by Graydon for example, who grades the creditworthiness of clients

How would you measure the degree of client's creditworthiness?
Well from such a report a letter will be derived, as for example AAA to CCC-, which is already an instrument how you can measure it. But we can also look at their revenues and when it's a public traded company you have insights in their financial reporting and in this way, we can somewhat estimate the creditworthiness of a client, but we can't investigate the budget of a client, so we don't know how much rent they could pay per sqm.

Don't you think those budgets would be important to investigate?
Well, I think the creditworthiness is most important to safeguard the long-term credibility of THE RC, and not providing a lessor with a client who is at risk for bankruptcy.

How can the RC safeguard the financial risks of a project to ensure that the financial project objectives are met and don't change.
Yeah so, a credit check, but also to investigate the corporate structure so for example if a BV falls under a larger holding you can always check if they could request a parent guarantee to create more trust for the lessor's side.

What do you think "client's contribution to project complexity" means for an occupier project?
We always say that if you want us to advice you, as best as possible, then it's important that we receive he space to do so. If were in a project, were very transparent but were also expecting the same from them and we also try to agree on this in the introduction meeting. We're working on behalf of them, and we will communicate all correspondence through, plus we don't make any decisions without their approval, and we give them the trust that we act truthfully and correctly. If they would for example hold back with sharing certain business decisions or strategic considerations and later come back with it during the process, this can result in conflict. We always try to prevent this but because we are an advisor and not a strategic partner, this could happen, that certain info is held back resulting in making it hard for us to consult.

How could you minimize the contribution of client's contribution to project complexity?
We always ask how decisions are made, how long it takes, if there are any strategic considerations going on in the business which could result in a change of their request for real estate and if that's the case, if were allowed to investigate it.

How would you measure the degree of client's contribution to project complexity?
That's tough, usually they let us do our job, but we don't know for sure if certain info is held back during a project and that usually only comes out when something needs to be signed or paid. Suddenly halfway the question comes whether the project can be put on hold. So, it hard to measure because those things just happen suddenly. We prefer to hear before. If they would suddenly have to fall back on their search, we also lose credibility about the request in the market, and this will make it more difficult to get the trust from lessors to close a deal.

Can you provide an example of how you think the client's contribution to project complexity can impact the project's success?
Sudden email for example that the project is put on hold because of strategic considerations.

What do you think "client's litigation tendency" means for an occupier project?
Well, we don't make any decision on behalf of the client or sign any official documents, were solely an advisor. If we give advice which is acted on and that results in being a wrong decision then we could be held liable for it, but the RC is insured for this.

How do clients add risk for a project with their litigation tendency from your experience?
Never experienced it.

How could you minimize the contribution of client's contribution to client's litigation tendency?
To do good research before giving advice

How would you measure the degree of client's litigation tendency?
It's not necessary about the client but more about the advice you give

5.3 Interview with industrial real estate asset manager with consent

L: What do you think "client's degree of trust in project team members" means for an occupier project?
X: Well, it's very important, one of the most important things in a relationship with a client. Attention, sincereness, clarity, truthfulness. Of course, the experience of RCis important and our track record, but a lot is about personal contact.

L: How do clients show their trust from your experience?
X: You can kind of feel it. Is someone looking to stay in touch? Does he want to win trust, or does he just want to know about the track record? That's a whole different approach of trust, more in the company itself, while with more personal contact it's important to stay in touch, call regularly, give them attention and sharing knowledge as well. It's about connecting.

L: How would you measure the degree of client's trust in the team?

I think there are degrees for sure. There are signals. How easy going are people in calling you or is all contact by email? Because calling is more personal. Also, if you notice they are hopping around other agencies, that's not a party looking to build trust. If someone doesn't paint the full picture, that's hard. With some parties of which it's hard to understand who decides what, that can be quite annoying and doesn't indicate a lot of trust.

L: How do you/can and maintain trust with clients throughout the project lifecycle?
X: Depends on the client, some clients trust highly on the brand THE RC, these are often more the corporate clients, but the smaller clients are more personal, more on the relationship itself. You build trust if you build a good relationship and, in some cases, this is hard, because you work with global clients, with whom you have keep overseas contact with someone you never see, which makes that impossible.

L: Can you tell me about a time when or how a client's degree of trust in the project team members impacted the success of a project?
X: Yeah definitely, with some business relations, the people you have contact with a beat around the bush and then threaten if it isn't really going their way, that they might start cooperating with another party which has nothing to do with trust.

L: What do you think "client's responsibility in setting down project objectives" means for an occupier project?
X: Besides the location criteria, I also want to know about the underlying goal, then you better understand why they're looking for 10.000sqm, why they want to be located near the city, and why they want an electric charging station so then if you get insight in their underlying goals, like sustainability policy, where their clients are located, or their employees, where do they live, so if you get insight on this, on their business processes, like where do the packages arrive, well these need to be transported to the warehouse, so if you understand this, you better understand the client. Some clients are very critical, with them you keep looking to see how far they're willing to stretch in terms of the location criteria. I had instances where a warehouse fulfilled pretty much all requirements, but then it wasn't beautiful enough, which isn't necessarily spoken about often as location criteria, but it has a role. By getting to meet the client, get to know the business and their processes, their other locations, you can find out what their soft factors are, which can be important. You have hard factors like size, but most people are not aware of the soft factors. If you rent a warehouse one time every 5 years, you don't know what you find beautiful or what else you find important besides those hard factors, so it's your responsibility to help them, which takes attention and patience.
L: How do clients show their responsibility in setting down objectives from your experience?
X: Yes, but you should also really help them with setting these goals, but indeed at some point the client needs to decide. You can provide him with lists, but in the end the client also needs to fill this out and make choices, so you also need to really push at some point to make those decisions. With regards to different degrees, well yeah at the start of course many clients don't know for sure what they want but by asking the right questions, the client can think about what he wants. I think the underlying factors are important because these decide what's most important and what might result in a change of the objective.

L: How would you measure client's responsibility in setting down project objectives?
X: Well many clients also just get a list with requirements with them from the CEO with I want a warehouse with this this and that and aren't aware of other factors and underestimate the difficulty in finding a warehouse, and in this case you should advice this person to go back to the CEO, and maybe you can join, to find out these underlying factors, what's your supply chain process like? And without this knowledge you can't really get creative with the search request.

L: How do you establish clear project objectives?
X: Asking great questions, be a good listener, which is a skill that many consultants lack. What is he really saying? And then pick up on these answers and asking follow-up questions.

L: How do you ensure that all stakeholder of the project have a shared understanding of the project objectives and are aligned with each other's goals?
X: Well, I think consultant has an important role to play in this to get these goals aligned. We want to of course earn the fee, but at the same time establish a good relationship with the client.

L: What do you think "Client's creditworthiness" means for an occupier project?
X: Well, you often get to work with start-ups, and these must be able to meet their first payment obligations. Though often these BV's have a parent company behind them. But it would be good to check, especially with smaller clients, like okay you want this warehouse space for 5000sqm but know you will have to pay our fee, the rent, the … and the operation you must set up all at the same time Are you able to afford this?

L: How do clients show their creditworthiness from your experience?
X: Request a Graydon report, but that doesn't get requested usually, sometimes.

L: How would you measure the degree of client's creditworthiness?
X: Well, you want to know more about their story, is it a start up? Do they already have clients themselves? What does their business model look like? When do they get paid? Based on this info you can reason that the lessor might have some risks, and so does the consultant, maybe you're about to start a deal which isn't likely to go through based on their wishes.

L: How can the RC safeguard the financial risks of a project to ensure that the financial project objectives are met and don't change.
X: By asking the right questions and you could do a credit check.

L: What do you think "client's contribution to project complexity" means for an occupier project?
X: This is often the story indeed and I think as consultant it's your role to keep it simple. Go back to the base, set priorities.

L: How do you keep it simple?
X: Well by setting criteria with scores with this is the most important. Setting clear objectives and determine the criteria of the client at the start with distinctions between nice to have and this is what you're looking for but not a must. In this way you can help the client to focus.

L: So, a lot falls back on setting objectives?
X: Yes, but not only that, because you can always set objectives, but how can you measure these and are they achievable? And really provide insights to the client so you can agree on it, and so that later they can't ball back on it.

L: How could you minimize the contribution of client's contribution to project complexity?
X: Setting clear goals. It would be the nice if the goals you set at the start are the same goals which end up being achieved in the end.

L: How would you measure the degree of client's contribution to project complexity?
X: Maybe some signals like how many people are being involved into the project? How much warehouses they would like to visit before coming to a decision. This could be related to complexity but also with the insecurity or ignorance of client.

L: Can you provide an example of how you think the client's contribution to project complexity can impact the project's success?
X: Involving to many people.

L: What do you think "client's litigation tendency" means for an occupier project?
X: Well, I think it's not as necessary to think about from the occupier perspective, but it's more a risk for the lessor, I think. I we would notice any signals of such attitudes, then we might be more likely to put a lessor in trouble who is at more risk for such instances. Might as well not do business with such party in that case.

L: How do clients add risk for a project with their litigation tendency from your experience?
X: Yeah for the lessor more likely and we want to maintain a good relationship with them as well.

L: How could you minimize the contribution of client's contribution to client's litigation tendency?
X: Making clear agreements and making sure the engagement letters are up to standards.

L: How would you measure the degree of client's litigation tendency?
X: I think that's tough, probably by the way they act you can get some idea, but it's more something you would find out during the process

5.4 Interview with industrial real estate asset expert with consent

Template Informed Consent Form

Title of the research project

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:
Signature: Date : 14 / 03 / 2023

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Luca: What do you think "client's degree of trust in project team members" means to you as an industrial real estate expert?
X: Trust is a crucial element in any business relationship, especially in the field of industrial real estate. As an expert, I believe it is important for clients to trust my knowledge and expertise in the field. It is crucial for me to ensure that the client feels comfortable and confident in my abilities to provide them with accurate information and advice. Building trust is essential for a successful long-term relationship with the client.

Luca: How can you show your trust from your experience as an industrial real estate expert?

X: One of the best ways to show trust is to deliver on promises and commitments. If a client entrusts me with their industrial real estate needs, I will work to provide them with options and advice that meet their specific requirements. If I can provide value to the client, they will see that I am a trusted partner in their business ventures.

Luca: How would you measure the degree of client's trust in the team as an industrial real estate expert?

X: Trust can be measured by the length of the relationship and the frequency of communication. If a client has worked with me for a long period, it is likely that they trust my expertise and advice. Additionally, if a client reaches out to me frequently for advice, it can be a sign of trust.

Luca: How could you build and maintain trust with clients throughout the project lifecycle as an industrial real estate expert?

X: Building trust starts with listening to the client's needs and understanding their objectives. By being responsive to their questions and concerns, I can show that I am committed to their success. Throughout the project lifecycle, I will keep the client informed of progress and provide regular updates. By delivering on my promises and providing value, I can maintain the trust built with the client.

Luca: Can you tell me about a time when or how a client's degree of trust in the project team members impacted the success of a project as an industrial real estate expert?

X: Trust is crucial for collaboration to be successful. If a client does not trust the project team, it can lead to a breakdown in communication and negatively impact the project. I have seen this happen in situations where clients are reluctant to share information or do not feel comfortable with the team's recommendations. On the other hand, when a client trusts the project team, it leads to better collaboration and ultimately a successful project outcome.

Luca: What would be a dealbreaker in such a case as an industrial real estate expert?

X: If a client feels that the project team is not being honest or transparent, it can lead to a breakdown in trust. If a client feels that the team is not acting in their best interest, it can lead to a breakdown in communication and negatively impact the project. Therefore, it is important for me to ensure that I am always transparent and honest with my clients to build and maintain their trust.

Luca: What do you think "client's responsibility in setting down project objectives" means for the RC an industrial real estate expert?

X: As an industrial real estate expert, I believe that it is the client's responsibility to clearly define their project objectives. This includes factors such as the size and type of space required, the logistics process, and accessibility requirements. By setting clear objectives, the client can ensure that the project team has a clear understanding of their needs and can work to meet those needs.

Luca: How can clients show their responsibility in setting down objectives from your experience as an industrial real estate expert?

X: Clients can demonstrate their responsibility by being clear and specific in their objectives. They should provide as much information as possible about their requirements, including their budget and timeline. By being open

Luca: How do you establish clear project objectives?

X: As an industrial real estate expert, we work closely with clients to develop a clear checklist of requirements and objectives for the project.

Luca: How do you ensure that all stakeholders of the project have a shared understanding of the project objectives and are aligned with each other's goals?
X: We organize meetings to discuss the checklist of requirements and objectives with all stakeholders involved in the project to ensure everyone is aligned and has a clear understanding of the project objectives.

L: What do you think "Client's creditworthiness" means for an occupier project?
X: For us, it means ensuring that our client is financially capable of meeting the monthly payment obligations of the project, whether they're renting or buying. We check their creditworthiness just as a mortgage lender would.

L: How do clients show their creditworthiness from your experience?
X: Clients can show their creditworthiness by making calculations of what they can afford in terms of monthly costs and by looking into their yearly business results. We also ensure that the objectives of the project align with their budget to ensure they can afford it.

L: How would you measure the degree of client's creditworthiness?
X: We measure the degree of the client's creditworthiness by ensuring that the budget for the warehouse aligns with their financial capability to meet the monthly payment obligations.

L: How can you safeguard the financial risks of a project?
X: We ensure that the financial objectives of the project are clearly set and agreed upon from the start to avoid any sudden changes during the project that could lead to financial risks.

L: What do you think "client's contribution to project complexity" means for an occupier project?
X: It means that clients may contribute to project complexity by changing the agreed-upon objectives or by not being clear about their requirements. Therefore, we emphasize the importance of setting clear objectives and requirements from the start of the project.

L: So, you're saying a lot falls back on setting clear objectives?
X: Yes, setting clear objectives and requirements is crucial for minimizing the contribution of clients to project complexity.

L: I think I already know now haha but how could you minimize the contribution of client's contribution to project complexity?
X: As mentioned before, we ensure clear communication and agreements on all objectives and requirements from the start of the project. This helps minimize any potential for changes or misunderstandings.

L: How would you measure the degree of client's contribution to project complexity?
X: The degree of the client's contribution to project complexity can be measured by their clarity on the project objectives and requirements. If there are any red flags or unclear objectives, this can lead to potential project complexity.

L: Can you provide an example of how you think the client's contribution to project complexity can impact the project's success?
X: If a client changes their objectives mid-project or is unclear about their requirements, this can lead to delays and increased costs, ultimately impacting the project's success negatively.

L: What do you think "client's litigation tendency" means for an occupier project?
X: We aim to avoid any potential litigation by ensuring clear communication and agreements from the start of the project. However, if a client tends to pursue litigation, it

can lead to increased risks and potential harm to the project's success. Therefore, it's important for us to ensure that all parties involved have a clear understanding of the terms and agreements of the project.

5.5 Interview business owner seeking 4000/5000 sqm with consent

Template Informed Consent Form

Title of the research project

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature: Date : 14 / 03 / 2023

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

L: What do you think "client's degree of trust in project team members" means for an occupier project?
X: For me, the client's degree of trust in project team members is crucial for the success of an occupier project. It means that I can rely on the project team members to deliver what they promise, meet deadlines, and communicate effectively throughout the project. It also means that if any issues or challenges arise, the project team will work with me to find solutions that align with my goals and expectations.

L: How do clients show their trust from your experience?
X: Clients can show their trust in project team members by giving clear and concise instructions, being responsive to project team members' requests, and showing appreciation for the team's efforts. Additionally, clients may provide positive feedback and testimonials, which can help build trust in future projects.

L: How would you measure the degree of client's trust in the team?
X: The degree of a client's trust in the project team members can be measured through surveys, feedback forms, or interviews. The project team can ask clients to rate their level of trust and provide feedback on areas where they could improve their trust in the team.

L: How do you maintain trust with clients throughout the project lifecycle?
X: To maintain trust with clients throughout the project lifecycle, it's crucial to communicate regularly and honestly about project progress, challenges, and changes in scope. It's also important to be responsive to clients' needs and expectations and to deliver high-quality work that meets or exceeds their standards.

L: Can you tell me about a time when, or how, a client's degree of trust in the project team members impacted the success of a project?
X: There was a time when I worked on a project where the client had a high degree of trust in our project team members. This trust allowed us to work collaboratively and effectively to overcome challenges and deliver a successful project. We were able to communicate openly and honestly with the client, which helped to build a strong relationship and trust that was essential to the project's success.

L: What do you think "client's responsibility in setting down project objectives" means for an occupier project?
X: As a business owner looking for warehouse space, the client's responsibility in setting down project objectives means that they have a clear understanding of their needs and goals for the project. This understanding can help ensure that the project team members can deliver a project that meets the client's expectations.

L: How do clients show their responsibility in setting down objectives from your experience?
X: Clients can show their responsibility in setting down project objectives by providing clear and concise instructions, being responsive to the project team members' requests for information and providing feedback on project progress.

L: How would you measure client's responsibility in setting down project objectives?
X: The degree of a client's responsibility in setting down project objectives can be measured by reviewing project documentation, such as project plans and objectives, and conducting interviews or surveys to assess the client's level of involvement in the project planning process.

L: How do you establish clear project objectives?
X: To establish clear project objectives, it's essential to work collaboratively with the project team members and clients to identify goals, expectations, and constraints. It's also important to document these objectives and ensure that they are communicated effectively to all stakeholders.

L: How do you ensure that all stakeholder of the project have a shared understanding of the project objectives and are aligned with each other's goals?
X: To ensure that all stakeholders have a shared understanding of the project objectives, it's important to communicate regularly and openly about project progress, challenges, and changes in scope. It's also helpful to provide documentation and feedback to stakeholders, which can help build trust

L: What do you think "Client's creditworthiness" means for an occupier project?

L: How do clients show their creditworthiness from your experience?

L: How would you measure the degree of client's creditworthiness?

L: How do you safeguard the financial risks of a project to ensure that the financial project objectives are met and don't change.

L: What do you think "client's contribution to project complexity" means for an occupier project?

L: How could you minimize the contribution of client's contribution to project complexity?

L: How would you measure the degree of client's contribution to project complexity? Can you provide an example of how you think the client's contribution to project complexity can impact the project's success?

L: What do you think "client's litigation tendency" means for an occupier project?

L: How do clients add risk for a project with their litigation tendency from your experience?

L: How could you minimize the contribution of client's contribution to client's litigation tendency?

L: How would you measure the degree of client's litigation tendency?

5.6 Interview with RC company consultant with consent

Template Informed Consent Form

Title of the research project

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:
Signature: Date : 13 / 03 / 2023

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

L:What do you think "client's degree of trust in project team members" means for an occupier project?
X: I think a client shows their trust in us if they let us lead the project, and do not interfere as much with our strategy. Of course, they can give their input during negotiations but don't take the reins from us

L:How would you measure the degree of client's trust in the team?
X:Obviously you measure a clients degree of trust by amount of times a client returns to us and requests our advice/strategy."

L: How do you build and maintain trust with clients throughout the project lifecycle?
X: To explain the process in detail best as possible and give motivation during the negotiation process, also staying in close contact with the client for example, sending a market report or sending strategies unasked by the client"

L: Can you tell me about a time when or how a client's degree of trust in the project team members impacted the success of a project?
X: Personally, when a client does not show the needed trust in a project the outcome might not have been the desired outcome that you desired for the project in regard to the type of trust that the client can give you. For example, if a client is best in producing food articles, we eventually are the experts in the negotiations for a rent agreement, therefore when they do not show trust in our expertise and enter a negotiation differently than we had anticipated, the result is more keen to fail."

L: What do you think "client's responsibility in setting down project objectives" means for an occupier project?
X: The client does not want to. Mostly clients have a budget that they need to work with, that helps us calculate for a rental agreement discount or the number of months we might need to settle that certain business case. In terms of budgeting, we have to take into account different cost margins of course, such as labor costs and electric cost where we as real estate consultant rather stay out of"

L: How do/can clients show their responsibility in setting down objectives from your experience?
X: We sometime take on clients with that need to be operational within a set timeframe to which we need to adjust our strategy process in terms of planning, but not much else, those would be the only responsibilities or goals that they would come up with. Sometimes they will come up with some demands for technical requirements that they want to achieve"

L: How do you work with clients to establish clear project objectives?
X: That depends, in terms of what requirements the building needs to be we will dive deeper in depth with a certain set of questions. This helps us with being able to research for more specific requirements, and in a later process the goals with be adjusted where needed"

L: How do you ensure that all stakeholder of the project have a shared understanding of the project objectives and are aligned with the client's goals?
X: We have a check list that we work with where key points or goals are discussed with the client and try to fill this out to the best of our abilities."

L: What do you think "Client's creditworthiness" means for an occupier project?
X: Other departments mostly handle that with clients, as consultants we don't keep track of that mostly"

L: How do/can clients show their creditworthiness from your experience?
X: What their internal process is and if their process takes 6 months for example that complicates a lot for us as well as them as the client in terms for success of the project. That is something I always ask of the client because that is a very crucial factor in terms of time in this market.

L: What do you think "client's contribution to project complexity" means for an occupier project?

X: I think complexity is a good thing, point being if the project was not complex enough the client would not have to hire a consultant for the project. Therefore, I see complexity more as a challenge and an added value in that case

L: How do/can clients add risk for a project with their litigation tendency from your experience?
X: Their own internal bureaucracy, in terms of project approval. When there are too many people involved that want to share their opinion on the project or negotiations. When they aren't prepared well enough on their own calculations in terms of what they need for the building. Eventually a lot of these factors we don't have control over it because it depends on their own business operations"

Appendix 5 Co-creation session: visualizing an occupier project lifecycle

1st phase: An introduction phase where client and consultant meet and share the details about their request and how the RC can help. **(client's contribution level 3)**
   1. Receiving a request for a search by email
   2. Planning in a call to meet for introducing one and another and to explain about THE RC's service
   3. Follow up call on the search request and for the client to explain more in detail about their wish
   4. Conducting a pre-search by checking databases
   5. Writing a letter for engagement if available options are found

2nd phase: If the letter for engagement is signed, it means the client has accepted terms like the fee with no cure no pay, abortive fees, duration of collaboration, exclusivity with the RC and more. **(client's contribution level 3)**
   6. Continue the search more in depth for off-the market options
   7. Sharing a longlist (potential options)
   8. Discussing options and site visits

This process can take long and often requires flexibility of the client and fast decision making, due to these limited warehouse availability for which is high demand.

3rd phase: If a potential site is found, this is when visits are planned with the owner or agency managing the property and if interested the lease proposal could be requested. **(client's contribution level 2)**
   9. Visit property
   10. Send RFP (request for proposal)
   11. Sharing shortlist
   12. Negotiating commercial terms of the proposal
   13. Sign letter of intent (LOI)

4th phase: If this proposal is all set-in stone, the final details can be discussed, and the lease agreement can be conducted. **(client's contribution level 1)**
   14. Draft lease agreement
   15. Final legal review
   16. Create deposit and set up invoice for the client

Appendix 6 Dissemination act 1

No.	Variable	Score				
		1	2	3	4	5
1	Client's degree of trust in project team members **(previous relation, their reason to want to work with RC, expertise, recommendation)**	1	2	3	4	5
2	Client's responsibility in setting down project objectives **(the size of the space, what type of space, how much office in comparison with the warehouse, how many people, the logistics process, internally as well as externally, accessibility)**	1	2	3	4	5
3	Client's creditworthiness **(affordability in terms of rent prices, The RC's incentive, budget)**	1	2	3	4	5
4	Client's contribution to project complexity **(How many people will be involved, how much interference by the client)**	5	4	3	2	1
5	Client's litigation tendency **(Attitudes, lousiness, taking responsibility)**	5	4	3	2	1

Table 3: RC occupier service scorecard

Phase 1

An introduction phase where client and consultant meet and share the details about their request and how the RC can help.

Phase 2

If the letter for engagement is signed, it means the client has accepted terms like the fee with no cure no pay, abortive fees, duration of collaboration, exclusivity with the RC and more.

Phase 3

If a potential site is found, this is when visits are planned with the owner or agency managing the property and if interested the lease proposal could be requested.

Phase 4

If this proposal is all set-in stone, the final details can be discussed, and the lease agreement can be conducted.

Client assesment

Appendix 7 Dissemination act 2

Luca Wisman · U
Bachelor's Student at Hotelschool The Hague
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According to (Hwee Lim & Yean Yng Ling, 2002) the 5 significant variables of clients contribution to succes in an industrial related consultancy project, are the client's creditworthiness, client's litigation tendency, clients degree of trust in the project team members, clients contribution in setting down project objectives and client's contribution to project complexity.

With space becoming limited, it would be interesting to know if clients could be targeted more effectively through such an assesment, especially the smaller sized business looking for warehouse space. However, the terms from the table below are still broad, and having done my internship in the occupier industry, the variables first had to be made more relevant in order to make the assesment model more actionable. From my own research and findings was concluded that the project objectives are mostly related to the specs of the warehouse, the creditworthiness related to the budget of the client, the project complexity related to the interference of the client, the degree of trust related to the relationship and reason for them wanting to cooperate and the litigation tendecy related to the amount of responsibility a client takes. Furhtemore, establishing trust and setting clear objectives were concluded as most crucial variables in making the likelihood of an occupier project more successful. Furhter research is necessary to validate these variables with case studies or ongoing projects.

#thesis

Vertaling weergeven

Table 1 Statistical results.

No.	Client related attributes	Overall mean	t-Value	Significance (one-tail)	Consultant mean	Contractor mean	F-value	Significance (two-tail)
H1	**Client's financial status**							
H1.1	Client's creditworthiness	4.09	5.186	0.0000	4.13	4.06	0.024	0.878
H1.2	Client's current assets	3.64	3.285	0.0013	3.94	3.35	2.371	0.134

Appendix 8 Preliminary interview on 15th Dec 2022 with Remco (Consultant) and Thomas (Associate Director) about the challenges for the Industrial Real Estate industry in The Netherlands

Luca: What do you see as current and future challenges or obstacles for industrial real estate in the Netherlands?

x: The most obvious challenge for the industrial real estate market in the Netherlands is the shortage of available industrial space, especially in prime locations, which drives up rental prices as well, making it difficult for companies to find suitable spaces for their operations. And of course, "De Verdozing" as we call it, where it's not just only hard to find space, but there is also just a lot of opposition from authorities to build. Many zoning and environmental restrictions.

o: Yeah, and with regards to building there is also the discussion surrounding nitrogen in certain areas in The Netherlands which also need to go through a permitting process, further delaying the process of building new warehouses.

x: Yep, true, and the overload of electricity on power stations.

Luca: Oh, why is that?

x: Large warehouse require some electricity. Luckily when it comes to Greenfields, where so to speak completely new warehouse are build, new buildings with a BREAAM label usually have solar panels on the roof placed as well, but for a lot of Brownfields it's a challenge to obtain a good connection to a power grid which offers enough electricity supply.

Luca: Okay interesting and if I had to pick one of these challenges, what would you suggest?

o: I would suggest one that you find most interesting. To overcome any of these challenges would be helpful, but some are a bit hard to overcome by.

Luca: As what?

x Well, the lack of space is just how the current market is. A lot of demand but not enough supply to satisfy everyone.

Luca: How come, what do you see as the main drivers?

o: Well just like what Thomas already said. Everyone wants to be located at the best locations as for example near the Rotterdam harbor as you probably know by now as well. That's the most popular area and therefore also the most expensive location.

Luca: Yes, I know, and what about the other side of The Netherlands. I understand that the East is less attractive but when it's so much cheaper, why not?

x: Well, that's mostly due to the supply chain and logistic processes of many companies who want their process to be as efficient and cheap as possible. The rent might be cheaper, but the transportation costs aren't. Therefore, they prefer locations, near a harbor or with great road connection towards the rest of Europe, like around Tilburg, Waalwijk etc. Also, another challenge what unpopular locations carry, is the struggle to attract competent personnel, which is obviously easier in rural areas.

Luca: Okay, but when space is so little, why don't we just take smaller leads instead than only the big ones. Isn't there space for them as well?

x: Well, that's what your here for ha-ha, but yes, we could, but we often find that the amount of time we put into smaller deals don't really live up to the reward. Sometimes it does but a lot of the times it doesn't, which also holds back our focus on helping our larger clients. It can be quite a distraction knowing that the pay-out wouldn't really be satisfactory, but of course, any small deal we could easily close, why not, but this doesn't often happen.

Luca: Okay but when you say there is a lack of space, how long will it take before we can't help our larger clients out?
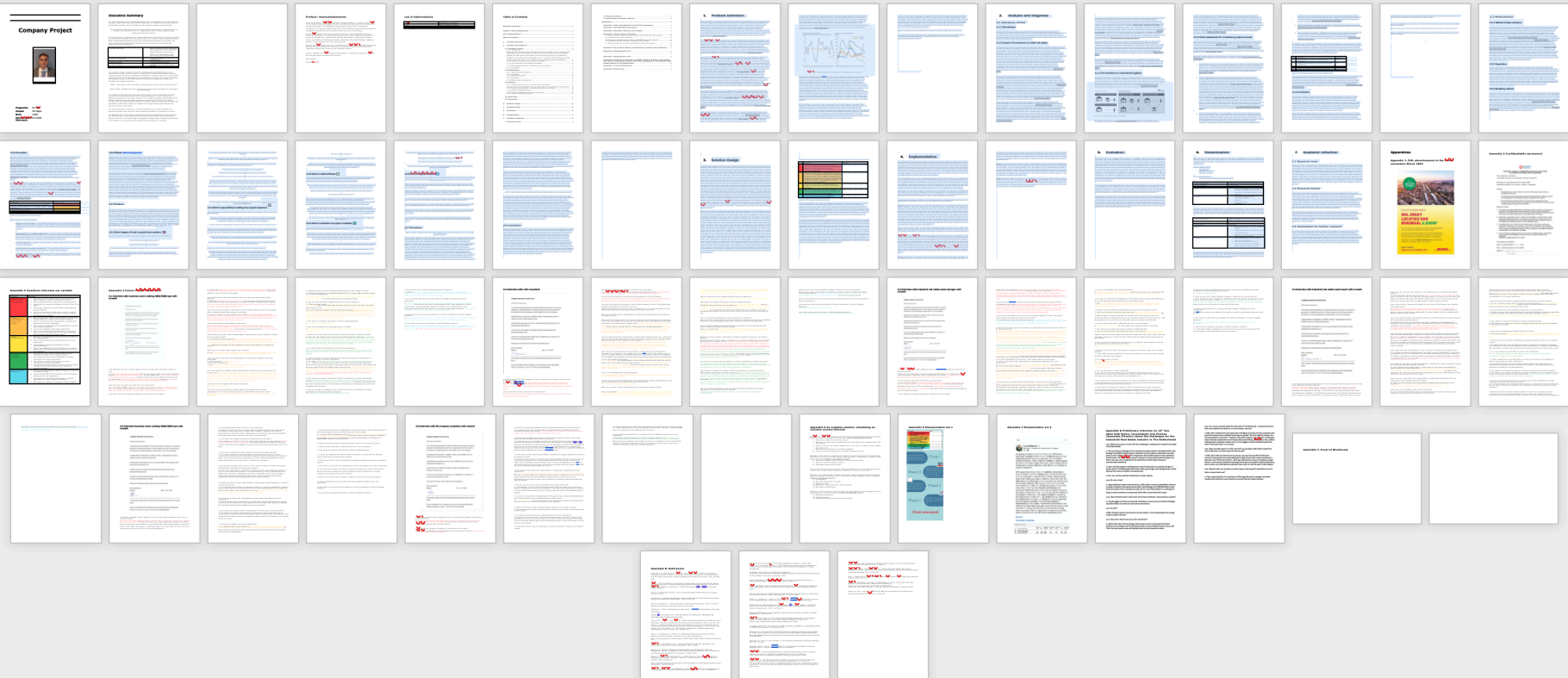
x: That's a good question, for now there is still enough demand to manage, but indeed something we will have to pay attention to and see how the market develops.

Appendix 7. Proof of Wordcount

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