Author: Wu Yuemeng
Student nr.: 49873

Supervisor: Flip Wubben
In company mentor: Martien van Dijk
Client: Foundation Wings to Victory

Hogeschool Zeeland
Commercial Engineering
June 2011
I am Wu Yuemeng, the author of this thesis. After three years learning Electricity engineering in Shanghai Maritime University in China, I am currently studying Commercial Engineering at HZ University of Applied Sciences, which I expect to complete in July 2011. My studies in the Netherlands have included courses of Cost Accounting, International Business Law, Marketing research, International Marketing and Sales.

My graduate project is helping the foundation, Wings to Victory, to check the feasibility of their intention to invest in a full-day public theme-park on Zeeland Airport. Therefore, this report is written for Wings to Victory and contains information which will hopefully be useful for this foundation. This is a very interesting and useful project and it is an opportunity for me to put my theoretical knowledge into practice.

The project is executed in close cooperation with my fellow-student Bohan Lin. Although we did much together, I focused on the pleasure and leisure part of the theme park, while he treated the business aspects.

Meanwhile, I would like to thank for many people who help me so much with my thesis at the beginning of my report.

It’s generous of my supervisor Mr. Flip Wubben to take so much time, interest and consideration in my work. It gives me so much help and motivating to complete my project.

I also owe my sincere gratitude to all the people who give me their help and time to fill in my questionnaire and help me work out my problems during the difficult course of the thesis.
Guarantee the long-term financial balance and stability is necessary for many companies all over the world. The main idea of my thesis is to help the Zeeland Airport and its subordinate organizations (Wings to Victory and others) to ensure "profitable earning capacities" to guarantee security and continuity for the long term.

In order to have a better planning of the project, understanding people's preferences and needs is very important. Based on the investigation of the Dutch tourism market and the analysis of public opinion survey results, the thesis summarized most of the interesting activities and the related infrastructures of the Zeeland Airport. Customer satisfaction is the ultimate goal, and will result in the desired continuity. Meanwhile, the more attractive activities can bring more benefits for the airport and the foundation according to the surveys and web search. Given the characteristics of the Dutch weather and climate, suitable for all weather activities will be recommended.

At the same time, children as the new generation will bring long-term interests, so that grasp the child's heart wishes will encourage the parents. It provides a method of revenue for the airport and foundation. More sources of income will be motioned and discussed in this thesis.
保证长期财政平衡和稳定是世界各地许多企业期望并努力想达到的目标。本论文的主要目的就是帮助泽兰德机场以及 WTV 基金会来尽可能多的获取收益，以此来保障整个公司的正常运转。

为了更好的规划该项目，了解人们的喜好和需求是非常重要的。通过对荷兰旅游市场和民意调查的结果分析，本文为泽兰德机场及 WTV 基金会总结了许多有趣的活动项目以及相关需要的配套基础设施。我们坚持客户的满意是最终目标这一原则。同时，根据调查和网上搜索得到的信息可以看出，新颖的活动可以为机场带来的更多的利益。鉴于荷兰的天气和气候的特点，本文中也有相关活动的建议。

与此同时，儿童作为新一代的客源，他们将带来更为长远的利益。因此掌握孩子的心等于掌握了他们父母的心。这为机场提供了一项收入来源。更多的收入来源将在本文中提到。
# TABLE OF CONTENTS

Title page ...................................................................................................................... I

Foreword ......................................................................................................................... II

Summary (English, Dutch and Chinese) ........................................................................ III

  English ......................................................................................................................... III
  Dutch ............................................................................................................................ III
  Chinese ........................................................................................................................ IV

1. Introduction ................................................................................................................ 1

  1.1 Background ............................................................................................................. 1
  1.2 Problem definition ................................................................................................. 4
  1.3 Structure of the report ............................................................................................ 6

2. Description of the foundation “Wings to Victory” ..................................................... 7

3. Research .................................................................................................................... 10

  Theoretical approach ................................................................................................. 10

4. Results ....................................................................................................................... 14

  4.1 Fundamental condition ......................................................................................... 14
  4.2 Current situation .................................................................................................... 15
  4.3 SWOT analysis ...................................................................................................... 16
  4.4 Activities ............................................................................................................... 17
  4.5 Questionnaire online ............................................................................................. 23
  4.6 All weather requirements .................................................................................... 29
  4.7 Facilities ............................................................................................................... 30
  4.8 Financial aspects ................................................................................................... 35

5. Conclusions and recommendations ......................................................................... 37

  5.1 Conclusions .......................................................................................................... 37
  5.2 Recommendations ............................................................................................... 39

Bibliography .................................................................................................................. 40

Appendices .................................................................................................................... 41

v
Appendix I Holiday in the Netherlands .................................................................42
Appendix II Questionnaire Survey ........................................................................44
Appendix III Company Contact Information ..........................................................48
Appendix IV Interview List ......................................................................................50
Appendix V (Definitive)* description graduation assignment .................................51
1. INTRODUCTION

- After reading this introduction, you will understand the content of this research and the goal of my project. It includes three parts: background, problem definition, structure of the report.

1.1 BACKGROUND

The Netherlands (the Kingdom of the Netherlands) is a country in northwestern Europe. Its total area is 41,526 square kilometers and border on the North Sea, Germany and Belgium. The Netherlands is a very beautiful country. It is famous for its seawall, windmills and tolerant social atmosphere. The capital is Amsterdam and the central government is located in Hague which you can see in the picture (Figure 1.1) below.

The climate in the Netherlands is very pleasant. The predominant wind direction in the Netherlands is southwest, which causes a moderate maritime climate, with cool summers and mild winters. This is especially the case for places within direct proximity of the Dutch coastline, which sometimes is over 10 °C warmer (in winter) or cooler (in summer) than places in the (south) east of the country. The pleasant climate here makes flowers, especially tulip, grows very well and attracts the constant stream of visitors every year.\(^{(01)}\)

The Netherlands is divided into 12 provinces: Groningen, Friesland, Drenthe, Overijssel, Flevoland, Gelderland, Utrecht, Noord Holland, Zuid Holland, Zeeland, Noord Brabant and Limburg. In next paragraph, I will emphatically introduce the Zeeland province.

First of all, I have to mention that the research is focused on Zeeland airport which is located in Zeeland, so that I will tell more details information about this beautiful province.

Zeeland is the westernmost province of the Netherlands and we can see it in the map.

---

\(^{(01)}\) The Netherlands is divided into 12 provinces: Groningen, Friesland, Drenthe, Overijssel, Flevoland, Gelderland, Utrecht, Noord Holland, Zuid Holland, Zeeland, Noord Brabant and Limburg. In next paragraph, I will emphatically introduce the Zeeland province.

\(^{(01)}\) First of all, I have to mention that the research is focused on Zeeland airport which is located in Zeeland, so that I will tell more details information about this beautiful province.

---

\(^{(02)}\) Zeeland
The province, located in the south-west of the country, consists of a number of islands and a strip bordering Belgium. Its capital is Middelburg. With a population of about 380,000, its area is about 2930 km², of which almost 1140 km² is water. The weather here is very comfortable; especially the number of sunshine hours in Zeeland is the best within the whole country. This makes the tourism as an important economic activity for this province. Its beaches make it a popular holiday destination in the summer and there are more than 10 million foreign visitors from all over the world every year.

Zeeland Airport, better known as "Vliegveld Midden-Zeeland" is situated in the middle of the Zeeland estuary, between Middelburg and Goes. The airfield offers a variety of facilities for pilots and tourists. Zeeland-Airport aims at being the best small green airfield of the Netherlands. Figure 1.2 is an Arial view of the Airport presented.

Zeeland Airport B.V. as the operator of Zeeland Airport has, together with a number of direct parties involved developed a vision for the future, called: "Lining-up for the future". Starting point is the creation of a wide basis of support from the shareholders, users, neighbors, and authorities. You can see the distribution clearly in the map (Figure 1.3).
The foundation “Wings to victory” is seated in the center of Zeeland airport. The Wings to Victory foundation is dedicated to preserve memories to the Arial Battle in the “Zeeland” part of the Netherlands during World War II. They also run a small museum at “Zeeland Airport”.

Zeeland is located in the green heart of Zeeland and is surrounded by camping and holiday resorts. Here is a very fascinating place that many users of the airport are also enjoying the surrounding nature, and combine their visit with a tour through Zeeland. Therefore, the foundation has an intention to invest in a full-day public theme-park on the airport. The buildings will be made according the style of World War II. My assignment includes investigating whether an innovated and charming full day park is feasible to attract more and more tourists for pleasure and leisure there. On the other hand it is to be expected that the premises could also be used for short visits by as well visiting pilots, businessmen and tourists.

In order to acquire a view of the potential pleasure and leisure possibilities, a clear holiday list in the Netherlands is attached within Appendix I.
1.2 PROBLEM DEFINITION

The biggest challenge of the foundation will be how to secure and guarantee its existence for the future. It is a mutual problem because the foundation is relying on Zeeland Airport. Therefore the airport owner, “Zeeland Airport BV” meets the same problem. So the continuity of both organizations is crucial for the board of the foundation. Derived from the problem definition I raised the main question and related sub questions. In my research I will try to find the answer of these questions below. The focus will be on how to guarantee the financial security of the foundation.

Main research question

How to ensure “profitable earning capacities” to guarantee the Zeeland Airport and its subordinate organizations (Wings to Victory and others) security and continuity for the long term?

- Because the main research question is difficult to answer at once a split up into sub-questions is necessary.

Sub-questions

1. What kind of activities the Airport and their subsidiaries need to raise earning power for the long time?

- The new world is filled with wonders. We need some more novelties to attract people to visit for a long time. So that I will introduce some new activities which combination with many small events.

2. What public is interested in what activities?

- According to the favor of the visitors is very important for arranging the activities. For this part, I will get an outcome for who will like to come to visit our airport and their conditions such. Meanwhile, how many people can be hosted is also a very important problem. I will publish a questionnaire (in Appendix II) and get the result from it, and then I will have an analysis for this question.
3. How to meet the "all-weather requirements"
   - Weather is an unpredictable, irresistible and uncertain factor in the world. For this reason, the all-weather requirements are also a vital question for the foundation. A sunny day is an ideal state for the foundation, however, we should also prepare some extra activities when a rainy day occurs.

4. What technical challenges may be created that will attract public sufficiently?
   - With the rapid developing of science and technology, public is attracted by new experiences. How will the foundations handle these innovations and how can they try to establish some change.

5. Where is the break-even point located?
   - Although the demand from the tourists is yet unknown, the budget has to be estimated for the turnover and the cost so the breakeven can be calculated. This part will put into my questionnaire (in Appendix II) also.

6. What results gives a SWOT- analyses?
   - Based on the SWOT analysis, we can have a clear look in the current market and business environment, as well of the development of strategy and business development goals.

7. What financial turnover is feasible?
   - Based on the estimated number of visitors and the estimated amount of money they will spent, a calculation of the turnover can be made.

8. Is the total plan feasible also in respect to the long term?
   - A trade off calculation must give the answer for the long term.
1.3 STRUCTURE OF THE REPORT

In this part I will show you which steps I have followed during the research.

- **Description of the organization**
  In this part you can get a good understanding about my company which I work for.

- **Research**
  Among this chapter you will see every systematic act aimed at acquiring data including the pronouncements, historical facts, opinions, forecasts of my project.

- **Results**
  This part of my report presents the outcomes of my research.

- **Conclusions and recommendations**
  You will find the answer of the questions which I raised in the introduction part.

- **Bibliography**
  Here is the literature which I used for my research.

- **Appendices**
  In appendices part there are all detailed calculations, data, tables and figures.

➢ In the next chapter, you will have a good understanding of my research project and more detail information about the foundation.
2. DESCRIPTION OF THE FOUNDATION

“WINGS TO VICTORY”

- By means of reading the description, I hope you can have a better understanding of the history and nature of this foundation.

In November 11th 2006, a foundation named "Wings to Victory" is established. The idea for establishing a foundation was aimed to create the opportunity to contact these individuals. These people have long been active in various fields of the air war. Many airmen have the ambition to do something together to remember that history at the time of the Second World War. During that time a lot of air to air combat occurred. Remaining parts of the crashed airplanes disappeared to the bottom, of the sea. Later fisherman caught these parts in their fishing nets. Instead of throwing them away they hand it over to the people who brought them within the foundation. The foundation was growing fast by the enthusiasm and knowledge, it gathers much information and collected various valuable parts representing the period throughout the air war in Zeeland during 1940-1945 period.

![Figure 2.1, Vlnr. J. van Huuksloot, M. van Dijk en J. van Weele (07, January 2011)](image)

The foundation was established on 11 November 2006 by three persons, namely Mr. M. van Dijk, Mr. J.E.C. van Weele and Mr. J. van Huuksloot, you can find them in the picture(Figure 2.1). These are also the board of the foundation. Mr. M. van Dijk fulfills the role as chairman of the foundation. Mr. J.E.C. van Weele is the secretary and also treasurer as well. Mr. J. van Huuksloot serves as Board Member and advisor of the foundation.

The mission statement of the Wings to Victory foundation is as follows:

Continuing to remember the airmen who died in West Europe and especially in the South West of the Netherlands during the Second World War. And we hope the history about air war can be handed down to future generations.
The foundation carries the name "Wings to Victory". This name was chosen for the airmen ("wings") who have contributed to the final victory ("Victory") to defeat Hitler's Armed Forces and they want to commemorate those days from May of 1940 until the end of the war.

For the logo (Figure 2.2) of the foundation was chosen for a combination of a kite wing, the Zeeland weapon and a poppy. The kite wing symbolize the airmen, the arms of the province of Zeeland as a symbol of the area where the foundation is established and where the most attention to spend. The poppy, annual or biennial or perennial herbs having showy flowers, is a symbol for remembering the fallen. The airmen are the theme for the plans and activities of the foundation and only the air war in all its aspects will be highlighted.

![Logo of Wings to Victory](image)

**Figure 2.2, the logo of Wings to Victory** (08, January 2011)

The foundation is housed in an authentic Romney Shed at airport Zealand Arnemuiden. Here is the bulk of the collection stored. The Romney Shed is an intermediate step towards a larger plan for a museum.

The foundation has ready been existed a number of years and has become more mature. Wild ideas are concrete planed in a few years and have become refined and contemplated. The club 3 is a group became by about 15 volunteers and nearly 100 supporters. Provincial perspective, Wings to Victory a valuable member of the group war museums. On Airport Midden Zeeland Arnemuiden is where most of the museum collection is stored. The last Saturday of each month, the temporary Museum is opened for the public.

At the airport, several activities were organized till now. Every year there is an event where Wings to Victory to work with, or self-organized. A solid group of aircraft owners begin to develop a regular visitor of these events. The open and frank nature of these events creates a pleasant atmosphere and is more comfortable for both participants and visitors to these events to visit.

The airport is of crucial interest of the foundation. It facilitates the demonstration of the vintage aircraft and it is representing the air battle environment. The continuity of the airport is therefore an absolute requirement for the future feasibility of the foundation.

Also research the foundation contributes its part. Several amateur researchers have joined the foundation, or work closely together. Only these combinations have been
providing a wealth of information. This has resulted in a beautiful and effective database of all known WWII plane crashes are included in Zeeland.

Through the activities and the various studies, and the vast amount of information gathered, the Wings to Victory. (09, January 2011)

The foundation received several financial funds from semi- and governmental organizations.

➢ In the next chapter, it concerned with the theoretical approach of marketing research which combine with my project.
3. RESEARCH

- In this chapter, I will show you the research method which I used in my project.

THEORETICAL APPROACH

The marketing is concerned with providing appropriate product, price, distribution and promotion offerings to target markets, so my marketing research in this report will include market research, product research, price research, distribution research and promotion research.

Before starting my marketing research, I am willing to make a marketing plan to let my research process more clear. This method is the general one which I studied in my courses, marketing research, in Hogeschool Zeeland, (10, 1992)

The whole marketing research process will be divided into six phases in the next (Figure 3.1):

![Figure 3.1, an overview for marketing research process](image)

First and foremost, after communication with my supervisor, I determined to design the airport a theme park. I want to ensure “profitable earning capacities” to guarantee our financial security for the long term by attracting more tourists through all sorts of novel and interesting activities. I will combine my project with the research methods in the following steps.
Step 1: Problem Identification and Definition

This is the introductory phase of the marketing research process. Basically, it involves a clear and precise understanding of the problem at hand. It is crucial that the research team identifies, understands and defines the problem in its entire capacity, as it affects all the subsequent activities involved in the research process. Research teams make use of customer feedback, internal and external data reports, sales graphs, purchasing patterns, etc. to come up with an accurate problem definition.

The list of specific informational requirements should have been built up in problem definition and it is necessary to determine where the data can be found. According to these problems in problem definition, I refined statements of the specific questions such as what kind of activities we need and public is interested in what activities or travel lines? What technical challenges may be created? How can we guarantee our financial security in long term? And I will answer these questions in the conclusion part.

Step 2: Designing a Proper Approach

The next step is to come up with a near-flawless approach which is aimed at solving the identified problem. During this process, the research team has to analyze and examine a variety of factors such as the company’s targets, goals and objectives, financial resources, skill sets, manpower, industry environment, changing business trends, etc. This phase often involves joint discussions between the research team, industry experts and higher management.

Firstly, before starting the research of this project I have to learn about the foundation and the assignment. Mr. Wubben, my supervisor, arranged a meeting with our clients in Zeeland airport. During this meeting, Mr. Martien van Dijk introduced their foundation and explained what their business plan is, as well as what their needs are.

Step 3: Developing the Actual Research Design

This is the decisive step of the marketing research process. The research design is the very fulcrum of the entire marketing research process. The solidity of the research design alone decides the success or failure of the research program to a large extent. Naturally, this step is the most time-consuming of all the steps and it needs careful thinking and precise execution. Different activities involved in this process include feedback analysis, qualitative and quantitative analysis, preparing questionnaires as well as sampling of data and processes.
Marketing research for a theme park will have a bit difference with the general research. So that I will find the information about different kinds of activities, the airport and its surrounding conditions. After that I will give the readers a clear summary. The data from customers is very important. Therefore I defined the information needed as detailed requirements and start to develop a questionnaire.

The questionnaire is an essential section of my project, for obtaining the information about what is the customers’ demand is very important, so that I want to use this kind of modality to get the result. The larger the sample, the more reliable results will be. For this reason, I make my questionnaire with eight concise and straightforward questions to let people willing to do this investigation.

Step4: Data Collection and Survey

This process mainly involves a lot of field-related work activities such as outdoor interviews, survey campaigns and feedback sessions which are done by specially assigned data collection agents or field agents. Almost all of those doorbell-ringing pamphlet guys or the irritating tele-callers who telephone at the most untimely of hours, are data collection agents who are just doing their duty, as part of their company's marketing research process. Data collection and surveying is also implemented by means of Internet surveys, group discussions, mail surveys, etc.

My questionnaire acts as an online survey. First and most important, online surveys a simple and inexpensive way to collect customer opinions and preferences, so you can see why I choose this way. Nevertheless, it is usually generated unpredictable response rates and unreliable data, because I cannot control over the pool of respondents. Subsequently I uploaded the questionnaire on Thesistools, a professional web site which can make online survey for free (http://www.thesistools.com), after that I have to patiently wait for responses.

For the data of the airport and museums are searched from the internet.

During my research I interviewed a lot of people. They informed me very well about relevant matters for the research (see Appendix IV).

Step5: Data Structuring and Analysis

Once the data collection and surveying activities have yielded sufficient and relevant data, it is time to systematically organize the data so that it can be interpreted and analyzed by decision makers. This typically involves activities such as data mining,
clustering of data, preparing statistical graphs and curves, etc. You can find it in the figure below (Figure 3.2).

![Diagram of data structuring and analysis](image)

**Figure 3.2, Data Structuring and Analysis**

After preceding the first four stages, I collected much information from the internet and my questionnaire. Some information is useful for my research, but some is not quite important. So in this stage, my job is to do some selection and analysis to achieve the useful information. Then conclude the results from the reply of questionnaire and collect the information and make a structure.

**Step 6: Report Generation and Presentation**

All the effort that goes into designing an approach, developing a research design, collecting data and finally analyzing the data, completely goes waste, if the findings and the results are not presented properly. It is imperative that the whole marketing research project be properly documented and accounted for. The entire purpose of the research campaign is to enable the higher management to make informed decisions which will benefit the progress and the sales of the concerned product or service. Hence, it is crucial that the research findings be presented accurately, clearly and relevantly. For this purpose, the use of appropriate statistics, graphs, pie-charts, etc. is recommended.

At the last step, I have to collect all information which I gained and classify them into different respects. Show the conclusion and recommendation for solving the problems which I listed in the problem definition. Listing the references I used in bibliography and presenting the materials in appendix. Thus I will start to prepare the final power point for the presentation. Have an organize feedback meeting with my supervisor and contact with Mr. Martien van Dijk and hand over the results. (11)

> In the next chapter, the theoretical justification of the elaboration of the graduation project will be showed.
4. RESULTS

➢ In the results part, you can see the entire outcome for my project. Here will present the conditions and analysis for Zeeland Airport and Wings to Victory.

4.1 FUNDAMENTAL CONDITION

In 1999, the Dutch people spent US$10 billion on tourism, but US$8 billion of this was spent outside of the country. The Dutch tend to travel extensively, and 4 out of 5 have traveled on vacation at some point in their lives. In 1999, there were 30.5 million overnight vacation trips, of which 16.3 million were within the Netherlands. Tourism accounts for 5 percent of all employment in the Netherlands and includes 45,000 companies. Over 95 percent of these companies have fewer than 10 employees. In 2000, tourism was one of the 4 fastest-growing sectors of the Dutch economy, and by 2010 there will be an additional 5,000 hotel rooms built. Within tourism, short trips (those of 2 to 4 days) are becoming the most popular form of vacation. The United States is the most popular destination for Dutch tourists and accounts for about 25 percent of the total overseas tourism market. The most popular destinations for Dutch tourists are New York, Los Angeles, San Francisco, and Miami. Of those who visit tourist destinations in the Netherlands, 52 percent are Dutch and 48 percent are foreign. Germans are the main tourist group to visit the kingdom, followed by the British. (12)

To visit the Netherlands isn’t really a budget buy, but neither is it the most expensive European destination. If you’re happy eating chips, sleeping in hostels and walking around, it’s possible to hang in the country for around €35 per day. Those who prefer a couple of solid meals a day, a comfy bed with private facilities and travelling by public transport are looking at €80 per day as a starting point. Things start to feel comfortable on €110 per day. Add between €5 and €10 to each category for a stay in Amsterdam. Thus we can forecast for Zeeland Airport. (13)
4.2 CURRENT SITUATION

The existing building area of Zeeland Airport is about 23 hectares. The airfield is uncontrolled and has a single grass runway of 1,000 m (3,281 ft) long in the 09/27 direction, with a displaced threshold of 200 m (660 ft) for the 09 direction. You will find the site a variety of facilities, fuel supply, hangar space, repair facilities for aircraft, sale and leasing of aircraft, vintage aircraft, a restaurant, terraces, a flying club and Skydiving, (motor) gliding club, aerial photography companies, charter company, theoretical and practical flight training, sales of aircraft parts and accessories to a bicycle rental.

Because of the habitats and birds there are several areas prohibited to fly. The pilots are also requested to avoid as much as possible population centers. (14)

The number of tourists to the airport is about 13,000 to 15,000 people every year. This is including events like “Wings and Wheels” for example.
4.3 SWOT ANALYSIS

The SWOT analysis is carried out by means of interviews (see appendix IV) and internal reports [16, 17] and generated the next results.

**Strengths**

- Very strong aviation characteristics
- Convenient transportation
- Good location

**Weaknesses**

- Awareness is not high
- Activities not diversity
- Financial Resources

**Opportunities**

- Promotion in relevant products
- Cooperation with other companies
- International (Think global, act local)
- Sponsorship
- Innovation

**Threats**

- Travel choice become more and more.
  Along with the development of public transportation, people can choose domestic travel or foreign visit. And many travel agencies offer different kinds of tourist route with high quality and competitive price.
- Powerfully existing competitor
  Such as the theme park named ZEP in Middelburg (see Appendix III)
- Increase of costs for transportation
  Caused by oil price increased
Nowadays most modern people live far away from the natural environment and some of them live or work in the air-conditioned room almost the whole day. This factor may harm our health. What is more, many people are difficult to adapt the suddenly changes of the weather and they are more likely to get sick. Therefore, travel outside has become the first choice for many people during their holidays.

Physical exercise is any bodily activity that enhances or maintains physical fitness and overall health and wellness. However, most people have to work in daytime and have little time to take exercise. For this reason, health has become a severe problem in our daily life. And I have to say that health is a basic human right, is one of most valuable asset of our life; the quality of life is based on health; health is an important aspect of human self-awareness; health is the best state for life with rich connotations. So that, I hope the new theme park can offer a comfortable place which people can have fun here and take some events at the same time to make their body healthier.

People undoubtedly like summer, because it gives us more reason to go out and play such as outdoor barbecue, the seaside/lakeside stroll, or the more exciting one like parachuting, scuba diving, canoeing, camping and so on. Here I will mainly show you the outdoor activities for all ages within four seasons, besides that there also have some introductions about the indoor events. I believe that many options of the activities always have a suitable one for everyone.

Remark: The activities I will introduce in my project are appropriate for the condition of the airport and its surrounding.

Firstly, I will show you (in Figure 4.1) the innovation jam I developed next with all my ideas inside. Secondly it is followed by a more detailed description.
Innovation jams

If you have a chance to play outside, what kind of activities do you like?

- Parachut
- Trainin
- Picnic
- Festival
- Museum
- Lecture
- Souvenir
- Meeting
- Club
- Camping
- Observati
- Making
- Airport
  - Rent bicycle/electric bicycle/car/horse

- Lake
  - Harbo
    - Pastoral scenery
  - Train

- Others
  - Boating
  - Fishin
  - Photograp
  - Pitch
  - Barbec
  - Sports

Figure 4.1
Details

After showing the integral diagram of my ideas, I want to introduce the activities which can be held in the airport first.

**Parachuting**

Currently, parachuting has become the world’s most popular sport of aviation; one of the most popular extreme sports for young people; even developed into a highly skilled sport. At present, the event developed from the pure competitive type into leisure, entertainment and extreme sports.

Parachuting is the action of exiting an aircraft or jumping off a tall structure, and returning to earth with the aid of a parachute. Our airport has the congenital advantage at this part. And I find that it can be performed as a recreational activity and a competitive sport. I believe these nice events can attract a lot of visitors.

**Picnic**

A picnic can be defined simply as a pleasure excursion at which a meal is eaten outdoors, ideally taking place in a beautiful landscape such as a park, beside a lake or with an interesting view and possibly at a public event and usually in summer.

Picnics are often family-oriented but can also be an intimate occasion between two people, or a large get-together such as company picnics and church picnics. It is also sometimes combined with a cookout, usually a form of barbecue; either grilling, braising, baking, or a combination of all of the above. This activity can be held outside the restaurant of the airport and the surrounding lakeside.

**Making model**

We can hold this activity both outdoor and indoor. It is not only for the youths, but also for the adults. We will offer the materials, tools and drawings for visitors. People can build aircraft models from paper, cardboard, wood and many other materials. We afford different level of difficulty that everyone can choose what they like. After making it, we can also have a Model Plane Competitions and Exhibitions. In addition, we can reserve a room to display these models if the participant willing to donate their works.
Fly a kite

Kite-flying is a recreational fitness activity which people can engage in nature environment. In spring, kite-flying is a favorite activity for many people. This activity is also very useful with our health and people in all ages can have fun with it. By flying a kite in the outskirts, we can breathe the fresh air and take exercise for our body. In addition to this, it can also cultivate our character and enhanced the physique. This activity makes us better health and feel more pleasure. Our airport has a large place, so that it has enough space to hold this activity.

In consideration of the income for our foundation, we can offer the advertising kites. These kites hold advertisements, logos of organizations, slogans for causes.

Museum

The air war museum is an important part of the foundation Wings to Victory. Here the visitor is well informed on the air war in World War II, especially over the southwest of the Netherlands. At that time, more than 500 planes crashed and many of which are still missing. For this matter, it provided enough information and inspiration for the people who want to build this special museum.

Visiting a museum is one of the imaginative experience, we can have perception, interaction and emotion. You cannot only view the aircraft in our museum, but also try on it. (13, January 2011)

If necessary, the foundation can contact with some schools to offer the history lecture to the students.

Club

There already has a club in the airport and the visitor can wear the clothes as a pilot and it also has a real model aircraft in the club. Therefore people can get into the airplane and have a nice time.

Training

There has a training school in Zeeland airport. It can offer the try-out flying lessons. The airport offers various opportunities to make introduction flight and the follow an introduction lesson for the pilot education.
Secondly, I want to tell some interesting activities surrounding the airport.

**Boating**

Boating activities are as varied as the boats and boaters who participate, and new ways of enjoying the water are constantly being discovered. Kayaks can be found on calm inland waters, whitewater rivers, and along the coasts in the oceans. Known for maneuverability and seaworthiness, kayaks take many shapes depending on their desired use. It is suitable for the lake which is neighboring our airport.

**Fishing**

Fishing is the activity of trying to catch fish. Fish are normally caught in the wild. Techniques for catching fish include hand gathering, spearing, netting, angling and trapping.

Fishing in rivers and lakes, fresh air, sunlight, noise, health care is a good environment for self-cultivation. Rivers, lakes and the sea sufficient oxygen in the air, often a breath of fresh air, the body can cause a variety of physiological responses to the corresponding well; sunlight can make people get fit and skin, ruddy healthy face. In the human body by solar ultraviolet radiation, can enhance the skin and internal organs, blood circulation, promote the body's metabolism; urban noise constitutes a serious environmental pollution, often to the quiet waters of the open fishing, quiet environment can eliminate the fatigue ears to help maintain good hearing function.

**Pitch tent**

A campsite or camping pitch is a place used for overnight stay in the outdoors. A campsite is an area, usually divided into a number of pitches, where people can camp overnight using tents or camper vans or caravans. Nowadays more and more people like pitch a tent as a camper with their family, friends and even an individual.

Generally, there are two types of campsites:

- An impromptu area
  (as one might decide to stop while backpacking or hiking)
- A dedicated area with improvements and various facilities.

**Barbecue**

Barbecue may be the most primitive human way of cooking, heating and dry air is the fuel, and the food placed in the hot dry
air in a location close to heat source to heat the food. In general, the barbecue will be in the fire, food (mostly meat) cooked to be edible. Modern society, the use of fire due to a variety of ways, barbecue gradual diversification of ways to develop all kinds of barbecue, barbecue grill, barbecue sauce and so on. BBQ gathering itself into a more than casual entertainment or business. Barbecue alone in modern society is almost rare, whether in Asia, the Americas and Europe, barbecue is usually small families, large group activities to the school. Barbecue has numerous regional variations in many parts of the world at present.

Photograph

Photography gained the interest of many people from its inception. It is used by amateurs to preserve memories of favorite times, to capture special moments, to tell stories, to send messages, and as a source of entertainment. The view surrounding of the airport is the rural and natural scenery. There are also protected areas for birds. It is a nice place to take photos here, (15, 13-05-2011)
Very thankfully, after posting online questionnaire (Appendix II) of my research, I got more than 100 responses. Thanks again for the people who assist to complete the questionnaire and give me many help during this survey.

This online questionnaire is a new tourism development market survey for Zeeland Airport and its subordinate organizations named Wings to Victory. An investigation like this can give me much information about the people’s consumption and their fondness degree of the activities, thus better to set up my development plan for Zeeland Airport. This requires special note, questionnaire analysis is a section of the whole report, and it is an auxiliary validation for the feasibility of the project design. Sometimes sampling survey results is father from facts. Therefore, this survey is only as a reference.

These data and figures, the second statistics, were from May 23\textsuperscript{nd} 2011.

Primarily, 109 people were involved in the investigation. The data of the questionnaire were collected from 42 females and 67 males. Among them, young people as the mainstream was sixty-eight percent, and the people aged 35 – 55 were also in a big number according about twenty-six percent of the respondents. Consequently, this questionnaire analysis may be more inclined to people aged 18 to 55 years old. But I will obtain more information from other sources, in order to provide the old people and children a better service. We can see it in Data 1 & 2.

From Data 3, we can find the answer about who do people usually travel together. People preferred to choose “with my family” and “with friends” rather than the other options. Some of the respondents suggested that go on trip with colleagues is also a good idea. Very few people were willing to travel alone, accordingly, so that my designed activities may be more focused on multiplayer form. Most families have children, at the same time; some respondents also said that they particularly want to go out with their children to have fun together. Children’s interest is very extensive, so we need some novel and new fun ideas to attract children's attention. Then, so as to accompany with their kids, parents need some reactions to spend the time. As a result we will have more
opportunities to increase our revenue by offering some relevant services. Therefore, the programs for the kids are essential.

Of the 109 participators surveyed, sixty-eight percent said the travel days greater than or equal to three is a better choice; thirty-one percent preferred to have a jaunt about 1 or 2 days (from Data 4). As the question only related the travel days which people like, and there is no restriction the place at Zeeland Airport, so people prefer to travel a long time. On the other hand, the number of selection about one day trip is very small, so the provision of a hotel or camping is still very necessary.
According to Data 5, we can see that people always spend generously to travel. Nearly thirty-one percentages of people were willing to pay travel spending for more than €300 per person. And it will act as one measure of interest that most people like to have a trip once a month. Meanwhile, combination of Data 4, 5 and 6, we can see the result in Table 4.1, 4.2 and 4.3.

Table 4.1 Compare the days and frequency

<table>
<thead>
<tr>
<th></th>
<th>Once a month</th>
<th>Twice a month</th>
<th>Three times a month</th>
<th>More than three days</th>
</tr>
</thead>
<tbody>
<tr>
<td>One day</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Two days</td>
<td>17</td>
<td>8</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Three days</td>
<td>25</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>More than three days</td>
<td>21</td>
<td>7</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>

Table 4.2 Compare the days and costs

<table>
<thead>
<tr>
<th></th>
<th>0 - €100</th>
<th>€100 - €200</th>
<th>€200 - €300</th>
<th>€300 above</th>
</tr>
</thead>
<tbody>
<tr>
<td>One day</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Two days</td>
<td>4</td>
<td>11</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Three days</td>
<td>2</td>
<td>10</td>
<td>17</td>
<td>6</td>
</tr>
<tr>
<td>More than three days</td>
<td>1</td>
<td>4</td>
<td>10</td>
<td>24</td>
</tr>
</tbody>
</table>

Table 4.2 Compare the frequency and costs

<table>
<thead>
<tr>
<th></th>
<th>0 - €100</th>
<th>€100 - €200</th>
<th>€200 - €300</th>
<th>€300 above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once a month</td>
<td>5</td>
<td>13</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td>Twice a month</td>
<td>2</td>
<td>8</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Three times a month</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>More than three</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Units: Passengers
Interesting activities can be able to attract tourists. In order to understand which types of reactions people will like, I used a 5-point scale for this section. So that people can give these activities with their score where 5 indicates that “Like very much” and 1 indicates “Dislike”. In order to meet the requirements of tourists, I'll adjust the activities, which has already been present in Chapter 4.1, according to the findings. In Data 7 and 8, you will see the result distinctly.
With new modes of fast comfortable transport, more and more people are tempted to leave their own home. As is shown in Data 9, we can see clearly that people feel the train trip is more convenient. And of course, people also willing to choose the means of transport such as bus, car, drive, bicycle and go on foot. In the meantime, electric vehicles in our program is also essential, because we want to provide better services to all the visitors, including the disabled and the elderly.
With respect to the question about the specialty and souvenirs, 72 percentages of people are willing to buy them during their travel. With the low price and unique feature, post cards become the most popular souvenir.

<table>
<thead>
<tr>
<th>Data 11</th>
<th>Data 10: Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Booklet</td>
<td>Post card</td>
</tr>
<tr>
<td>32</td>
<td>56</td>
</tr>
</tbody>
</table>

Vote

[Graph showing percentages of people willing to buy specialty and souvenirs during travel, with post cards being the most popular.]
4.6 ALL WEATHER REQUIREMENTS

The weather is constantly changing state of the atmosphere. Not only a certain time and space about the state of the atmosphere, but also a continuous change in a certain time. It can be understood as the process of weather phenomena and weather collectively. Weather phenomenon is occurring in the atmosphere of various natural phenomena. On Earth, common weather phenomena include wind, cloud, rain, snow, fog and dust storms.

Weather has a great influence on human, many people believe that weather can change their mood and even lives source. The impact of weather on human is an indisputable fact. Furthermore, weather also affects that what kind of the activities we can do in our airport. Changes in the weather, the body must be adjusted accordingly and our activities should keep pace. Only in this way, we can attract more and more people to take part in our variety of events.

So in the table below, you can find the wonderful activities (in chapter 4.4) fit for different weather summarizes it by presenting a matrix at the end. The flight condition is depended on the wind strengths, direction and etc. at that time.

<table>
<thead>
<tr>
<th>Weather</th>
<th>Characteristics</th>
<th>Appropriate Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Sunshine" /></td>
<td>Sunshine</td>
<td>All the activities can be hold</td>
</tr>
<tr>
<td><img src="image" alt="Cloud" /></td>
<td>Cloud</td>
<td>All the activities can be hold</td>
</tr>
<tr>
<td><img src="image" alt="Rain" /></td>
<td>Rain</td>
<td>Indoor activities</td>
</tr>
<tr>
<td><img src="image" alt="Wind" /></td>
<td>Wind</td>
<td>Indoor activities &amp; Outdoor activities</td>
</tr>
<tr>
<td><img src="image" alt="Fog" /></td>
<td>Fog</td>
<td>Indoor activities &amp; Outdoor activities, except flying the aircraft</td>
</tr>
<tr>
<td><img src="image" alt="Snow" /></td>
<td>Snow</td>
<td>Indoor activities</td>
</tr>
</tbody>
</table>
A high quality park is not only needed for good environment, but also need complete hardware facilities. In this section, you will be able to enjoy all my thoughts about the various services facilities within the airport. Meanwhile, these ideas are according to the survey results. In Figure 4.3, an Art Impression is presented, which is made commissioned by the foundation, about the possible look of the theme park.

![Figure 4.3 an Art Impression](image.png)

**IDEA 1:**

**Mini DIY model factory**

Did you see the movie "Charlie and the Chocolate Factory"? You will never imagine all the strange, fun things inside the factory in the film. People can have a chance to visit the dreamlike factory, and experience in the wonderful feeling. Meanwhile this film gives me many inspirations. Our foundation also has a place for aircraft maintenance and restoration, though it not very big; it can also become an attractive place just like the Charlie’s chocolate factory.

My idea is that we can open a small factory there, and people can make models as DIY (Do It Yourself) in the style of World War II inside these tiny plants. To move forward a single step, we can display them as donations and exhibited the names of the authors on the opus.
IDEA 2:

**Hotel or Convenience Inn**

The world famous theme parks, like Disneyland for example, are always accompanied by lodging facilities. This sort of tourism development pattern can provide people with resting places, and get more revenue at the same time. It is recommended to replicate this method and to facilitate in lodging and hospitality.

As the size of the airport is not big, I prefer to the simple and convenient hotel or inn rather than the large luxury hotels. But it does not mean we cannot have the high-priced rooms. On the airport of Texel a hotel facility is established. The room price varies from 150 and up. The assumption is made that that price will be too high. Further research has to be done in future.

A hotel is an establishment that provides paid lodging on a short-term basis. The provision of basic accommodation consisting of a room with a bed, a cupboard, a small table, a washstand and also with modern facilities, including en-suite bathrooms and air conditioning or climate control. We can distribute the room for different levels, i.e. small number of deluxe rooms with high price and more affordable standard rooms which can meet different customers’ needs.

For the construction of the hotel, we can rebuild the old and abandoned factory. This is a good way to save money and it can also create a special style for our hotel. I believe that some customers will come here especially for the World War II-style room. As the project investment is large, we can also find some other interested company to cooperate with this plan.

IDEA 3:

**Hiring of facilities - Special transportation**

Firstly I want to introduce the bicycling tour. Bicycling is a very common and convenient transport to work and people often use it when they go camping. And it is one of the exercises which can improve people’s endurance of their heart and lung function. Also riding bicycle has become a fashionable sport, and attracting thousands of people take part every year. Therefore, our foundation purchased a batch of bicycles in order to lease to the tourists to the surrounding.
In addition, the more novel things the more attention will be paid by people. Riding by horses to the nearby is a good choice to have fun. However, due to the local traffic and other issues, this proposal will be discussed later.

To make cycling attractive for elder and disabled people the use of electrical bikes and scooters are recommended.

**IDEA 4:**

**Happy canteen**

Diet is one important part of our daily life. A good restaurant will not only offer the delicious food to the customers, but also create a good environment. Therefore, I wish to make our restaurant defined as a happy canteen where people can both enjoy themselves and have a good and healthy meal. The restaurant must facing the airport runway - with a broader view so that visitors may enjoy all the aircraft movements. Therefore outdoor tables and chairs in front of the restaurant are necessary where people can enjoy the sunshine and look out for beautiful views together. There has an open space in right front, it has enough space to have camping or picnic. And we can also build a playground for children. For the most important reason that, when children are playing, the parents need something to do in order to send their waiting time. Therefore, our restaurant just can provide such a comfortable place where the adult can drink coffee and look at their kids. The cost of a general playground is estimated about €10,000.

The airport already purchased a number of picnic baskets which the restaurant will fill in these baskets with an outstanding lunch. The more important thing is that people can mount the basket on their hired bicycle, so they can carry it to the ideal picnic spot to have their meal while enjoying the nature.

In the restaurant, coffee, sandwich and “fish and chips” can be enjoyed here. People in western countries like this kind of food, but without doubt, health is become the most important problem for human beings. To my way of thinking, a healthy diet can attract many people who want to keep their health. If it is possible, I think supply some special meals similar with World War II soldier’s food is a good idea. In such an environment, people would have an immersed sense.

Nowadays, people like to make their memorial day as novel as possible. So that we can hire the place and facilities for meetings or celebrations such as a birthday party or a wedding is a nice choice. Above that people will get a special and happy memory in the new theme park.
IDEA 5:

**Sports center**

Fitness is no longer the pursuit of fashion, more importantly, access to our health. Sport has gradually become a part of life. And Zeeland Airport is not only for the visitors, but also for the members. Therefore, opening a sports center can let people have a fixed place to take exercise. And the center can accommodate 10-20 people in generally.

IDEA 6:

**Flight simulator**

If you want to fly a plane by yourself, you need a pilot license, so this will limit the number of people to make their flying dream come true. Flight Simulator has the advantage of the impact of climate change from the outside world. So it is more safe and convenient to be opened to the visitors in different weathers. More importantly, this device is very fond of children and even adults.

The cost of professional flight simulator is about €1,000,000. Because the high price, this proposal is for reference only. But if a flight simulator is only used for pleasure and leisure it starts from €10,000. It could be easily built in an old aeroplane or we can also find some other interested company to cooperate with this plan.

IDEA 7:

**4D Movies Cinema**

4d movie, also called four-dimensional film, composed of the three-dimensional simulation and the surrounding environment. It is based on the 3D stereoscopic film plus environmental effects, simulation, and the composition of the new video products. Through the linkage content physical stimulation of the film, can make the audiences enhance the immersive effect. When viewers look at three-dimensional film, the changes along the video content in real time feel the storm, lightning, rain, impact and spray mist. Simulation environment is installed inside the cinema such as snow, rain, lightning and smoke.

Meanwhile, our foundation also received many donations like aviation video and CDs, etc. We can also play these old films for everyone in the movie cinema. As the project investment is a bit large, we can find some other company to cooperate with this cinema.
IDEA 8:

**Souvenir shop**

Most people are willing to buy some souvenirs or toys for their kids during their travel. Therefore, a full range souvenir shop is essential. We not only offer the goods for the local tourist about aviation souvenirs, but also prepared some special souvenirs with Dutch characteristic to the foreigners.

IDEA 9:

**Aircraft maintenance and restoration**

The second pillar of the theme-park is the hangar where aircraft maintenance and restoration of historic items runs. Within the Netherlands there are has several reasonable collection of historic aircraft that everybody should visit at least 1 once per year. There are also projects to restore aircraft or replicas to be built. In cooperation with such regional training or social services may also be attracted grants and gifts. This will create a social function that may benefit for all parties.

➢ In the next chapter, you can find the answer of the questions which I raised in the introduction part.
4.8 FINANCIAL ASPECTS

This financial feasibility analysis provides a conceptual demonstration of the Airport’s ability to fund the projects presented in the Master Plan. The financial feasibility of the proposed capital plan is presented for Zeeland Airport based upon the assumptions identified. Part of this aviation demand assumption is that the Airport continues to have over 13,000 annual enplaned passengers.

The principal objective in this financial plan is to assess the feasibility of the proposed investment and revenue at Zeeland Airport. This analysis covers a 10-year planning period including the intermediate and forward. The analysis considers into several elements including the following:

- **Investment**

<table>
<thead>
<tr>
<th>Leading projects/Planning period</th>
<th>Immediate planning 2011-2014</th>
<th>Forward planning 2015-2020</th>
<th>Into total(€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item class</td>
<td>Name</td>
<td>Scale</td>
<td>Input(€)</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Hotel</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Restaurant</td>
<td>50,000</td>
<td>80,000</td>
</tr>
<tr>
<td></td>
<td>Sports center</td>
<td>100,000</td>
<td>150,000</td>
</tr>
<tr>
<td></td>
<td>Flight simulator</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Cinema</td>
<td>80,000</td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Parking area</td>
<td>10,000</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Souvenir shop</td>
<td>30,000</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td>Other activities</td>
<td>50,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Utility bills</td>
<td>water rate</td>
<td>250,000</td>
<td>450,000</td>
</tr>
<tr>
<td></td>
<td>energy charge</td>
<td>250,000</td>
<td>450,000</td>
</tr>
<tr>
<td></td>
<td>correspondence fee</td>
<td>240,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Operator</td>
<td>Staff Salaries</td>
<td>600,000</td>
<td>800,000</td>
</tr>
</tbody>
</table>

35
The investments include the construction cost at the early stage and also the cost of house renovations. And the forward investment includes the cost of expanding building.

**Revenue estimate**

<table>
<thead>
<tr>
<th>Content</th>
<th>2011</th>
<th>2014</th>
<th>2020</th>
<th>Into total(€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per capita spending (€/day)</td>
<td>25</td>
<td>35</td>
<td>45</td>
<td>105</td>
</tr>
<tr>
<td>Diet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per capita spending (€/day)</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>Shop</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per capita spending (€/day)</td>
<td>5</td>
<td>8</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>Into total(€)</td>
<td>40</td>
<td>58</td>
<td>77</td>
<td></td>
</tr>
</tbody>
</table>

We expect for the number of visitor is about 13,000 to 15,000 at present. And in the next 10 year, we hope the numbers of tourist can arrival to 16,000-18,000. And with the increased cost of activities, the price is also increasing.

**Input-output and performance evaluation**

<table>
<thead>
<tr>
<th>Content \ Plan \ Content</th>
<th>Immediate planning 2011-2014</th>
<th>Forward planning 2015-2020</th>
<th>2011-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Input</td>
<td>Output</td>
<td>Input</td>
</tr>
<tr>
<td>Input and output value (€)</td>
<td>2,160,000</td>
<td>1,680,000</td>
<td>3,490,000</td>
</tr>
<tr>
<td>Input-output ratio</td>
<td>1.3:1</td>
<td></td>
<td>1:0.75</td>
</tr>
</tbody>
</table>

The scale of Zeeland Airport is not large, so that the payback period of overall capital investment is about 5 to 10 years. From the input and output of each planning period, we can see the output began to more than investment from the mid of the whole planning.
5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

In the conclusion, I will show the summary of the answers on the main and secondary questions as described in chapter 1.

First of all, the preferences of people are the basis for our selection of activities. In order to find out the activities which public interested in, I listed the most interesting activities in chapter 4.4 and also published an online questionnaire (in Appendix II). In the meantime, these activities must be consistent with the requirements by Zeeland Airport and its subsidiaries. After analyzing the result of the questionnaire, I selected some suitable activities which applicable to the airport and the foundation. For example, making models and visiting the museum. These results can be seen in chapter 4.5.

Secondly, the “all weather requirements” is the most important problem for Zeeland Airport and the foundation. We cannot control the weather, because it is unpredictable, irresistible and uncertain. But we can choose the activities, in order to avoid the conflicts with weather. For the sake of solving this issue, the activities have been divided into two parts - the outdoor and indoor activities. The suitable activities for different weather conditions are presented in the table of chapter 4.6. Meanwhile, referencing to the results of the questionnaire, those activities are listed in chapter 4.4.

Third, with the rapid developing of science and technology in today’s society, new experiences become one of the most important factors for attracting the public sufficiently. So that technical challenges are essential to the airport and the foundation. Mini DIY model factory, flight simulator and 4D Movie Theater are all good choices. For this reason, I recommended some more novel facilities in chapter 4.7.

Fourthly, SWOT analysis is an integral part of each market investigation and it includes four parts – strengths, weaknesses, opportunities and threats. For instance, one of the threats is the powerfully existing competitors, such as the theme park named ZEP in Middelburg. According to this analysis in chapter 4.3, I can effectively analyze the current market and business environment. After that the development of strategy and business development goals can be established.

Fifth, in order to meet the main question in the problem definition, I need to find the result about the break-even point location and feasibility of financial turnover. Although the exact number of tourists is yet unknown, I can calculate the budget with my forecast. This result is showed in chapter 4.8. The calculation is based on the result of questionnaire (in Appendix II). And the total plan feasible also in respect to the long term.
In the last place, my ultimate goal is to ensure "profitable earning capacities" to guarantee the Zeeland Airport and its subordinate organizations. This security and continuity must for the long term. The main problem is divided into various small problems which have already been solved and you can see the relationship between the problems in Figure 5.1. By working out these sub-questions, the major problem can be solved.
5.2 RECOMMENDATIONS

Recommendations to Zeeland Airport & Wings to Victory

1. In order to facilitate more foreign tourists who want to search the website of Zeeland Airport or Wings to Victory, it is recommended to use English & Dutch bilingual page. And put various activities in the website is more attractive.

2. Novel activities can attract more tourists, but often these kinds of activities required equipment is more expensive. So I added some related company in the Appendix III, and I hope it can give my client some help.

3. Think of the current international society, children become an important target group. That is, grasp the child's heart will seize the parent. So as to accompany with their kids, parents need some reactions to spend the time. As a result, it will be an opportunity to increase the revenue by offering some relevant services. Therefore, the programs for the kids are essential.

Recommendations to myself

1. First of all, a very sufficient understanding of the information of the company is very essential and obligatory. I need to spend more time to figure out what exactly I need to research and dig out from the current market.

2. The lack of knowledge in Dutch language also gives me an obstacle in doing the marketing research. Many useful website are made in Dutch, so that I cannot get accurate information. So my recommendation towards this issue is that learning some normal Dutch is needed.

3. During the period of making questionnaires, actually I could try to make it more simple and general, try to not use those too professional terminologies. Besides, we should have made it more interesting, which could make it possible to attract respondents’ eyes.
The data, used in this report, was searched by www.baidu.com, www.google.com, en.wikipedia.org. Unless the specially marked.


06. Google map. "Zeeland airport". [Online] [Cited: 05 23, 2011.] http://ditu.google.cn/maps?hl=zh-CN&safe=strict&client=aff-CS-360se-channel&channel=bookmark&hs=biG&channel=bookmark&biw=1265&bih=618&q=word%E9%87%8C%E5%A6%82%E6%B7%BB%E5%8A%A0%E6%96%87%E7%8C%AE&gs_sm=e&gs_upl=1703453171003110515l0l0l453l1124l0.1.1.1.1&um=1.


14. Wikipedia, the free encyclopedia. [Online] [Cited: 06 06, 2011.]


16. **05-16-2011.** Zeeland Airport "ready for departure" 11 januari 2009

17. "Vliegveld Zeeland een verrassend veelzijdige bestemming", Marketing en positioneringsstrategie Zeeland Airport BV, 11 januari 2009 including appendices

18. Report Bohan Lin

**APPENDICES**
The Netherlands has 13 main holidays. The Holidays in the Netherlands are:

<table>
<thead>
<tr>
<th>Date</th>
<th>English name</th>
<th>Dutch name</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1</td>
<td>New Year’s Day</td>
<td>Nieuwjaar</td>
<td>The day before is called &quot;Old Year’s Day&quot; and not &quot;New Year’s Eve.&quot;</td>
</tr>
<tr>
<td>March/April</td>
<td>Easter</td>
<td>Eerste Paasdag en</td>
<td>The Dutch celebrate two days of Easter (on Sunday and the subsequent Monday).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tweede Paasdag</td>
<td></td>
</tr>
<tr>
<td>April 30</td>
<td>Queen’s Day</td>
<td>Koninginnedag</td>
<td>Originally, Koninginnedag was celebrated on the birthday of the queen. Queen’s day is nowadays celebrated on the birthday of the late</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Queen-mother (Juliana), as better weather is expected. If April 30 is a Sunday, Koninginnedag is celebrated on the April 29.</td>
</tr>
<tr>
<td>May 4</td>
<td>Remembrance of</td>
<td>Dodenherdenking</td>
<td>Remembrance of all members of the armed forces and civilians of the Kingdom of the Netherlands who died in war situations or peacekeeping</td>
</tr>
<tr>
<td></td>
<td>the Dead</td>
<td></td>
<td>missions since the outbreak of the Second World War. Although this is not a national holiday, there is a national two minutes of silence at 8:00 PM local time, and an annual ceremony at Dam Square. Not a national holiday</td>
</tr>
<tr>
<td>May 5</td>
<td>Liberation Day</td>
<td>Bevrijdingsdag</td>
<td>Celebration of the 1945 capitulation of German forces in World War II. Celebrated every year, but as of 2000, an official holiday once every 5 years.</td>
</tr>
<tr>
<td>40 days after</td>
<td>Ascension Day</td>
<td>Hemelvaartsdag</td>
<td></td>
</tr>
<tr>
<td>Easter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
<td>Cultural Reference</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>7 weeks after Easter</td>
<td>Pentecost</td>
<td>Pinksteren</td>
<td>The Dutch celebrate two days of Pentecost (on Sunday and the subsequent Monday).</td>
</tr>
<tr>
<td>December 5</td>
<td>Saint Nicholas' Eve</td>
<td>Sinterklaas</td>
<td>A predecessor of Santa Claus, Sinterklaas gives presents to the children. Not a national holiday</td>
</tr>
<tr>
<td>December 25</td>
<td>Christmas</td>
<td>Kerstmis</td>
<td>The Dutch celebrate two days of Christmas: Eerste Kerstdag (the first day of Christmas) and Tweede Kerstdag (Boxing day).</td>
</tr>
</tbody>
</table>

[http://en.wikipedia.org/wiki/Public_holidays_in_the_Netherlands](http://en.wikipedia.org/wiki/Public_holidays_in_the_Netherlands)
Dear Madam/sir:

I am a student of Commercial Engineering, study in Hogeschool Zeeland, Vlissingen, the Netherlands. Now I am doing an internship about a new tourism development market survey for a foundation named Wings to Victory. You are kindly requested to spend a few minutes to assist in the investigation and your answers will make contributions to a real Tourism Development Project.

Thank you very much for your cooperation.

Wu Yuemeng

Q1: Please select your gender:

- Female □
- Male □

Q2: Please select your age group:

- Under 18 years □
- 18 to 34 years □
- 35 to 55 years □
- Above 55 years □

Q3: Please select who do you usually travel together (combination is possible):

- Individual □
- Couple □
- With family □
- With friends □
- Tourist group □
With children □

If you travel with your children, please fill the number and age in the block below: 

Other (please specify): 

Q4: Please select the travel days you expected:

- One day □
- Two days □
- Three days □
- More than three days □

Q5: Please select the costs of your tour projection:

- 0 - €100 □
- €100 - €200 □
- €200 - €300 □
- €300 above □

Q6: Please rate each of the following activities using a 5-point scale where 5 indicates that you “Like very much” and 1 indicates you “Dislike”:

<table>
<thead>
<tr>
<th>Outdoor activity</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parachuting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bask</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Running &amp; Juggling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fly a kite</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Model Plane</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitions</td>
<td>Fishing</td>
<td>Boating</td>
<td>Camping</td>
<td>Barbecue</td>
<td>Photography</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Indoor activity</td>
<td>Making models</td>
<td>Visiting Museum</td>
<td>Club</td>
<td>Watching movies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Other (please specify): ___________________________________________________________________

**Q7: Please select your tour frequency.**

- Once a month □
- Twice a month □
- Three times a month □
- More than three □

**Q8: Please select the means of transportation you like (combination is possible).**

- Bus □
- Train □
- Car □
- Drive □
- Bicycle □
- Electric Bicycle/moped □
- Walked □
Q9: Do you willing to buy some specialty or souvenirs during your travel?

Yes   □
No    □

If you like, please select what kind of specialty or souvenirs you like (combination is possible):

Booklet □
Post card □
Badge □
Model □
Audio-video product □

Other (please specify): ____________________________________________

Thank you very much for your time and patience to fill in the survey.

The data in this survey are only used for statistical analysis for the thesis.
Zep Middelburg is located central in the province of Zeeland which is famous for its special nature and culture. The beautiful beaches, green countryside, picturesque towns as well as spoiling the good food and drink. In Zeeland sunshine annually than elsewhere in the Netherlands!

Middelburg is the capital of the province and has already received city rights in the year 1217. The grandeur has never gone away. Besides all the beautiful monuments, the city an attractive tourist center sale. It is lovely to walk around and extensive shopping. The city is located a few kilometers away.

Flushing is the city of naval hero Michiel de Ruyter. The adventure and maritime atmosphere is still there. Continue on the boulevard fresh air and see the ships passing close. Flushing is a few kilometers away from Zep.

Questions about the offer and the agenda Zep Middelburg, please contact Mrs. M. Francke and Mrs C. Kranenburg through zep@meet-me.nl.

Questions about the site and management can be addressed to Mrs M. Hersmithrough his@roczeeland.nl.
For matters concerning the property of Zep Middlesbrough you can feel address Zep Leisure Park Middelburg VOF PO Box 100, 3645 ZL Vinkeveen.

More information can be found in its web site: www.zepmiddelburg.nl
In order to demonstrate the “theme park” feeling, here is an example of the football experience: www.voetbalexperience.nl

Playground

Burek

BCI Burke Company, LLC
P.O. Box 549
660 Van Dyne Road
Fond du Lac, WI 54936-0549

Corporate Headquarters 920-921-9220
Burke Representatives 1-800-266-1250
Customer Service 1-800-356-2070
Media Inquiries & requests pr@bciburke.com
<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rob Gomersbach</td>
<td>Managing Director Zeeland Airport</td>
</tr>
<tr>
<td>2</td>
<td>Ted van Dam</td>
<td>Member of board of Shareholders</td>
</tr>
<tr>
<td>3</td>
<td>Jos Schrier</td>
<td>Owner of glider operation company “Zeeland Zweefland”</td>
</tr>
<tr>
<td>4</td>
<td>Machiel van der Baan</td>
<td>Shareholder and owner of aircraft maintenance company “Vliegwerk Holland”</td>
</tr>
<tr>
<td>5</td>
<td>Wilem den Baars</td>
<td>Shareholder and owner of vintage glider aircraft</td>
</tr>
<tr>
<td>6</td>
<td>Chris Neidt</td>
<td>Aircraft Owner and main airport user</td>
</tr>
<tr>
<td>7</td>
<td>Piet Visser</td>
<td>Manager building Company WBU</td>
</tr>
<tr>
<td>8</td>
<td>Evert van Dilst</td>
<td>Restaurant Manager</td>
</tr>
<tr>
<td>9</td>
<td>Martien van Dijk</td>
<td>Chairman Foundation Wings to Victory</td>
</tr>
<tr>
<td>10</td>
<td>Peter Strayer</td>
<td>Secretary Gliding Club Midden Zeeland VMZ</td>
</tr>
</tbody>
</table>
**APPENDIX V (DEFINITIVE)* DESCRIPTION GRADUATION ASSIGNMENT**

(Hand in form with Work placement bureau)

<table>
<thead>
<tr>
<th><strong>Student data</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: Wu Yuemeng</td>
<td>Student number: 00049873</td>
</tr>
<tr>
<td>Address: Hercules Segherslaan 190,4383 VP Vlissingen</td>
<td>Tel.: +31 (6) 84959959</td>
</tr>
</tbody>
</table>

Bachelor programme: Commercial Engineering

Supervisory teacher: Flip Wubben

<table>
<thead>
<tr>
<th><strong>Graduation place</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Applied Research Center (ARC)</td>
</tr>
<tr>
<td>Address</td>
<td>Edisonweg 51-A, 4382 Vlissingen</td>
</tr>
<tr>
<td>Contact person HRM</td>
<td>Jennifer Groesser</td>
</tr>
<tr>
<td>In-company mentor</td>
<td>Marlien van Dijk</td>
</tr>
</tbody>
</table>

**Title and description graduation assignment**

Zeeland Airport Heading 2020

The Wings to Victory foundation is dedicated to preserve memories to the Arial Battle in the “Zeeland” part of the Netherlands during World War II. The foundation have the intention to invest in a full-day public theme-park on the Zeelamd Airport. The focus will be on how to guarantee the financial security.

<table>
<thead>
<tr>
<th><strong>Starting date graduating period</strong></th>
<th>March 21st 2011 to June 23rd 2011</th>
</tr>
</thead>
</table>

Place _____________________________ Date ______________________________

Sign for approval:

Graduating student ________________
Supervisory teacher ________________
In-company mentor ________________

*Add the definitive version to the appendices of your final report.*