WINGS TO VICTORY

The report mainly focuses on the innovation and development project of the Foundation of Wings to Victory. It includes two main parts which is foundation construction and entertainment facilities. For the purpose, it is going to be a part of final report of the graduation internship.
Wings To Victory

-Business and Development

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Foreword

I am pleased to finish my final report at present. This project is a part of my graduation internship in which I have executed two projects. For the assignment doing for Wings To Victory, it takes me two months to complete. Although this is only a short period for doing the project, But I still working very hard in this two months and gain a lot of professional knowledge and the ability to transfer theoretical knowledge into practical use.

The project is commissioned by Wings To Victory, a foundation located in Arnemuiden, Netherlands. The assignment involves two major topics regards the reconstruction, which is design and research. You will find the develop process in the Result part of the report below.

For the researching process, I am glad to give my gratitude to Mr. Flip Wubben, who is my HZ tutor, for his help with professional information and kind suggestions. Otherwise, thanks to Mr. Martien van Dijk, the chairman of Wings To Victory and Zeeland Airport for their corporation and assistance. The working place is in Applied Research Center which is a student company under TWZ. During the five months internship, I received nice working environment and helpful assistance from the colleagues in TWZ. I appreciate the work they have done and I would like to give my sincere wishes to everybody in TWZ.

The project is executed in close cooperation with my fellow-student Yuemeng Wu \[1\]. Although we did much together, I focused the business part of the theme park, while she treated the pleasure and leisure aspects.

Bohan Lin
08-06-2011
总结

此报告是针对 Wings To Victory 基金会进行的一次全面的市场调查与开发。主要目的在于以 Wings To Victory 的历史为背景，针对泽兰省的旅游优势，以及泽兰机场所处的地理位置，对其发展旅游产业，吸引投资，扩大经营范围等课题的方向与前景进行信息收集与分析，并给出参考与建议。

报告对以下几个方面进行了重点分析：

- 旅游市场
- 市场细分
- 基金会的发展
- 竞争对手分析

Wings To Victory 基金会是以二战时期欧洲西部，特别是荷兰西南部空战为历史背景，为纪念空战死难者以及退役老兵而成立的组织。建设之初主要以个人投资为主，但由于资金有限，基金会的发展与维护受到了很大影响。目前，基金会主席 Martien van Dijk 先生希望能够借助本地的自然环境与地理优势，发展旅游项目，扩大知名度，以争取更多资金，为基金会的生存与发展提供有力支持。

调查结果的开始部分是对荷兰旅游产业以及泽兰省旅游业发展现状的阐述与分析，并且政府相关机构对旅游业的政策，以及旅游市场的发展对经济建设的贡献等。

在市场细分部分，首先根据当今荷兰旅游市场的发展趋势，对其中几个发展方向进行评价，然后再结合 Wings To Victory 的自身特点，对其发展前景做出了分析，并列举出几种经营方式供基金会选择，分别为：度假村，营地，酒店和野外拓展训练。

之后，又根据对 Wings To Victory 所做的分析，结合环境特点，为基金会的发展量身定做一系列的旅游项目方案，其中包括纪念碑的设计，博物馆的建设，娱乐项目则分为空中，水上，陆地三个板块。对于这些旅游项目，都对其背景知识和在此地建设的优势进行阐述，还对一些项目给出了市场上的成功案例。

最后，针对 5 平方公里内的其他旅游，食宿企业，对其进行了简短的介绍与分析。意在根据自身特点，扬长避短，建造出一个有别于其他对手的，体现独特风格的旅游项目。
Summery

This report is doing for Foundation Wings To Victory to conduct a comprehensive marketing research and development. The main purpose is to use Wings To Victory’s historical background, tourism advantages of Zeeland Province and the geographical location of Zeeland airport, to develop tourism market, attract investment, extent the scope of business. For what I am doing is to collect information and locate the future directions with analysis and recommendations. The report is divided into four key aspects:
- Tourism market
- Market Segmentation
- Foundation Development
- Competitors’ analysis

The Foundation of Wings To Victory is based on the air war history of World War II in Western Europe, especially in the southwest Netherlands. For the purpose of commemorate the victims as well as veterans, Mr. Martien van Dijk, the President of the Foundation, build the organization. At the beginning of the operation, it was mainly based on personal investment. But because of the limitation of financial resources, the foundation has been greatly affected in development and maintenance. Currently, Mr. Martien van Dijk hopes to make good use of the local environment advantages to develop tourism project. So as to expand awareness, attract more funds to provide strong support for the survival and perspective of Wings To Victory.

At the beginning of the result, the tourism industry of Netherlands and the tourism status of Zeeland province were described. Afterwards, the report shows about tourism policy of relevant governmental organizations and the contributions of tourism market to the economy.

In the market segmentation part, the report discusses about four trend of the development direction in Dutch tourism market. The four business mode choices for Foundation are: holiday village, campsite, hotel and Outward Bound training.

After that, according to the results and the environmental characteristics, a series of tailor-made tourism projects and programs is prepared for the foundation, includes the design of the monument, museum construction, and the entertainment. For the entertainment item, it is divided into three sections which is air, water and land leisure. In the tourism program, it demonstrates the background knowledge and advantages for the operation of Wings To Victory, along with a number of success cases in the market.
Finally, a brief introduction to the other travel and accommodation businesses in 5 square kilometers area will be provided.

Samenvatting

Dit rapport is opgesteld voor de Stichting Wings to Victory en omvat de resultaten van een uitgebreid marktonderzoek. Het hoofddoel is om de toeristische markt te ontwikkelen, investeerders aan te trekken en het marktsegment te verbreden. Hierbij wordt geprofiteerd van de historische achtergrond van de stichting, de toeristische aantrekkelijkheid van de provincie Zeeland en de gunstige geografische ligging van Zeeland Airport.

Ik heb hiertoe informatie verzameld, de toekomstige ontwikkelingen vastgesteld op basis van analyses en aanbevelingen gedaan.

Het rapport is opgedeeld in vier hoofdonderwerpen:

1. Toeristische Markt
2. Marktsegmentatie
3. Door-ontwikkeling van de Stichting
4. Concurrentie analyse

De stichting Wings to Victory ontleend zijn bestaansrecht aan de luchtoorlog geschiedenis van de tweede wereldoorlog in West-Europa en in het bijzonder gericht op Zuidwest Nederland. Om een eerbetoon te brengen aan zowel de slachtoffers en de veteranen heeft Martien van Dijk samen met anderen de stichting in het leven geroepen. In het begin werd er vooral een beroep gedaan op persoonlijke investeringen in tijd en geld Door gebrek aan financiële middelen werd de groei en de instandhouding negatief beïnvloed. Op dit moment probeert Martien van Dijk dit te doorbreken door het ontwikkelen van toeristische projecten en het aantrekken van subsidies. Door de bekendheid van de stichting te vergroten probeert hij meer fondsen aan te trekken die bijdragen aan het bestendigen van het toekomstperspectief van Wings to Victory.

In het begin van het rapport wordt de toeristische industrie van Nederland beschreven en wordt ingezoomd op de provincie Zeeland. Vervolgens geeft het rapport het onderhavige toeristische beleid weer zoals dat door de overheid is opgesteld en wordt de invloed van het toerisme op de economie weergegeven.

In het onderdeel dat de marktsegmentatie beschrijft wordt ingegaan op de vier aspecten die de ontwikkelingen op de Nederlandse markt beïnvloeden. Deze vier zakelijke aspecten zijn:
1. Bungolowpark,
2. Campings
3. Hotel
4. Buitensporten.

Daarna wordt op basis van de resultaten van het onderzoek een aantal op maat gemaakte toeristische projecten en programma’s ontworpen en voorbereid ten behoeve van de stichting. Dit omvat een monument ontwerp, een museum en een amusementsprogramma. Dit laatste is verbijzonderd naar land-, water- en lucht gerelateerde onderwerpen. In het toeristische programma wordt vooral geprofiteerd van de unieke kenmerken van de stichting Wings to Victory. De haalbaarheid wordt aangetoond middels een aantal praktijkcases die als voorbeeld dienen. Tot slot wordt een overzicht gegeven van alle toeristische mogelijkheden in een gebied van 5 vierkante km rond het vliegveld.
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Appendix 1 - Netherlands overnight stays by accommodation type-2010
Appendix 2 - Description graduation assignment
1 Introduction

In this chapter, I introduce my assignment in three parts: background, problem definition and the structure. In the background, I will give some necessary information about our research; in the problem definition, I will inform about the main goal of the text and mention a list of problems we solved during our research process. In the end, the reader can see the steps I took to finish the report.

1.1 Background

The project is part of the promotion investigation of the Foundation Wings To Victory Foundation (WTV). The goal of the Wings To Victory is as follows:

Continue to remember the many airmen who died in West Europe especially in the South West of the Netherlands during the Second World War. And also teaching the passing of information related with air war to future generations.

In the year 2011, WTV are negotiating with the airport on a piece of land on the airport. The whole "heart "of the airport should be refurbished. The problem is that there is not much more land available. This would be an obstacle ordered, if the land will be used for other things. WTV have already done a number of presentations to include the SB Airport and Zeeland a number of shareholders, to try those interested in the plans. Research has also shown that the airport should have a greater focus on the tourist. There is potential for the airport, but also for WTV. If we can demonstrate that we have many people to the airport can attract, then will make available more easily to the ground. WTV believes that it will be also many new clients bring to the restaurant and financial advantage Zeeland Airport BV. The events organized by WTV have demonstrated that this attracts many people and visiting aircraft. WTV, the extra dimension provides the airport is so badly needed.
1.2 Problem Definition

The foundation plans to continue an established business theme park equipped with a museum and numerous "Airwar" related parts realize that all aspects of the air war be found, but also aviation in general. The museum will therefore be broad and will focus on tourists, and visiting pilot. It is based on several main pillars, which should make to ensure sufficient income:

- Museum
- Museum Shop
- Catering supply
- Workshop for restoration of historical aircraft
- Team-building for groups, companies, associations, etc.
- Rental Buildings
- Overnight hospitality

The foundation wants to continue as professionally as possible present. Many contacts were established with governments and with organizations, agencies, museums, businesses and individuals. A business plan and operating budget are completed and in 2011 there will be an independent feasibility study will be implemented.

For the project, to have a better commemorate and maintain the history and historical heritage, it is necessary to make a good use of the museum. The main target for the assignment is to rebuild and innovate the area and positioning in memorialize and entertainment center. The main question for the assignment is:

- How to guarantee continuity for the Airport and WTV?

In order to design a scheme for WTV, we will write about the goal and relevant sub-questions need to be solved:

1. What kind of activities we need?
2. What business and corporation does WTV can do with other companies?
3. What is the economic situation and tourism status in Zeeland and also in Netherlands?
4. How to meet the “all weather requirements”?
5. What financial turnover is feasible?
6. Is the plan feasible?
1.3 Structure

By now you will have an idea about where this report is about. In the 2nd chapter, information about WTV will be given also with description of this assignment. The research methodology I used will be described in chapter 3. Chapter 4 is the key to the report which contains the results of the research as well as a list of competitors’ information. In the final chapter a conclusion will be given, together with some recommendations to the clients and the assignment.
2 Organization and Activities

In this chapter, the general background of the foundation and some information about the activities which WTV holds will be described.

2.1 Foundation Wings To Victory

The foundation was established on November 11, 2006 by three persons, namely Mr. M. van Dijk, Mr. J.E.C. van Weele and Mr. J. van Huuksloot. These also forms the board of the foundation.

The idea arose from contacts between various air war specialists. These specialists have long been active in various fields of the air war. In the discussions it became clear that the ambition was to work something do the many airmen at the time of World War II flew have to continue to remember. Many of them were killed. It was decided to knowledge, the wealth of information over the air war and the various collections to do something. For this purpose, a foundation must go be. A foundation can be stronger and more professional than acting as an individual.

The foundation carries the name "Wings to Victory". This name was chosen for all airmen ("wings") to commemorate those from the days in May of 1940 until the end of the war, have contributed to the final victory ("Victory") to Hitler Germany.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Stichting Wings to Victory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Martien van Dijk</td>
</tr>
<tr>
<td>Secretary / Treasurer</td>
<td>Joop Van Weele</td>
</tr>
<tr>
<td>Board Member</td>
<td>Jan van Huuksloot</td>
</tr>
<tr>
<td>Tel</td>
<td>0624595112 (Martien)</td>
</tr>
<tr>
<td></td>
<td>0611462017 (Joop)</td>
</tr>
<tr>
<td></td>
<td>0629037769 (Jan)</td>
</tr>
<tr>
<td>E-mail</td>
<td><a href="mailto:info@wingstovictory.nl">info@wingstovictory.nl</a></td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.wingstovictory.nl">www.wingstovictory.nl</a></td>
</tr>
<tr>
<td>Post address</td>
<td>Westweg 30, 4413 EG, Krabbendijke</td>
</tr>
</tbody>
</table>
2.2 Activities

The contents below represent the activities which WTV holds before and at present.

- Restorations-plane parts
  Various aircraft parts (See Figure 1) are carefully cleaned, and in which there is a nice compilation of made. Many things have been delivered so. More than enough parts that still work.

- Lectures
  From the beginning, the lectures (See Figure 2) were particularly well attended. The reactions were very positive, which gave us an extra boost to continue. Also several movies nights are organized.

- Veterans Visit
  Since 2006 we have several Air Force veterans may receive something Zealand had to do. These meetings are special and we will continue to do so as long as this still can. (See Figure 3)

- Fly-pasts
  Since 2007, the Zeeland WTV holds a Veterans Day event while arrange the planes above. A tribute will fly over the veterans present. The foundation owns a vintage airplane Auster MK IV *(See Figure 4). The plane is used for passenger flights.

  [*The Taylorcraft Auster Mark IV was a British military liaison and observation aircraft produced by the Taylorcraft Aeroplanes (England) Limited company during the Second World War.*][2]
3 Research

This chapter is concerned with the theoretical justification of the elaboration of the graduation project. The theoretical justification and secondary data, includes literature, reports, brochures etc.

Research methods

According to Basic Marketing Research [3] (See Figure 5), I divided the whole marketing research process into six phases: Problem Definition, Approach to Problem, Research Design, Field Work, Data Analysis and Report Preparation & Presentation.

At the beginning of the research, I made a project plan for what should I going to do for the final project, along with a clear definition to the assignment. The stage comes to the research methods. I turn about to know that the background knowledge is really important for the research and analysis. As this matter of fact, I put a lot of efforts in doing the research about the tourism industry in Netherlands and Zeeland Province. I got the secondary data from the internet and made an overall analysis for the information so as to have a deep understanding of the business and incentive market of Netherlands nowadays. With the assistant of secondary data, I analyzed and summarized the most suitable plan for my project; also give a prediction to the operating revenue. As a starting point of the assignment, I retrieved lots of information about the facilities for building the Holiday Camping site. Also I did field work and data analysis in three types of tourism trend which are Holiday Village, Campsite and Team Building Training. The conclusion is given in the end of the report which forced on the future of WTV. In the end, the preparation of report and presentation were continued as the result given.
4 Result

The result part is the most important section for a report and all the research outcomes, includes figures, data, analysis etc. will present. The accurate information mainly comes from internet with personal integration.

4.1 Tourism Industry in Netherlands

This part will present a general introduction and conclusion to the tourism market in Holland and also in Zeeland province.

4.1.1 Dutch tourism status

The Netherlands is a popular tourist country. The most well-known representatives are windmills, clogs, tulips, cheese, canals, and the famous painter Vincent Van Gogh etc.

According to the Dutch government has announced this 3 years tourism planning, the government will cut investment in the tourism industry, but to focus attention to the consumption up of the visitors instead of only to the number of tourists from the growth. Dutch State Secretary of Ministry of Economic Affairs announced 3-year tourism plan. According to the plan, from 2009 to 2011, the Dutch government invested 52 million euro for tourism, compared with 2004 to 2006 of 61 million euro investment. Tourism policy, it said the Netherlands in recent years to attract attention to the policy effective number of visitors, so that the number of visitors from 9.2 million in 2003 rose to 11,000,000 in 2007. However, the future must be to increase the number of tourists and increase their consumption through, which means the spending power must be strong and strive to attract high-end tourists.

Tourism and recreation is one of the most important sectors for the Dutch Economy. In 2010 the entire sector realized the revenue of about 35 billion euro on spending from domestic and foreign visitors. Besides, tourism is contributing to 400,000 jobs, which is 4% of the total Dutch work force [4].

According to the NBTC, the Netherlands Board of Tourism & Conventions, in 2010 the number of foreign tourists visiting the Netherlands for recreational/leisure or business purpose, increased by 1 million compared to 2009, to a total 11 million

Figure 6. The Netherlands Board of Tourism & Conventions
foreign tourists, an increase of 11%. Domestic tourism dropped however. In total more than 17.7 million holidays were spent by Dutch tourists in the Netherlands, a decrease of about 250,000 holidays compared to 2009 (-1%).

According to the managing director of the NBTC, Mr. Jos Vranken, it is essential to continue working to preserve and enhance the competitiveness of the Netherlands. To stimulate visits and spending in the Netherlands, the NBTC has developed together with the tourist branch a number of marketing campaigns. A survey showed that each 1 million euro invested in promotion, is leading to 40 million euro of direct tourist and leisure spending in the Netherlands.

Same as in previous years, the NBTC launched an international event to attract more visitors to the Netherlands. The international event for 2012 is called: ‘Holland Naturally 2012’. With Floriade 2012 (Floral Expo) as the showpiece, NBTC wants to enhance the image of the Netherlands to include a ‘green experience’ of the country. They will portray the Netherlands in 2012 at home and abroad as a green, natural, sustainable and innovative destination.

Besides, the NBTC has launched on 17th March last a new, multiple year international coastal campaign. The purpose is to increase the popularity of the Dutch coasts/beaches, in cooperation with the Coastal provinces and to stimulate multiple visits to these areas. This campaign should contribute to a stronger competitiveness and to attract more visitors and higher spending for all coastal areas in the Netherlands. The Dutch coastal area is an important part of Dutch promotion abroad. Every year about 4.8 million people spend their holidays there because of the coast/beach. In 2010, about 1.7 million foreign guests and about 3.1 million Dutch people spent their holidays at the Dutch coast/beach. The contribution to the revenue has a number of 1 billion euro in total.

4.1.2 Zeeland tourism status

There are 368,400 of populations (See Figure 7). It’s about 150,000 of residents have a job of more than 15 hours a week. Every day 1.1 million people are on the move in this province. Together they travel 13.3 million kilometers every day. And 83 per cent of them do that by car, 7 per cent by public transport, and 10 per cent of them is wearing out their trousers on a bike. Zeeland has some 30 public libraries, including mobile libraries for outlying areas.

Sample the magical maritime atmosphere of Zeeland, a spectacular region of the Netherlands

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borssele</td>
<td>22,643</td>
</tr>
<tr>
<td>Goes</td>
<td>38,643</td>
</tr>
<tr>
<td>Huist</td>
<td>27,055</td>
</tr>
<tr>
<td>Kapelle</td>
<td>12,423</td>
</tr>
<tr>
<td>Middelburg</td>
<td>48,019</td>
</tr>
<tr>
<td>Noord-Beveland</td>
<td>7,408</td>
</tr>
<tr>
<td>Reimerswaard</td>
<td>21,450</td>
</tr>
<tr>
<td>Schouwen-Duiveland</td>
<td>34,131</td>
</tr>
<tr>
<td>Sluis</td>
<td>24,093</td>
</tr>
<tr>
<td>Terneuzen</td>
<td>54,892</td>
</tr>
<tr>
<td>Tholen</td>
<td>25,410</td>
</tr>
<tr>
<td>Veere</td>
<td>21,932</td>
</tr>
<tr>
<td>Wilsingen</td>
<td>44,308</td>
</tr>
</tbody>
</table>

Figure 7. Demography of Zeeland
formed by the delta of three rivers. Zeeland is blessed with clusters of islands and semi islands, making it an ideal destination for boat trips, fishing excursions, or simply strolling along the shoreline marveling at the ever-changing view. With charming seaside villages and busy inland towns, the region is a place offering something for everyone and its flat landscape makes for a perfect bicycling experience.

By far the largest town in Zeeland is Middelburg. This affable town is a perfect base for exploring the surrounding areas and contains within its winding streets a number of picture-perfect areas capturing the essence and spirit of the Netherlands. Gain an impression of the history of the region by immersing yourself in the medieval history of the town and visiting some of its architecture, including the Abdijkerken, an abbey church dating from the 12th century that was severely damaged by bombing in the Second World War. Also worth visiting is the Wandel Kerk, whose interior contains an outlandish, outrageous tomb of admirals Jan and Cornelis Evertsen, killed in naval battle in 1666. Be sure to catch the weekly market, which takes place in the town center every Thursday and features the local women vendors dressing in traditional Dutch costume and filling the air with their colorful cries and banter. Sample some of the local produce on offer and take a horse-drawn carriage journey through this busy and friendly town before setting off for the coastline just west of Middelburg. This area of Zeeland offers some of the finest beaches in the whole of the Netherlands. Take a walk along the gently undulating dunes or cycle along the beach at low tide, breathing the fresh sea air before settling down for a well-earned picnic in a secluded area in the nearby woods. [5]

4.2 Market Segmentation

The accommodation plays an important role in the tourism industry. The accommodation and relating services is a direct and simple mean to keep the clients stay and attract people to spend the weekend here. As we can image, the more time for your guest stay, the more opportunities which adding value you will make. According to the research data from © Statistics Netherlands [6], we divide the accommodation into four main types, which are Hotels, Camping sites, Holiday Villages, Group Accommodation. The chart is shown in Appendix 1.

The data demonstrate that Hotels always been taken as the first choice for people going for a trip in Netherlands. As statistical information, hotels hold 70 to 80 percent in the tourism accommodation in off-season and it takes about 50% in peak season. It took 1,930,000 guests in August 2010 at a highest point during the peak season and a number of 1,347,800 guests in December at the bottom. The next accommodation type is Camp sites. It has a significant season depends character. For the peak season, it took 875,900 guests in August and the number sharply decreasing to 14,900 in December 2010. The camping sites have a common feature that it
seriously influenced by the weather in these ten years in Netherlands. For other type of accommodations, holiday villages have a comparatively steady variance in amount of visitors as the change of weather. The camp sites have a guest from 378,900 to 666,500 per month in 2010 and it gets a pleasant market share during the off-season.

So as to have an extensive study of Dutch tourism market, I compare the last ten years of Guest and overnight stays of four accommodation types is Netherlands.

- **Hotel**
  The data has shown that the Hotel occupies the biggest market in tourism accommodations and the change of guest number is not significant even we with a consideration of global economic crisis in 2009. For the advantage of Hotel operation, it has less influence by the weather and years. Even in the economic slowdown period in Europe, hotels still not show a crash in the income number. It has been the first choice for the people who has a trip or has a visit to other cities. The other benefits for WTV will be shown in Entertainment part. However, it needs a vast of preliminary stage investment for hotel operator.

- **Camp Site**
  Camp sites have the most unstable income in all types of accommodations. For the off-season in Netherlands, camp sites share less than 1% of the market and the number was in an inconspicuous wave in this ten years. But in the peak-season, from April in each year, the amount of visitor grows up quickly as the weather get warm in Netherlands. In august, the number of visitors rises to the top and takes over 25% in the market. The first influencing factor for Camp sites’ turnover is the weather.

- **Holiday village**
  Holiday village is a new destination for tourism in the past ten years. As we can see in the diagram, the number of visitors maintains a steady trend in the medium level of all tourism accommodation choice. The operators specialize in self-drive, self-catering and family holidays in holiday villages (or “holiday parks”). Nowadays, we can find many Holiday villages in the tourism market, for example, The Center Parcs is jointly owned by Center Parcs UK and Center Parcs Europe NV. Center Parcs now has 19 holiday villages throughout Europe. They are located in The Netherlands, Belgium, Germany, France and the UK. All their villages were always very similar is style to Center Parcs, lots of outdoor activities, bright modern chalet style houses & apartments, and big indoor tropical waterparks.

4.2.1 Hotel

Four types of hotel[^7] properties generally appeal to leisure travelers: economy, mid-priced, upscale and luxury hotels & resorts. These categories are based on physical attributes, amenities, pricing and chain ranking. Hospitality consultants HVS
Wings To Victory

gathered data from developers, lenders, designers, engineers, assessors and other real estate experts regarding hotel development and construction costs. They reviewed the estimated development costs provided by the Uniform Franchise Offering Circulars from numerous hotel franchising companies.

The average allocation of budgeted costs for all type of hotels is:

- 13% for land
- 11% for development and soft costs
- 61% for site improvement and building construction
- 12% for FF&E
- 3% for pre-opening and working capital
- 100% for total project cost

I compared the cost allocations for different types of hotels --- from economy to mid-priced to upscale and luxury. Upon close analysis, certain patterns emerge. Most interesting is the consistent allocation of the hotel development budget across the five cost components: (1) Land, (2) Development or soft costs, (3) Site Improvement & Building Construction costs, (4) Furniture, Fixtures & Equipment or FF&E costs, and (5) Pre-Opening & Operating Capital --- for each of the hotel types.

The following table shows the lowest, highest and average cost per room for hotel development.

<table>
<thead>
<tr>
<th>Type</th>
<th>Land Costs</th>
<th>Development Costs</th>
<th>Construction Costs</th>
<th>FF&amp;E Costs</th>
<th>Pre-Opening &amp; Working Capital</th>
<th>Total Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy Hotels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lowest</td>
<td>$4,500</td>
<td>$300</td>
<td>$13,500</td>
<td>$2,900</td>
<td>$800</td>
<td>$30,100</td>
</tr>
<tr>
<td>Highest</td>
<td>$6,700</td>
<td>$3,300</td>
<td>$44,400</td>
<td>$12,700</td>
<td>$5,300</td>
<td>$64,600</td>
</tr>
<tr>
<td>Average</td>
<td>$7,200</td>
<td>$1,200</td>
<td>$31,700</td>
<td>$6,400</td>
<td>$2,400</td>
<td>$48,900</td>
</tr>
<tr>
<td>Percent</td>
<td>15%</td>
<td>2%</td>
<td>65%</td>
<td>13%</td>
<td>5%</td>
<td>100%</td>
</tr>
<tr>
<td>Mid-Priced Hotels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lowest</td>
<td>$5,600</td>
<td>$1,400</td>
<td>$27,900</td>
<td>$4,600</td>
<td>$1,000</td>
<td>$48,200</td>
</tr>
<tr>
<td>Highest</td>
<td>$35,000</td>
<td>$41,700</td>
<td>$154,100</td>
<td>$20,700</td>
<td>$12,300</td>
<td>$203,900</td>
</tr>
<tr>
<td>Average</td>
<td>$13,000</td>
<td>$9,000</td>
<td>$65,400</td>
<td>$10,800</td>
<td>$3,600</td>
<td>$101,800</td>
</tr>
<tr>
<td>Percent</td>
<td>13%</td>
<td>9%</td>
<td>64%</td>
<td>11%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>Upscale Hotels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lowest</td>
<td>$8,100</td>
<td>$3,600</td>
<td>$52,500</td>
<td>$11,600</td>
<td>$2,300</td>
<td>$66,400</td>
</tr>
</tbody>
</table>
The low to high development costs per room for each component (land, development, construction, FF&E, operating capital and pre-opening) vary widely among the different types of hotels. However, the average cost percentage for each component is highly similar for all hotels. For example, land costs for all types of hotels runs 11% to 15% of the total project cost.

The biggest variance from low to high costs falls in the luxury and resort category due to the extra time it takes for site acquisition, regulatory approvals, mitigation and higher quality construction. Development costs for four and five-star properties reflect the higher barriers to entry and higher quality improvements.

The wide variation from low to high costs per room for all hotels is also due to differences in site characteristics, density, building & zoning codes, local labor and other construction costs. For example, limited-service hotels may be more expensive to build in urban areas than full-service hotels in suburban areas.

No uniform system of hotel development cost allocation exists. Hotel development costs are accounted for different ways depending upon tax implications, underwriting requirements and investment structures. For example, FF&E and construction finish work can overlap and differ from one project to another. Overall, there is a give & take among the cost components --- a project with a high land cost may have a lower construction cost.

Hotel developers should use the above per room category costs only as a general guide while they sharpen their pencils on their own projects.

The data above is based on a construction survey from JLC Hospitality Consulting Inc. The project has a classification analysis of hotel construction and classifies by hotel types and project cost. The data collected in 2001 and the conclusion applied to the 2003 market. As this matter of fact, the accuracy of the data cannot be applied.
4.2.2 Holiday Villages

There are some holiday villages brands perform a self-catering goal to attract tourists around Europe.

**Center Parcs Europe NV**[^9]
Website: [http://www.centerparcs.com/](http://www.centerparcs.com/)

**DFDS Seaways**[^10]
DFDS offer a range of holiday village packages in Sweden (2), Norway (2), Denmark (4), Germany (3), and Holland (6), all based on their ferry crossings.
Website: [http://www.dfdsseaways.co.uk/](http://www.dfdsseaways.co.uk/)

**Erna Low**[^11]
Erna Low is best known as a ski operator but they have a summer programme featuring Pierre & Vacance holiday villages in seaside and mountain locations in France, Italy and Austria.
Website: [http://www.ernalow.co.uk/](http://www.ernalow.co.uk/)

**Forces Holidays**[^12]
Website: [http://www.pv-holidays.com/nl-nl](http://www.pv-holidays.com/nl-nl)

**Hoseasons**[^13]
Self-catering holidays is a selection of holiday villages/parks in the UK, Ireland, Holland, Germany, Italy, France, Denmark and the Czech Republic.
Website: [http://www.hoseasons.co.uk/](http://www.hoseasons.co.uk/)

**Yelloh**[^14]
Holidays at a chain of 32 holiday/camping villages in France. Accommodation on the sites is in holiday cottages/chalets, mobile homes and tents.
Website: [http://www.yellohvillage.nl/](http://www.yellohvillage.nl/)

**Landal Greenparks**[^15]
[http://www.landal.nl](http://www.landal.nl)
4.2.3 Campsite Analysis

The campsite is a favorite destination in family holiday travel in European countries. The development of campsites, in both quantity and quality, has a significant improvement in these 10 years. The number of campsites in Netherlands also has an increasing trend nowadays. In 2007, there are over 3.6 million visitors which have spent their holiday in campsites (See Figure 14). The number of camping guests has been all but stable since 2000. The number only had a decreased in 2009 because of the global economic crisis. As the economic revive in Europe, the tourism industry rewarms since year 2010. In 2010, the number of guests at campsites was 3.5 billion and a number of overnight stays at 19.45 billion.

The majority of camping guests are Dutch. Their share has been stable for years ranging between 74 and 78 percent. In 2010, there are 17.7 million Dutch people has a home vacations that spent their holiday in Netherlands. More than half of foreign camping guests (57 percent) came from Germany in 2007, followed by Belgium, France and the United Kingdom with 10, 8 and 7 percent respectively. The average Dutch guest spends 6.5 nights on a campsite. This figure has not changed since 2000. Guests from other countries usually stay for a period of 4.6 nights.

The most popular campsites are situated in the provinces of North Holland and Zeeland (See Figure 15). Last year, 17 percent of all camping guests stayed in each of these two provinces. The beautiful scenery and superior location in Zeeland has attract thousands of tourists came here to enjoy the beach and sunlight.

➢ Revenue Forecast

Every year about 17 million tourist overnight stays are booked in Zeeland. A little explanation here: 1 person who stays here for 14 days counts for 14 tourist overnights.
The total tourism sector is good for an annual turnover of approximately €908 million. There are 214 hotels/pensions, 23 group accommodations, 65 holiday villages with summerhouses, 182 campgrounds, 350 mini-campsites and 2 landscape campgrounds in Zeeland[^1].

A basic size of the campsite, which has an average area of 8 hectares, with 100 touring pitches, 200 permanent pitches. The indicative price is 30 Euro[^1] / 40 Euro[^2].

A little explanation here: *Indicative price 1 is an indication for the cost of staying the night in the high season for a combination of 2 adults, a caravan and a car, including electricity and tourist tax; Indicative price 2 is an indication for the cost of staying the night in the high season for a combination of 2 adults, 2 children aged 6 and 9, a caravan and a car, including electricity and tourist tax. The entire price is an indication and does not include extra facilities.*

As the data from © *Statistics Netherlands*[^6] of year 2010, the campsites took a percentage of 22.67% of total overnight stay in accommodation types in Netherlands which was 19,435,600 days. According to the number of campsites in Zeeland which take a 17% of all amount in Netherlands, there are approximately 1,700 campsites in average sizes (8 hectares). So we can get the average number of annual overnight stays in each campsite is 114,443.29 days. As I mentioned above that the Guests usually stay for a period of 6 nights in average, the number of times of visitors for a campsite has 1,907 a year. We can estimate the average expenditure for a family in campsite is 150 Euro. As this matter of fact, the total annual revenue for a common campsite will be 286,082 Euro which includes admission tickets, leisure facilities, and repast.

### 4.2.4 Team Building Program -- Outward Bound

Outward bound is a set of training courses which shaping the team dynamic and promoting the continuous growth of value-added organization. OB specifically designed outdoor experiential simulation training with the needs of modern enterprises team-building, which is an effective training model adopted by large commercial organizations in today’s Europe, Americas and Asia. The training contains rich and vivid with meaningful enlightening experience as an educational tool, and trainees participate in the training will be enrich their lifetime experience, so that each series of activities in the meaning of the profound truth and ideas, which can firmly rooted in the team and each member of the subconscious, and cooperation in the future work of the volatile desired effects. By expanding the training, participants in the following areas will be significantly improved: recognize their own potential abilities, and enhance self-confidence, improve self-image, overcome the psychological inertia, perseverance to defeat difficulties, inspire imagination and creativity, improve problem-solving abilities, understanding of the role groups to increase participation in the collective consciousness and sense of responsibility,
improved relationships, more harmonious with the groups, learn to appreciate, concern and care for nature.

Training has the following four areas:

- **Team Warming-up**
  At the beginning of the training, the team warming-up activities will help deepen mutual understanding between participants, the elimination of tension, build teams, to Relaxing into the training activities.

- **Individual projects**
  As the principle of hard mental challenge and simple physical adventure, each activity has a great psychological endurance test to the trainees.

- **Team Projects**
  Team project to improve the trainee's sense of cooperation and teamwork as the goal of collective training, through a complex and difficult activities, promoting mutual trust between trainees, understanding, understanding and cooperation.

- **Reviewed and summarized**
  Review will help participants to digest, organize, and enhance the training experience, in order to achieve the specific purpose of activity. The conclusion will help the trainees move the physical training to practical application in order to achieve the overall training objectives.

  - The Outward Bound contains both indoor activities and outdoor adventures. The outdoor items mostly need physical training, which will present as follow:

**Air Grabbing Bar** is a self-challenge-based project which is high-altitude difficult project (See Figure 16). The entire process takes independently and the opportunity to leap in front of us through the efforts to catch. Each participant must be under the protection of the security, independence of the high-altitude climbing, and about 25 cm in diameter, standing on the disc, and then from the disc beyond struggling to grasp the horizontal bar horizontal in the air.

  ![Figure 10.Air Grabbing Bar](image)

**Break Bridge**, 30 cm wide by the two boards, composed of the top interval of 1.2-1.8 m, this wooden 9 meters high from the ground, the participants in the security, by a piece of wood more wood from the cross to the other and return (See Figure 17). Broken Bridge is a high-altitude challenge-oriented individual projects, are
high-altitude psychological impact projects, to complete the whole process must be independent

**Rock climbing** is derived from the mountaineering competition of sports, mainly for climbing rocky cliffs or artificial rock wall (See Figure 18). Climbing without tools, and hands, feet, body balanced only by the upward movement, hand and arm pivot according to the different methods using a variety of force, such as grasping, grip, hanging, pull, hold, push, pressure and so on. Safety belt and protection ropes are needed when climbing to avoid danger.

- There are also some indoor activities which need to be achieving by team work.

**Helium Stick**[^17] is deceptively simple but powerful exercise for learning how to work together and communicate in small to medium sized groups (See Figure 19). Line up in two rows which face each other. Introduce the Helium Stick- a long, thin, lightweight rod. Ask participants to point their index fingers and hold their arms out.

Lay the Helium Stick down on their fingers. Get the group to adjust their finger heights until the Helium Stick is horizontal and everyone’s index fingers are touching the stick. Explain that the challenge is to lower the Helium Stick to the ground. The catch: Each person’s fingers must be in contact with the Helium Stick at all times. Pinching or grabbing the pole in not allowed - it must rest on top of fingers. Reiterate to the group that if anyone’s finger is caught not touching the Helium Stick, the task will be restarted.

**Toxic Waste**[^17] is a popular, engaging small group initiative activity which always provides a rich teamwork challenge for about 30-45 minutes. Toxic Waste (See Figure 20) involves thinking, imagination, action, fantasy, risk and an attractive solution. It can be done with adolescents or adults. The challenge is to move the...
Wings To Victory

toxic waste contents to the "neutralization" container using minimal equipment and maintaining a safe distance within a time limit. Moderately difficult - avoid using with groups who are still in the early stages of group development. The works best towards the end of a program and/or after the group has come together and dealt with basic teamwork issues. Can be done indoors or outdoors; outdoors is more dramatic because water can be used as the "toxic waste" instead of balls.

✓ Market Analysis

As it gets popular in many areas in the world, Outward Bound is in well development and the attraction is getting rise. The chart shown below demonstrates that the Outward Bound participants have an increasing trend (See Figure 21).

![Outward Bound Participants Worldwide 2001-2010](image)

Figure 15. Outward Bound Participants Worldwide 2001-2010

As the figures shown by Outward Bound International Inc. (OBI)\(^{[18]}\), the organization is working in 34 countries to serve close to 250 thousand participants each year and gain revenue of US $100 million. The Americas occupied the majority market of Outward Bound in the world and Asian countries are in a booming trend in development (See Figure 22&23).

![Countries with Outward Bound Schools](image)

Figure 16. Countries with Outward Bound Schools
The Outward Bound is a new trend of tourism and group training model in Netherlands. There are some benefits for WTV to hold an Outward Bound base near the Zeeland Airport.

- **Characteristic Industries**
The development of Outward Bound is still in an exploitation stage in Netherlands, and also there are not any organizations specifically doing business in OB related area in Zeeland. The new team building mode of OB has already accepted in Americas and Asian countries. We can conclude from the chart shown above that the OB training is getting popular in around the world.

- **Cost and Maintenance**
The cost for build an Outward Bound training center is low, because of the facilities for training is simple. For the construction, there need at least 2000 m² of outdoor area and 1000 m² for inside. The outdoor OB program always with steel facilities for training use and the indoor items is some game components. The maintenance for OB center is also low in operating. The most cost for maintenance is staff salaries and advertisement cost. The monthly check for training facilities is sufficient in practice. The safety instruments are important for outdoor training and also need a regular maintain.

- **Market**
Outward Bound is a new market in Zeeland tourism and team building training. The unique items make it do both B2B and B2C. The most benefit is we can do business with all kinds of companies and organizations which is a large market that we can attract group customers, and also we have the characteristic to bring individual consumers to enjoy the experience.

There are some organizations specifically in Team Building and Outward Bound...
Wings To Victory

which provides training, activities and solutions to the company team building problems.

Wilderdom Store \[19\]
http://wilderdom.com/games/InitiativeGames.html

TBL Organizational Development \[20\]
http://www.tblod.com

Accolade Corporate Events \[21\]
http://www.accolade-corporate-events.com/

Professional Teambuilding \[22\]
http://www.professionalteambuilding.com/index.html

Outward Bound International \[23\]
http://www.outwardbound.net/

4.3 SWOT Analysis

A SWOT analyses has been executed and it was focused on the four major points mentioned in the market segmentation. The results are given below.

- **Strengths**
  - Exclusive access to natural resources. (i.e. the location of WTV is beside Zeeland Airport which is 3 Km away from the beautiful lake Veerse Meer)
  - Pleasant weather which is ideal for the tourists to come for the annual summer holiday to escape the scorching heat of the plains.
  - Scenic beauty of the Arnemuiden, which draws tourists away from the busy towns and cities.
  - Terrain is ideally suited for various outdoor activities. (i.e. the Airport is surrounded by open grass field which is pleasant for outdoor activities)
  - The tradition of WTV in air-war history in Netherlands.
  - Remarkable cultural and building heritage. (i.e. the style of military camp of the WTV makes it impressive to visitors)
  - New, innovative product and service. (i.e. the Outward Bound is still in a developing status in Netherlands and it will make WTV as a pioneer in the
Wings To Victory

- Differentiated products and service (i.e. in relation to the close competitors)
- Not far from important cultural cities (Middleburg, Vlissingen).
- Hospitable people. (i.e. WTV has a reputation among the veterans and their families)

**Weaknesses**

- Inadequacy of transport facilities. (no special car for visitor use)
- Funds constraining the development of regions.
- Inadequacy of information channels.
- Inadequacy of marketing. (incomplete advertising and feedback channels)
- Overcrowding of popular tourist centers. (Middleburg, Vlissingen)
- Some places are inaccessible, especially in winter.
- Lack of adequate infrastructural support.
- Weak brand or reputation.

**Opportunities**

- The concept of holiday is gaining popularity in Netherlands among a mass of people.
- Dutch tourism market is gradually warming up after the economic crisis
- Opportunities of development of innovative initiatives with financial backing of local authorities.
- Development of environment friendly transports (bus, bicycle...) due to the short distance from other cities and railway stations. (Middleburg, Arнемuiden)
- Cultural, social, tourist and economic development due to the sports and the festivals traditions. (Campsite, Outward Bound)
- Adventure sports and training. (Team building training)
- Moving into new attractive market segments.
- Eco- tourism is gaining popularity.
- “Green and nature” tourist development possible with the success of camping - Economic and social development due to attractiveness improvement by promotion and dissemination of knowledge about the protected natural areas, the landscapes, the villages and the architectural heritage.
- Well development of tourism in Zeeland.

**Threats**

- Zeeland is being opened up and could divert a large portion of tourists to it.
- Various other places in Zeeland are providing stiff competition. (Middleburg, Vlissingen, etc.)
- Two mature campsites are located within 5 miles area. (Camping De Witte Raaf, Watersportbedrijf “De Arne“)
4.4 Monument and Memorial

For the establishment of foundation Wings to Victory, it is basically in memorialize the soldier who died in the air-war in Zeeland in World War II. In this matter of fact, a Monument or/and a Memorial Park following the theme to remember the history and also it will be set as the landmark of Zeeland Airport to attract more visitors come to Arnemuiden.

The idea to build a Memorial Theme Park is obtain from some of the famous memorial halls and memorial forests in the world [24]. There are some scenic regions which based on memorialize the war or battle in history that gain a lots of visitors. In order to find out what suitable solution should be for WTV I executed a scouting research to memorial theme parks all over the world.

- Vietnam Veterans Memorial, Washington

The Vietnam Veterans Memorial (See Figure 19) is a national memorial in Washington, D.C. It honors U.S. service members of the U.S. armed forces who fought in the Vietnam War, service members who died in service in Vietnam/South East Asia, and those service members who were unaccounted for (Missing In Action) during the War.

**Memorial Wall**

The Memorial Wall, designed by Maya Lin, is made up of two gabbro walls 246 feet 9 inches (75 m) long. The walls are sunk into the ground, with the earth behind them. At the highest tip (the apex where they meet), they are 10.1 feet (3 m) high, and they taper to a height of eight inches (20 cm) at their extremities.

Inscribed on the walls with the Optima typeface are the names of servicemen who were either confirmed to be KIA (Killed in Action) or remained classified as MIA (Missing in Action) when the walls were constructed in 1982.
Wings To Victory

Sculpture design and symbolism
This well-known sculpture by U.S. artist and sculptor Frederick Hart portrays three young U.S. fighting men (See Figure 21), completely dressed and outfitted in uniforms and equipment used by U.S. infantrymen in the Vietnam War. While the military attire is meant to be symbolic and general in nature, the personal combat equipment displayed is actually quite specific in representing the figures as serving in either the U.S. Army, or U.S. Marine Corps.

Korean War Veterans Memorial, Washington

The Korean War Veterans Memorial (See Figure 22) is also located in Washington, D.C which inside the West Potomac Park, southeast of the Lincoln Memorial and just south of the Reflecting Pool on the National Mall. It commemorates those who served in the Korean War. There is a cluster of trees near the base of the triangle. The soldiers are coming out of the trees towards home, which is represented by the American Flag.

Memorial
The memorial (See Figure 22) is in the form of a triangle intersecting a circle. Walls: 164 feet (50 m) long, 8 inches (200 mm) thick; more than 100 tons of highly polished "Academy Black" granite from California: more than 2,500 photographic, archival images representing the land, sea and air troops who supported those who fought in the war are sandblasted onto the wall.

War Memorial Park, Coventry

The War Memorial Park (See Figure 23) is a large park of about 48.5 hectares situated in southern Coventry in England. The park was opened in July 1921 as a tribute to the 2,587 Coventrians who died between 1914 and 1918 fighting in the First World War.

The park’s features include football pitches, bowling greens, a small golf course, tennis courts, a paddling pool, an aviary for small birds, and a skate board area, but it mainly comprises large
open green areas with many trees and shrubberies. A perimeter path lies just inside the park's boundaries, and now encircles the entire park following completion of groundwork on the south-western segment in the summer of 2006. Visitors may park their cars in the park's main car park, which is also used by visitors to Coventry City Centre who use the park and ride scheme. The park is the venue for a number of annual events including the Godiva Festival and the Donkey Derby.

- **War Memorial Park, Singapore**

War Memorial Park is parkland in Singapore (See Figure 24), located along Beach Road in the Downtown Core of Singapore's Central Region. The Civilian War Memorial is located at the center of the park as a memorial to civilians who died in Singapore during World War II.

The monument was named the Civilian War Memorial but was affectionately known as the "Chopsticks" memorial with reference to its design. With four pillars each with a height of about 61 meters, the monument resembles two pairs of chopsticks. The design of the four pillars bears a significant meaning - they symbolize the four main races of people living in Singapore. Words were inscribed on the base of the memorial. In four languages, English, Mandarin, Malay and Tamil, the words read: "Memorial to the Civilian Victims of the Japanese Occupation 1942-1945".

- **Villers–Bretonneux Australian National Memorial, France**

The Villers–Bretonneux Australian National Memorial (See Figure 25) is a World War I memorial, located near the commune of Villers-Bretonneux, in the Somme department of France. The memorial lists 10,773 names of soldiers of the Australian Imperial Force with no known grave that were killed between 1916, when Australian forces arrived in France and Belgium, and the end of the war.
4.5 Museum

There are about 40 museums in Zeeland not specified related to any war. There is for example a naval museum (Vlissingen), a “watersnood” museum dedicated to the big flood in 1953 and so on. For these small museums are mostly working with volunteers and not paid employees. Special dedicated War museums are only 4 of them. These are fairly small museums with the bulk of the collection focused the land war. The Wings to Victory (See Figure 26) has a clear specialty, and that the air war. For most people this subject is unknown and one lacks knowledge on this subject. Wings to Victory have the knowledge to inform then clearly. In addition, the foundation gathered and owns lots of information, contacts and material from the air war about the Zeeland province.

I believe that this all is too small in scope and thus difficult to operate on a sound financial level. The foundation will be clearly visible and also because of the broad scope the museum could attract a wide audience and can work with a balanced budget without relying on agencies.

The transformation of the museum into a more mature one will divided into several steps. The first is the external transformation. The museum now has the old barracks-style structure, but because of disrepair, the museum is more like a factory plant now. As this matter of fact, we have to do an external renovation of the museum. In general ideas, the shape and style remains unchanged, to the barracks during World War II-type structure as the appearance. There are some advantages of the barrack style of the museum, that is barrack have a more practical function and larger internal space which is useful for exhibition; the cost is low without much decoration, and it only need to enrich the content by the exhibits; it has own unique style, as WTV core construction, which consider to be a project’s selling points.

The transformation of the internal structure is also part of the project.

- Aircraft Exhibition
  The aircraft previously used in World War II need a renovation to be the extent of the
exhibition. Placing it in a museum exhibition for visitors and hire professional flight crew to give presentations about the aircraft flight history and some professional knowledge, and also the highlight role which Zeeland played in the World War II, in addition to commemorate casualties soldiers. If the aircraft flight can be achieved after renovation standards, it can be used at air show, or let visitors to participate in flight. WTV is the only one to combat the air war in Zeeland during World War II museum, which will be the selling point for WTV and also be a promoted tourist destination in the province and surrounding areas.

- Presentation
For the history background of World War II, WTV aim at the war, offers lectures by professionals. Time can be once a month, or carried out in organizing large-scale activities. Knowledge of aircraft and flight can be, to explain techniques.

- War supplies display
The museum now has some memory of war supplies, to these items on display inside the museum, with illustrations and historical information.

- Victims Memorial
In a special area in the museum, a personal data demonstration will be set to memorialize the veterans and victims in the region to fight in World War II in Zeeland.

- Exhibition wreckage
Most wrecks and or parts are found into the water. They are brought in by fisherman who caught them into their fishermen’s nets. The salvaged wreckage needs the handle carefully. The foundation tries to restore it into its original appearance on the museum display in order to explain the historical background of them.
4.6 Entertainment

4.6.1 Multiple Entertainment Center

In order to get a better protection and development of the Foundation, WTV need more funds to support the daily expenses, facilities maintenance, personnel costs. The best way is to play its own advantages of WTV. According to local conditions, the independent development of leisure and entertainment projects is the top goal to attract investment.

- Restaurant

A restaurant is requisite for campsites and also being a profitable item. As we all knows that given the amount of water in the province of Zeeland, the fisheries also occupy an important place. The reputation of Zeeland’s mussels and oysters stretches far abroad. So the restaurant in Zeeland Airport could maintain the advantage of the location and specialize in Zeeland sea food (See Figure 27&28).

As I have researched that, for the revenue for restaurants in Zeeland, a normal restaurant in Goes* with a business area of 300 m² and 70 tables for dining have a revenue of 40,000-50,000 Euro per month. A Menu for a meal with drinks is approximately 25 Euro. In the highest time in weekends, a restaurant serves 100 table customers in a day.

[* Goes is a municipality and a city in the southwestern Netherlands in Zuid-Beveland, in the province Zeeland. The city of Goes has approximately 27,000 residents.][25]

Hotels and restaurants in the Netherlands booked 6.2% more turnover in the first quarter of 2011 than in the same quarter last year. The increase was caused mainly by a larger volume of trade. The volume was 3.7 % up on twelve months previously. Prices were 2.4% higher, according to figures from © Statistics Netherlands [26].

All branches in the hotel and restaurant sector had higher turnovers than in the same
period last year. Cafeterias realised the largest growth in turnover: 7.8% up on last year. Here, too the increase was mostly the result of the increase in volume. The volume in this branch was 5% higher than in the first quarter of 2010.

For restaurants, turnover growth was 5.8%. Prices were 2.2% higher, the volume was 3.5% larger. It was the first time volume grew for restaurants for more than three years. The volume in cafés, pubs etc. rose more modestly than in other branches, by 1.8%.

Turnover in hotels was 6.7% higher in the first quarter of 2011 than twelve months previously. This growth was smaller than in the previous quarter, when turnover rose by nearly 10%.

- **Multifunctional Leisure Center**
  Former separated sectors work together[^27], for example tourism, sports and culture with different sectors like restaurants, shops and labor in multifunctional leisure centers. For example; fitness centers offer a more complete program of fitness, aerobics wellness and relaxation (i.e. massages, breath control courses, yoga and meditation). Also with some other indoor activities which popular in Netherlands, like Casino, Electronic game house, Billiards, Bowling, Table-tennis, Swimming Pool, Mini Cinema, Bar/Café, Supermarket, SPA.

- **Conference Center**
  A conference center[^28] (See Figure 29) is a large building that is designed to hold a convention, where individuals and groups gather to promote and share common interests. Convention centers typically offer sufficient floor area to accommodate several thousand attendees. Very large venues, suitable for major trade shows, are sometimes known as ‘exhibition canters’. Convention centers typically have at least one auditorium and may also contain concert halls, lecture halls, meeting rooms, and conference rooms.

  As would be expected[^29], conference business comprises the largest demand segment for conference centers. In 2007, conferences accounted for 70.2 percent of all occupancy room nights, followed by leisure travelers (13.7 percent), individual business travelers (12.5 percent), and other transient guests (3.6 percent).

In Rilland Bath there was e conference center located in a former monestary. Recently they closed it because the changed it permanent accommodation for
Wings To Victory

foreign labors. Maybe this closure offers new opportunities.

Business organizations were the largest source of demand for conference centers in 2007 (34.8 percent), followed by academic institutions (31.4 percent). Training and education (51.9 percent) was the dominant purpose for holding a conference, following by management planning (25.6 percent).

Figure 30. Conference Center Revenue

Source: IACC, PKF Consulting’s 2008 Trends in the Conference Center Industry report.
4.6.2 Outdoor Exercises

Air Entertainment

• **Flight-Tours**
A private flying experience is waiting for the visitors. The foundation owns a vintage airplane as Auster MK IV and it can be used for passenger flights. As an exclusives travel item, a flight tour in Zeeland will fly pass Arnemuiden, Middleburg and Vlissingen, to the end of West south coast of Netherlands. The flying process takes 20 to 30 minutes. The flight did not need special excises for the passengers in advance so that everybody can enjoy an unforgettable journey in Zeeland. Fortunately, I had a fly experience as a co-pilot with Mr. Wubben (See Figure 31). The impressiveness tour in the sky made me believe that it will attract visitors to enjoy the amazing air journey.

![Flight-Tour in Zeeland Airport](image)

Figure 31. Flight-Tour in Zeeland Airport

• **Glider**
Gliding is a recreational activity and competitive *air sport*[^31] in which pilots flies unpowered aircraft known as gliders or sailplanes using naturally occurring currents of rising air in the atmosphere to remain airborne. Glider becomes more and more popular amount enthusiast in the world. At Zeeland airport there are two organizations that operate gliders. There are two different ways to get a glider airborne:

[^31]: Reference to the source of the gliding activity and competitive air sport.
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✓ Aero towing
Aero towing is a system in which a powered aircraft, called a "Tug," tows you and the hang glider aloft (See Figure 32). You then essentially fly in formation with the tug until it's time to release. A tug aircraft aero towing a glider in an aerotow a powered plane is attached to the glider with a tow rope. Single-engine light aircraft or motor gliders are used. The tow-plane takes the glider to the height and location requested by the pilot where the glider pilot releases the tow-rope. During the aerotow, the glider pilot keeps the glider behind the tow-plane in either the "low tow" position, just below the wake from the tow-plane, or the "high tow" position just above the wake.

✓ Winch launching
A DG1000 being winch-launched Gliders are often launched using a stationary ground-based winch mounted on a heavy vehicle (See Figure 33). This method is widely used at many European clubs, often in addition to an aerotow service. The engine is usually a large diesel, though hydraulic fluid engines and electrical motors are also used. The winch pulls in a 1,000 to 1,600-metre (3,000 to 5,500 ft.) cable, made of high-tensile steel wire or a synthetic fiber, attached to the glider. The cable is released at a height of about 400 to 700 meters (1,300 to 2,200 ft.) after a short, steep ride. A typical Winch launches are cheaper than aerotows and have the advantage that many members of a club can be taught to operate the equipment. A winch may also be used at sites where an aerotow could not operate, because of the shape of the field or because of noise restrictions. The height gained from a winch is usually less than from an aerotow so pilots need to find a source of lift soon after releasing from the cable, otherwise the flight will be short.

The glider is also one of the favorite air vehicles for aircraft enthusiast. In Zeeland
airport, there is some glider amateur, if the specialists can take part in the project to build a glider club, there will be more glider fans come to Zeeland Airport and attract more tourists.

- **Seaplane tours**

Seaplane tours in Zeeland should one of the best ways to see the entire province and lake (See Figure 34). These types of tours are particularly suitable for people who suffer from seasickness and hence cannot afford to spend long hours on boats and vessels. The seaplane takes the travelers for a trip across the lake. One can the islands surrounded by the azure waters of the blue sea. You can see the yachts and boats sailing on the lake. The air tour offers a panoramic view of the area from above, which is simply amazing and fantastic.

The seaplane tours are a unique feature of the lake Veerse Meer and the best method to take a complete tour of Zeeland. But unfortunately it is not allowed to use a seaplane in the Zeeland waters.

- **Hot Air Balloon**

A hot air balloon (See Figure 35) consists of a bag called the envelope that is capable of containing heated air. Suspended beneath is a gondola or wicker basket (in some long-distance or high-altitude balloons, a capsule), which carries passengers and (usually) a source of heat, in most cases an open flame. Recently, balloon envelopes have been made in all kinds of shapes, such as hot dogs, rocket ships and the shapes of commercial products [37].

The fire balloon became a unique feature in tourism in some countries. Not only because it’s enjoyable experience in the air, but also can be set as a functional advertisement to the brand. The area of Zeeland Airport is suitable for fire balloon to extend as an attractive item of WTV. The body of fire balloon could be used as a movable advertisement method to broadcast the new holiday village in Zeeland Airport. Due to the water it is dangerous to fly with a hot air balloon in Zeeland. It is not to expect that it will be used for commercial applications in future.
Water Entertainment

Because Zeeland Airport is located near the Lake “Veerse meer” water entertainment could be a serious contribution to the theme park. The next activities have been investigated to look whether they are feasible for the business entertainment in the so called incentive activities:

- **Canoeing**

  Canoeing (See Figure 36) is an outdoor activity that involves a special kind of canoe. When exactly a canoe can be called a kayak is difficult to determine though, and often arbitrary. Internationally, the term canoeing is used as a generic term for both forms though the terms "paddle sports" or "canoe/kayak" are also used [38].

  The lake besides the Zeeland airport has set a natural view for water tourism development in this area. The lake has nice scenery for travelling and leisure. For the geographical character, the lake occupies a huge area of water and it suitable for Canoeing or Kayak. The peaceful environment surround by the lake turn out to be a fascinating destination for travellers to spend a weekend here to enjoy the beautiful view.

- **Water Trike**

  Water Trikes (See Figure 37) are easy to ride. Kids and adults know how to pedal a tricycle. No special lessons or complicated instructions are necessary. They quickly earn their own weight in profit. Rental locations around the world are appreciating their profit-making potential [39]. The Water Trikes are a popular water sport in coastal beach and lakesides around the world. The attractive experiences of water trikes are vendible for travellers of any ages. Because of the low physical exercise for the player and simple method to operate, water trikes can be used as a relaxation in water area.

  The low investment of Water Trikes is another advantage for WTV takes it into usage. The water trikes need a low cost in preparation the facilities and professional technician to maintain the equipment. There is a worldwide rental supplier in
America which can provide the facilities for water trike tourism, as shown below.

**Aqua-Cycle® Water Trikes**
Aqua-Cycle[^40] is specializing in water trikes facilities rental in America, Europe and Asia. Known the world over, Aqua-Cycles® are fun, safe, rugged and very unique. Website: [http://www.aqua-cycle.com/](http://www.aqua-cycle.com/)

- **Jet Ski**

Cruising through the water on a jet ski is great fun for both teenagers and adults. The sport is easy to learn, although some safety precautions must be followed to protect yourself and those around you (See Figure 38).

Jet skis are gas-powered machines that travel through the water like a boat. Typically one passenger operates the machine. A Jet Ski can accommodate up to three or four passengers on some models. Popular among water sport enthusiasts, the Jet Ski is designed to provide entertainment in an aquatic setting.[^41]

Jet Ski is an exciting water sport which attracts lots of young people to follow the trend. As it represent speed and passion, Jet Ski makes more and more people to join the club in the world. The following two links is about the Jet Ski of its club and news. There is a lot of information about the international status, standard and facilities purchase etc.

International Jet Ski Clubs[^42]
Jet Ski News[^43]
[http://www.jetskinews.com](http://www.jetskinews.com)

- **Fishing**

Holland is a coastal country which has a low-lying terrain. The great water area of Netherland makes it owns a multitudinous fishes (See Figure 39). The natural environment brings a unique fishing condition for native people enjoy this easeful activity. As it shown in a research, Netherlands have one of the largest fishing population proportions in the world. The most people go fishing is elderly people and some of them do not care about the result but just treat it as a kind of life style.
The suitable environment to fishing will appropriate for WTV found a fishing club along the canal or at the bank of the lake. A fishing club can also organize some fishing competition once a month to attract more visitors comes to Zeeland Airport.

Land Entertainment

- **BBQ**
  Barbecue is an extensive accepted type of food which is very popular in around the world (See Figure 40). BBQ is especially interested by people going for a camping, because it is convenient to prepare for the food and cooking facilities. For instants, it also appropriate for family holiday camping that a group of people make their dishes together and enjoy the delicious meals. Barbecue is a general applied rent facility that holiday campsites do. The low cost but with a high functional usage for campsite make the BBQ as an Indispensable facility.

- **Grass Maze**
  One delightfully ephemeral, low maintenance way of creating a garden over an area currently covered by grass is by mowing patterns into it. Simply sketch out a pattern on paper, perhaps inspired by a maze design textile design, shapes in nature or even music, then stake out the pattern on the ground when the grass is ready to mow (See Figure 41).

  Mow the pattern into the grass and remove the stakes. Allow the remaining long grass to grow even longer, which will encourage a range of different plants and wildflowers to appear. Continue to mow the design as long as you wish to keep it or mow all the grass to one height (August is a good time to do this) and, when the grass needs mowing again in the spring; mow a different pattern.

A grass maze is an innovation project in the grass field at the side of Zeeland Airport. Although we cannot make a profit from the grass maze, but a creative building or project will attract visitors impressed.
Holding Wedding Ceremony
The beautiful surroundings also appropriate for holding a Wedding Ceremony. There needs a garden which suitable for the ceremony arrangement. The area is approximately 250 m² with the space for decoration and chairs, flowers, etc. The garden also can be used as a party area when there is no reservation for Wedding ceremony (See Figure 42).

Kids playground
The market of kids playground (See Figure 43) is a one-time investment, high attractive, low risk, low management costs, operating non-seasonal than other features can be, the project target is the children of about 0.5 to 7-year-old. A special area for kids is sufficient for a campsite that the adults could enjoy their holiday also with the kids. A Kid playground should not be very large in size and also can be inside facilities or outside depends.
4.7 Competitors/Cooperation Analysis

Although according the theoretical background of marketing research I have to execute a competitor's analysis. It is to expect that it might be better to investigate whether there are cooperation possibilities. During the investigation I found the next competitors:

- **Beter-Uit Hotel Veerse Meer** [45]

  ![Figure 44.Beter-Uit Hotel Veerse Meer](image)

  **Company Type:** Hotel, Café, Restaurant  
  **Address:** Oranjeplaatweg 1, 4341 RX, Arnemuiden  
  **Rooms:** 23  
  **Location:** Near Lake / pond, Outdoor Center  
  **Distance from Airport:** 1.5 Km (See Figure 44)  
  **General Facilities:** Bar-Café, Parking, Safe / deposit box, Restaurant, Garden, Bicycle Room Smoke

- **Camping De Witte Raaf** [46]
  - Waterpark
  - Camping

  The White Raven, a camping site that service and fun in high priorities. The circular site is located on a creek and is therefore very suitable for water sports. The camp has chalets with many amenities that will contribute to your holiday fun. There is a mini-golf and arcade.

  **Email:** witteraaf@ardoer.com  
  **Address:** Muidenweg 3, 4341 PX, Arnemuiden  
  **Telephone:** 0031 (0)118-601212  
  **Website:** [http://www.dewitteraaf.nl](http://www.dewitteraaf.nl)  
  **Distance from Airport:** 1.5 Km (See Figure 45)
Wings To Victory

- **Watersportbedrijf “De Arne”** [47]

  ![Map](image1.png)

  **Address:** Muidenweg 2, 4341 PZ, Arnemuiden  
  **Website:** [http://www.watersportverhuurbedrijfdearne.nl/](http://www.watersportverhuurbedrijfdearne.nl/)  
  **Distance from Airport:** 2.0 Km (See Figure 46)  
  **Company Type:** Water sport, Wakeboarding, Boat Rental, Boat Selling and Maintenance

- **Jachthaven Oranjeplaat** [48]

  ![Map](image2.png)

  **Address:** Muidenweg 4, 4341 PZ, Arnemuiden  
  **Website:** [http://www.jachthavenoranjeplaat.nl/](http://www.jachthavenoranjeplaat.nl/)  
  **Distance from Airport:** 2.5 Km (See Figure 47)
Wings To Victory

Company Type: Restaurant

➢ Analysis
There are four businesses in 5 Km² area of Zeeland Airport, which are one hotel, one restaurant, and two camping sites. The most competitors for the project of WTV are Beter-Uit Hotel Veerse Meer and Camping De Witte Raaf. The Beter-Uit Hotel Veerse Meer located at the bankside of the lake and it owns the accommodation for tourists to spend a weekend here. As this matter of fact, we need provide not only the entertainment facilities but also with Campsite or hotel to get rid of the dependent of accommodation problem. Camping De Witte Raaf is a large project which includes a water park and a campsite. The most benefit for De Witte Raaf is they have a complete construction for living that tourists do not need to go out of the campsite to find a hotel or a restaurant. But their also have a weak point that both the attention of water park and campsite are all quite depends on the weather. If the weather turns to cold in winter, the number of guests which stay in a campsite will sharply go down. Therefore, the high-season attracting leisure facilities and all weather requirements are as the same priority.
5 Conclusions and Recommendations

- Conclusions

After a series of data collection, data analysis and calculation, I concluded the following conclusions. From the economic recovery of the Netherlands in year 2010-2011 and tourism advantages of Zeeland, it is reasonable and profitable for Wings To Victory to build a resort which includes campsites and group training.

For the Campsite, it is a popular and convenient accommodation which was accepted by the majority of the Dutch. If we can build a campsite with some of the leisure facilities at the side of Zeeland Airport, which mention in the text, the WTV will be the next destination for summer tourists. The Outward Bound is another development project for WTV. The business scope includes both individual travel and group training. In addition, the training ground has indoor items and outdoor items, so in the peak-season can still continue to operate.

The financial prospective of the project is hopeful but with uncertain factors. As I have mentioned in the text, the financial status of the campsites in Zeeland is revived from the economic crisis. The turnover for operate a campsite is increasing in this two years. The uncertain factors are the investments and propaganda which is directly affects the development of the project.

The best cooperator for WTV is Zeeland Airport B.V. which could support area to build the Team Building Facilities also with the ground for Camping.
Recommendations

1. When we have an overall looking of the project, it is obvious to say that the development of Wings To Victory cannot independent with the operation of Zeeland Airport. The limited area and facilities blocked the development of the foundation. The infrastructure, land and tourism facility support of Zeeland Airport is important for WTV in advertising the project and attract visitors. We need corporate with each other and develop in the win-win mode.

2. It needs more channel to advertise the project. For example, advertisement on TV program, magazines, newspapers and some travel agency’s website.

3. We can hire more volunteers to the foundation during the high-season and provide accommodation and food supply. The university student of Hogeschool Zeeland is a good choice to being the volunteer.

4. Make the website and brochure of WTV into several languages, like English, French etc. It is a way to attract foreign tourists to spend a holiday in WTV.

5. Try to outsource as much instead do it by yourself. The main reason for this is that the scale of activities in the beginning will be too tiny.
6 Reference

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7 Appendix

7.1 Appendix 1 - Netherlands overnight stays by accommodation type - 2010
Appendix 2 (Definitive)* description graduation assignment

(Hand in form with Work placement bureau)

<table>
<thead>
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<tbody>
<tr>
<td>Name: Bohan Lin</td>
<td>Student number: 00060189</td>
</tr>
<tr>
<td>Address: Hercules Segherslaan 198, 4383 VP, Vlissingen</td>
<td>Tel.: 31(6)85236055</td>
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Bachelor programme: Commercial Engineering

Supervisory teacher: Mr. Flip Wubben

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<td>Foundation Wings To Victory</td>
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<tr>
<td>Address</td>
<td>Westweg 30, 4413 EG, Krabbendijke</td>
</tr>
<tr>
<td>Contact person HRM</td>
<td>Mr. Martien van Dijk</td>
</tr>
<tr>
<td>In-company mentor</td>
<td>Mr. Martien van Dijk</td>
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</tbody>
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Title and description graduation assignment

Wings To Victory - Business and Development

This report is doing for Foundation Wings To Victory to conduct a comprehensive marketing research and development. The main purpose is to use Wings To Victory's historical background, tourism advantages of Zeeland Province and the geographical location of Zeeland airport, to develop tourism market, attract investment, extent the scope of business. For what I am doing is to collect information and locate the future directions with analysis and recommendations. The report is divided into four key aspects:

- Tourism market
- Market Segmentation
- Foundation Development
- Competitors’ analysis

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Wings To Victory

Place __Vlissingen________ Date ___08/06/2011________

Sign for approval:

Graduating student

Supervisory teacher

In-company mentor

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