

ECORYS

Research and Consulting



Sound analysis, inspiring ideas

THE ECONOMIC PERSPECTIVE

I have the honour of introducing ECORYS Netherlands to you. I do this with great pride because we are in many ways a unique company.

We are one of the oldest and largest economic research and consulting companies in Europe. We have an in-house staff of over 250 highly-skilled and committed people and a remarkable 75-year history, which started in 1929 with the establishment of the Netherlands Economic Institute (NEI) in Rotterdam.

Today we are a main operating company of ECORYS Research & Consulting, a European group of economic and social science-based consulting firms with 15 offices in 8 countries and an in-house staff of over 500 people. This group was founded by NEI BV, Kolpron Consultants BV and ECOTEC Research & Consulting Ltd.

We represent *sound analysis and inspiring ideas*. That is what we stand for. We are convinced that these qualities are needed by our clients to help them realise their ambitions and to do their job well. These qualities are important, perhaps now more than ever before in our history.

This brochure celebrates our 75th anniversary. It highlights our people, our past and present achievements and looks ahead to the future.

We look forward to continue working with you,



Max van der Sleen

Chairman Board of Directors

ECORYS Nederland BV

Sound analysis, inspiring ideas

Our people are amongst the best in their field. Our large in-house staff consists of highly-qualified professionals and we work with top-level associate experts in various sectors.

Talented people who choose to work for ECORYS want work that will make a difference. We are committed to what we do and we believe in the possibility of change for the better.

We value fairness, trust, respect, team work, solidarity, dialogue and initiative.

Over the decades ECORYS has been commercially viable and has retained its independence. At present we are fully owned by our employees and by the Foundation The Netherlands Economic Institute. This foundation uses its dividend income to invest in the further development of in-house knowledge in our company.



REALLY DIFFERENT, CERTAINLY UNIQUE

There are many consulting firms and even many economic consulting firms. Yet we believe we are different.

Working at all policy levels

With economics as our core we provide a full range of services and we are active at all levels of policy making. We work on issues confronting municipalities, regions, national governments, European institutions, companies and multinational enterprises. Whether you are a private or a public client, we are able to help you improve your insight into relevant policy developments. This is the basis for our client relationships. It helps us to identify the knowledge and expertise we need to offer in order to help our clients to do their job better and to maximise the potential impact of policies, programmes and investments.

Working across regions and nations

Our head office is in Rotterdam and we see the Netherlands as our home market. Other members of the ECORYS Group see their countries as their home market. Together we are Europeans and world citizens. We have offices or strategic partners in all member states of the European Union and in a further 50 countries worldwide. Our working experience covers over 100 countries. This gives us the expertise to provide you with international 'best practice' in your field of activities.

Quality based on sound analysis, commitment and client orientation

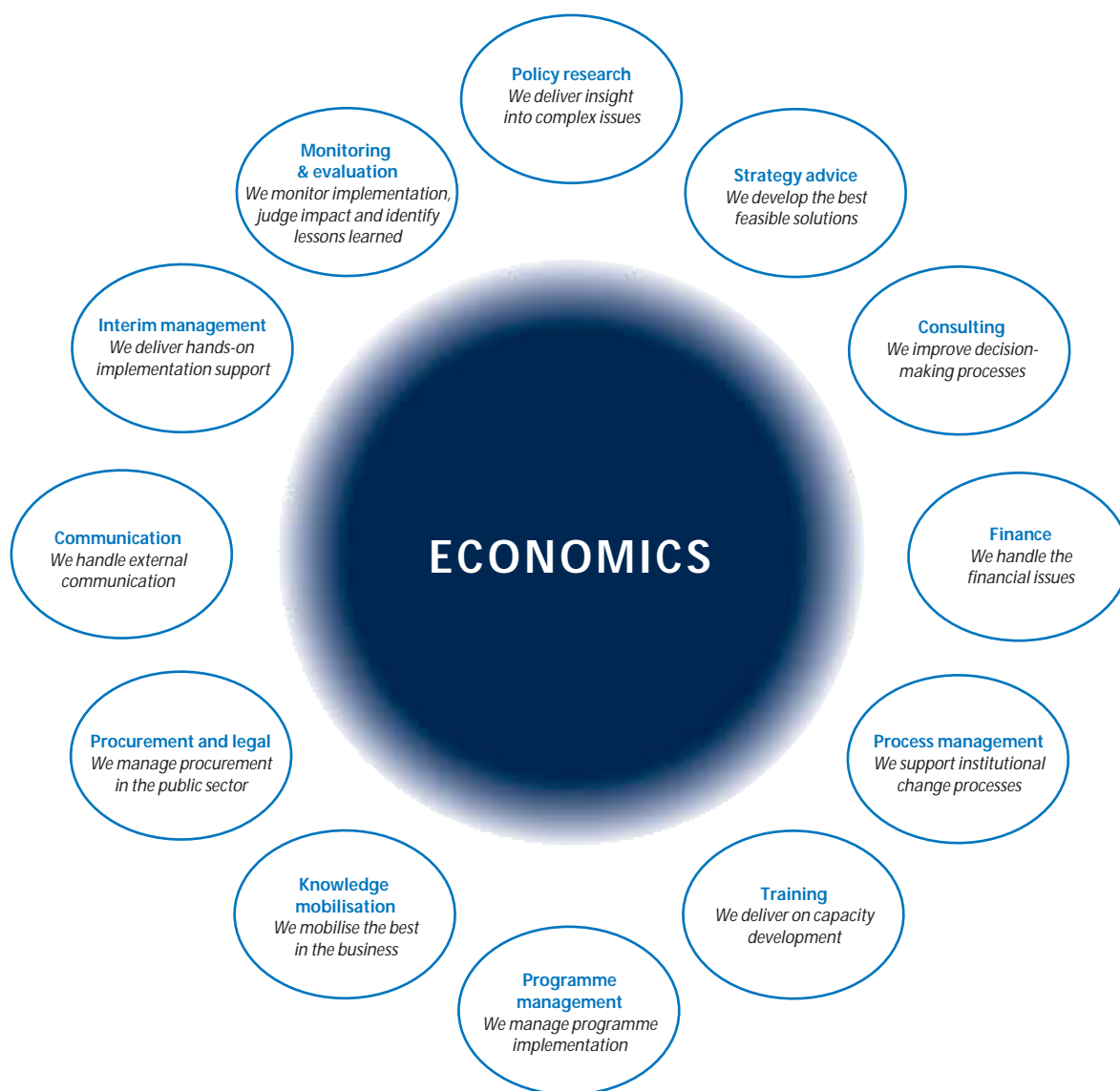
Our reputation for solid quality arises from our focus on content and in-house knowledge and from the importance we attach to attracting and keeping staff who are committed to their work. We know what we are talking about and we do our utmost to deliver on our promises.

While economics is the core of our in-house expertise, we mobilise the best in the business when multidisciplinary teams are required. This approach guarantees our clients that we will deliver the services they need to do their job better, make the right decisions, and deliver results. This approach also enables us to flexibly respond to the evolving needs of our market and to do what we do best. That is to be client-oriented in our service delivery.



MORE THAN RESEARCH & CONSULTING

RESEARCH-BASED CONSULTING



DELIVERING RESULTS

Solidne analizy, optymalne rozwiązania

For more than 75 years ECORYS has been a good partner for those who want to improve the well-being of our Dutch society, who believe in Europe, aim for justice and want to make poverty history. We will continue in this tradition.

Our ambition is to be involved in the most challenging issues that society is facing. Such issues affect our clients in the public, private, and not for profit sectors and also ourselves. They will influence all our futures and the future of our children.

We approach these issues from our current knowledge base. In addition, we invest in talented people and knowledge mobilisation to ensure that 'what we know about' continues to match the evolving needs for our services in the Netherlands, in the European Union and in emerging markets and developing countries.



CLEAR UNDERSTANDING

What we know about and what questions we want to address together with you.

Economy and competitiveness

A main economic challenge for decades to come is to enhance competitiveness. It is a challenge for country groupings, nations, regions, cities, enterprises and other organisations and individuals. It is a challenge for society at large and in particular for the market economy in which we work and live.

How do markets work? How are they influenced by our decisions and actions? Are the economic policies of governments supporting stability and growth? Do they enable markets to function in a transparent, efficient and effective way? What incentives do they provide to people, entrepreneurs and government? How can we increase labour productivity?

Regions, cities and real estate

How we can best use places and spaces, is a question which will remain high on the agenda of regions and municipalities for years to come. Decisions in this field have long-lasting consequences for our economic potential, our location patterns, industrial structure, business climate, employment growth and social welfare.

Where and how do we build houses, offices, industrial and recreational areas and transport infrastructure? Where do we protect or develop in rural areas? How do we increase the dynamics of the economy in regions and cities? What can regions and cities do to make their locations attractive for entrepreneurs and investment? How do we regenerate areas in need, ensure safety and create an environment in which we want to work and live?

Transport, mobility and infrastructure

In our globalising and increasingly complex society, connectivity is an increasingly important element in productivity and for the development of the competitive position of cities, regions and nations.

What transport and communication infrastructure will be needed in the future? What are the quality demands and how do we finance investment, maintenance and repairs? How do we travel to our work in the future? How to manage traffic jams and parking problems? How will the knowledge society and space technology change our mobility needs? How should we assess the costs and benefits of large infrastructure projects for our society?

Social policy, safety and health

A society is all about people living together with respect for each other. During the last decade the complexity of managing expectations in our society has increased, and there is a growing need for labour market and social policy innovations to fully reap the potential of our human resources.

Do we have a job? How do we increase employability? How are our children educated? What happens when we are sick? Who will take care of us when we get older? How do we ensure equal opportunity and social inclusion for the diversity of our citizens?

Our organisation has brought forth many remarkable people that have made history.

Various Dutch ministers have started their careers working for our organisation such as Albeda, Liefink, Zijlstra, Witteveen and Pronk. Some of them subsequently took up executive positions in major international institutions.

Contributions to the science of economics were made by our professors Polak, Koopmans, Van der Valk, Glasz, Koyck, Lambers, Klaassens, Bos, Paelinck, Kuyvenhoven and Molle.

Our best-known former member of staff is Professor Jan Tinbergen. He worked for more than 30 years for our organisation with a focus on development co-operation and poverty alleviation. He was awarded the first Nobel prize for economics in 1969 for his work along with Ragnar Frisch.



A HISTORY OF MORE THAN 75 YEARS

1929

A group of Rotterdam business people collects Euro 100,000 as equity capital to establish 'the Foundation The Netherlands Economic Institute' (NEI). The aim of NEI is to promote the study of economic issues and the collection and analysis of economic data. Poverty and other social issues are seen as major socio-economic problems.

1930 – 1939

The institute works mainly on international comparative studies: macroeconomic developments, the connection between banks and industries, the customs union in the Benelux and the export potential of the Dutch dairy sector. The Rockefeller Foundation (USA) is one of the funders in these days. The ESB journal (Economisch Statistische Berichten) is the main outlet for the studies.

1940 – 1944

NEI closes its doors to avoid being compromised in World War II.

1945 – 1969

The Dutch economy is being rebuilt and the welfare state develops, a period of steady growth starts for NEI. Professor Jan Tinbergen stimulates research on development issues and Prof. Leo Klaassen, NEI president till 1985, drives our work on regional economics. During this period the share of commercial contract work increases and this gradually becomes the modus for our applied research work. The Dutch government and UN institutions become the main clients.

1970 – 1979

Our work in the field of economic growth, regional and urban development, education and employment, housing, transport and agriculture is steadily growing, both in the Netherlands and in developing countries. In 1979, we celebrate our 50th anniversary with a conference on the dynamics of urban development in the Netherlands.

1980 – 1989

In these years NEI reforms to meet its changing market conditions. We add programme management and implementation of large projects in developing countries to our range of services. Under the leadership of Professor Willem Molle, who became director in 1987, the institute adds European integration policies and the EU internal market as a knowledge area for its research-based consulting. European institutions become an important market for the organisation.

1990 – 1999

The Dutch market for NEI is booming. Our expertise proves highly relevant for EU enlargement and the reform processes in Russia, the NIS and the Balkans. To meet the globalisation challenges and to remain competitive we begin to develop towards a pan-European company. Offices are set up in Brussels and Moscow. A strategic partner is found in Kolpron Consultants (established in 1979). They specialise in real estate economics and consulting and have offices in Hungary, Poland and the Czech Republic. The two companies merge in 1999.

2000 – 2005

In 2000 the diversification and internationalisation strategy is taken one step further with the merger with the UK-based ECOTEC Research & Consulting and the name ECORYS is chosen. ECOTEC was established in 1983. Their focus on social policy issues is seen as a good match for our economic perspective. As the main ECORYS Group members we share the ambition to increase our involvement in the challenging issues that confront the European Union.

Over time we have built up a proud legacy of work which we believe has made positive contributions to economic development in the Netherlands, the European Union and its neighbours and in developing countries.

These contributions are recognised and we have built up a reputation for good work, reliability, solid and advanced methodologies and for our non-partizan, unbiased advice.

Throughout our history we have been a source of applied knowledge for Dutch governments, the business community, international institutions, non-governmental agencies and others.



A PROUD LEGACY

Reshaping the Netherlands

- Prioritising the post-war reconstruction of the cities of Rotterdam, Middelburg, Vlaardingen and Amersfoort.
- Assessing the costs and benefits of the Deltaworks, the largest infrastructure project undertaken in the Netherlands in the 1960's.
- Developing a national transport plan in the 1970's, laying the foundation for the current infrastructure network in the Netherlands.
- Evaluating the Public Employment Act, leading to the reform of the public employment services in the 1980's.
- Providing support for the development of Leidsche Rijn, the largest new residential area under the Fourth Memorandum on Spatial Planning in the Netherlands (VINEX, 1990's).

Working on EU integration

- Analysing sectoral and regional economic growth in Europe in support of economic policy for an integrated Europe in the 1970's.
- Building institutional capacity for effective programme management and implementation of pre-accession funds and structural funds in the new member states of the European Union in the 1990's.
- Developing a decentralised management system and manual for the EU Phare programme, a pre-accession instrument to assist the applicant countries of Central and Eastern Europe in their preparations for joining the EU (1992).
- Evaluating the results and assessing the impact of Dutch and EU programmes including the trans-European cooperation scheme in higher education Tempus II and III (2002).
- Researching the factors determining regional competitiveness for the third report on economic and social cohesion of the European Commission (2004).
- Carrying out an ex post evaluation of 200 projects co-financed under the Cohesion Fund (1993 – 2002).

Supporting developing countries

- Managing rural development in Peru in the 1960's and 1980's.
- Advising on economic reform in Indonesia in the 1960's, introducing the concept of micro finance in the 1970's, and supporting the National Development Planning Agency (BAPPENAS) in the 1980's.
- Carrying out a transport planning study for the River Magdalena in Colombia (1973 – 1974).
- Formulating the Mahaweli-Ganga river basin development programme in Sri Lanka (1977 – 1978).
- Managing the Beira port study in Mozambique (1981 – 1984); including a pivotal role in convincing donors to pledge Euro 100 mln for rehabilitation and expansion.
- Evaluating balance of payments support and developing the budget support concept in the 1980's.
- Managing Dutch assistance for the western cotton growing area of Tanzania (1986 – 1990).
- Assessing the economic and financial feasibility of the expansion of the Suez Canal (1989 – 1993).
- Designing and executing the EU monitoring system for its Tacis programme (Technical Assistance for the Commonwealth of Independent States) in the New Independent States (NIS) which comprise 12 of the 15 former Soviet Union republics (1993 – 1999).

Today we continue to contribute to shaping Dutch society, our home market.

We are working not only with the public sector but also for private sector clients because we believe that a society is built by all of us.



AT HOME IN THE NETHERLANDS

Providing insights to decision makers

- Developing a definitive methodological standard for the socio-economic cost-benefit analysis of large infrastructure projects, in partnership with the Netherlands Bureau for Economic Policy Analysis (CPB).
- Managing the final social cost-benefit study on the proposed 6th runway of Schiphol airport (interim management).
- Carrying out a cost-benefit analysis of the "Delta-Metropolis", a long-term central government vision on housing and transport in the west of the Netherlands.
- Executing a socio-economic cost-benefit analysis of the 2nd Maasvlakte, a proposed extension of the Rotterdam port.
- Setting up an international benchmark for measuring and comparing the regional investment climate.
- Advising on improvements to organisational capacity of municipalities for the development and implementation of regional labour market policies.
- Researching the efficiency and transparency of the housing mortgage market.
- Assessing the financial feasibility of large-scale land reclamation along the coast between the cities of Rotterdam and The Hague.
- Assessing the value to society of "e-government".
- Gauging the administrative burden on businesses and public institutions in the education sector.
- Monitoring the effectiveness of socio-economic policy in the 30 largest cities in the Netherlands.
- Evaluation of the "Vacancy Campaign", a project to intensify the placement services to employers of the Dutch Public Employment Services.
- Advising on municipal land policy for the cities of Zoetermeer, Capelle aan den IJssel and the province of Flanders in Belgium.

Helping Dutch business to grow

- Advising one of the world's largest dredging companies on export finance.
- Evaluating the real estate portfolio of one of the largest Dutch banks in preparation for a corporate takeover.
- Assisting a major contractor in preparing innovative bids for government contracts.
- Advising a real estate developer on the acquisition of development opportunities in the provinces of South-Holland, Utrecht, North-Brabant and Zeeland.
- Researching the housing market in the city of The Hague and advising a property investment company looking to expand its rental housing portfolio in the city.

Enabling organisational and regional change

- Assessing and providing an international benchmark for the Regional Development Agencies in the Netherlands.
- Providing advice, support and interim management for mergers between housing associations in the cities of Amsterdam and Lelystad and in the province of North-Brabant.
- Providing boardroom consultancy for the post-merger integration of a major building contractor and a major project developer in the real estate sector.
- Benchmarking the performance of a large number of hospitals in the Netherlands in support of the enhancement of healthcare efficiency.
- Supporting the urban regeneration of a large residential neighbourhood in the city of 's-Hertogenbosch.
- Developing "structure visions" of the retail sector in Amsterdam South-East and the province of Flemish Brabant in Belgium.
- Preparing an economic impact study for an inner city redevelopment proposal in the city of Groningen.
- Providing consultancy, process management and market research in support of inner city redevelopment projects such as Belvédère in Maastricht, Piushaven in Tilburg and for the center of Noordwijkerhout.

We continue working on a more competitive Europe and better conditions for economic development in the neighbouring countries of the European Union and developing countries.

We are able to utilize our skills and experience to realise this ambition through our pan-European network of offices and our still growing network of affiliated partners world-wide.

The ECORYS Group holds offices in the Netherlands, United Kingdom, Belgium, Spain, Poland, Czech Republic, Hungary and the Russian Federation.



A MORE COMPETITIVE EUROPE

- Assisting central government agencies in the Czech Republic in attracting European funds for more than 200 projects.
- Contributing to improvements in the functioning of local labour markets in Poland by providing training and through the stimulation of entrepreneurship.
- Transferring knowledge and providing advice to managers of Hungarian housing associations.
- Building a foundation for public-private partnership in Poland.
- Evaluating the various European Commission funded infrastructure projects concerned with the completion of missing links in the trans-European network.
- Managing the development of a major greenfield site in Lithuania, including the facilitation of (foreign) investment capital.
- Providing insight into the position of the European Union (EU) regarding international trade and investment in services.
- Evaluating the activities of the European Employment Services (EURES), a co-operation network designed to facilitate the free movement of workers within the European Economic Area and Switzerland.
- Assessing the effectiveness of the co-operation programmes in higher education and vocational training between the EU, Canada and the United States.

A BETTER WORLD

- Reforming the budget management system in Russia.
- Formulating a social housing policy for Surinam.
- Supporting the privatisation of the port sector in Tanzania.
- Training SME managers to enhance private sector development in Macedonia.
- Providing advice on trade and economics to various ACP (Africa, Caribbean and Pacific) countries, Mongolia and Vietnam during their negotiations with the World Trade Organisation (WTO) and with the EU.
- Providing institutional development support for economic planning in Bosnia.
- Valuing the rail sector in Kenya and Uganda in support of the envisaged concession.
- Providing training in public finance management skills to personnel in 36 Dutch embassies.
- Managing of a number of framework contracts aimed at mobilising European economic expertise to work on EU co-operation and aid programmes. These contracts include evaluation studies, macroeconomic analysis, public finance and health service studies.
- Coordinating the EU-LDC Network, a foundation established by ECORYS, which brings together leading policy makers, academics and civil representatives to deepen the understanding of key policy issues in economic relations between the EU and developing countries (LDC).
- Analysing the interrelationship between active labour market policies and tax-benefit systems in the EU.
- Supporting public finance management reforms in the Ministries of Finance of Pre-Accession and Transition countries.

We will continue to enhance our capability and your competitiveness



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On the move



*This sculpture was presented to the
ECORYS Group by the Foundation
The Netherlands Economic Institute.
Designed by Tjikkie Kreuger (1941,
Leeuwarden, the Netherlands), the sculpture
symbolises 'People setting out'.*

