1. **Title: The importance of e-commerce website characteristics to Dutch customers when purchasing a mattress online**

   Author: Karolina Bakalova

Retail website characteristics are proven to be crucial for the online website conversion because of their positive influence on the customers' purchase decisions. The six website characteristics, discussed in this paper –Usability, Content, Security, Interactivity, Visuals and-WOM–are constructs that are directly linked to the customers' intentions to purchase products online. This research aims at investigating how important these six website characteristics are to the Dutch customers when purchasing a mattress online. The data is collected by means of a quantitative online questionnaire, resulting in a sample of 252 respondents. The results of this research show that the Dutch population finds the e-WOM characteristics most important when purchasing a mattress online, followed by Content, Usability, Security, Interactivity characteristics and Visuals. Based on the conclusions, Dimsy.ltd is provided with several recommendations for website optimization, which may eventually increase its online conversion rate.

Keywords: the Netherlands, Mattress industry, Website characteristics, Purchase decision, Website conversion rate

2. **Title: Launching a new medicine – an exploratory study into Amgen's supply chain activities and areas of expertise**

   Author: Isabeau van den Boomen

This research examines the supply chain activities and areas of expertise that are involved in a new product (medicine) launch within the different regions of Amgen Europe B.V in order to support their decision-making process regarding "launch" or "no launch". Moreover, this study investigates the future trends that might affect the pharmaceutical supply chain and the extent to which supply chain is incorporated in the final decision making. For this study, ten semi-structured interviews and a modified Delphi study have been performed. In addition to the activities mentioned in previous academic literature–transportation, warehousing, production, and packaging –this study finds activities and expertise in ROL, planning, artwork, labeling, finance, IT and quality to play a role in the supply chain process of a new product launch. Moreover, the Delphi study shows a significant difference in time spend on conducting the activities between EU countries and non-EU countries. Furthermore, several future trends can be identified based on which a more

(cost)efficient supply chain is expected in the future. Lastly, this study proves the limited role of supply chain in the final decision-making regarding "Launch" or "No launch" as it only determines approximately 1,5% of the final medicine price. Unfortunately, due to time constraints, the final transition of the activities into a cost model was not feasible.

Keywords: New product launch, supply chain, pharmaceutical supply chain, supply chain activities, supply chain areas of expertise, cost model, trends pharmaceutical supply chain, launch decisions

3. Title: Successful implementation of CAFM systems within Facility management: A Qualitative Study

Author: Maartje van Bussel

The purpose of this study is to explore how to successfully integrate Computer Aided Facility Management (CAFM) systems within Facility Management (FM). The study focuses on determining the Success Criteria which define success of CAFM implementation, Critical Success Factors influencing the successful implementation process, and aspects related to monitoring and feedback regarding successful utilisation of the system. By means of a literature study and collecting primary data through semi-structured interviews, various dimensions have been identified for each of the categories discussed in the study. Results have suggested that Success Criteria consist of criteria related to business success, efficiency, impact on the internal customer, and impact on the FM department. Furthermore, the results identified human factors, organisational factors, technical factors, and external factors as the dimensions of Critical Success Factors. For monitoring, it was considered essential to identify what to monitor, how to monitor, why to monitor, and how to divide responsibility for monitoring. The study concludes with a conceptual framework which may serve as a guide for FM departments in implementing CAFM systems. Clear recommendations are provided for the organisation on how to use the framework to correctly incorporate CAFM systems in their organisation.

Keywords: Facility Management (FM), Computer Aided Facility Management (CAFM), Facility Management Information Systems (FMIS), Implementation processes, Success Criteria, Critical Success Factors, Monitoring and feedback

4. Title: Water in the Hospitality Industry: Enhancing Sustainable Development or Profits?

Author: Daniek Cune

Purpose – The purpose of this paper is to explore the decision-making process of hospitality businesses when selecting water suppliers and to gain insights into the supplier selection

decision criteria.

Design/methodology/approach – An exploratory qualitative cross-sectional research design was employed.

Findings – The results revealed that hospitality businesses rarely considered water suppliers once selection decision was made. Water was perceived as a by-product and motivation to search for and evaluate different water supplier alternatives was low. Easy procurement and lowest prices were the predominant water supplier selection decision criteria.

Research limitations/implications – This research used a convenience sample that was limited in terms of size and homogeneity. Therefore, future research could test the proposed conceptual framework and explore the factors influencing hospitality business decision making further.

Originality/value – The value of this study is in gaining a better understanding of hospitality supplier selection decision-making. It proposes a conceptual framework and opens new research avenues to examine supplier selection decision-making and decision criteria in the hospitality industry.

Keywords: Hospitality industry, Decision-making, Supplier selection, Water supplier, Social enterprise

5. **Title: A qualitative study on podcast preferences steering listening intention of German podcast listeners between 18 to 21 years**

   Author: Alexander Eder

The medium podcast gets more popular but preferences regarding the medium are barely explored. The purpose of this study was to report on motivations and preferences that steer the listening intention of German podcast listeners between 18 to 21 years. Different motivations were identified that lead to the intention to listen to a podcast. It was identified that these motivations can also appear in combination. The findings indicate that listener preferences are different for entertainment content and informational content. Those who are listening to entertainment content prefer no topical focus, a humorous, interactive, and familiar team of hosts in a less structured podcast containing repeating categories. Those who favor informational content preferred a topical focus, podcast hosts that are knowledgeable on the topic, and have a background in the field of expertise and a clear structure in the podcast. The title was identified as an important element when deciding on a new podcast, while the most important elements steering listening intention were the podcast hosts and the content.

Keywords: podcast, podcast preferences, podcast motivations, listening intention,

6. **Title: Fuelling the experience – an explorative scenario study on the potential future function of Dutch gas stations as third place**

   Author: Megan Hamelink

Background. As the traditional business of the Dutch gas stations is threatened by the environmental trends and developments, the entrepreneurs find themselves at a crossroad. Aim. To support BETA Food members in their future strategic decisions concerning hospitality concept development, a scenario study has been conducted that illustrates four potential future outcomes for the Dutch gas stations. While the structure of each scenario is systematically based on the combined theories of placemaking and value creation, the narratives have been coloured with the results of empirical research amongst experts and customers. Method. From the scenario planning process, the first two phases, tracking and analysing, have been addressed. In this study, virtual consumer focus groups, expert group discussions, and complementary interviews for validation purposes were conducted. The concerning participants have been purposively sampled. Findings. While validating the potential future function of a gas station to be a third or even fourth place, the customers stressed the importance of mainly economic, but also some emotional and social value. The expert focus groups have shown that energy transition and the amount of traffic are the two most important uncertainties concerning the future of Dutch gas stations. Conclusions. Four scenarios have been developed. In the first, the gas station disposes of a wide variety of products and services and functions as "pleisterplaats". The second scenario assumes the gas station fulfils a local function in which the community is central. Thirdly, a scenario was developed in which the main considerations are mobility and efficiency. In the last scenario, a similar to the traditional situation has been sketched in which the entrepreneur aims to implement an experience component. Overall, the potential future function of Dutch gas stations looks more like a fourth place at which people refuel/charge, work, meet, and enjoy.

Keywords: Scenario Planning, Scenario Study, Gas Stations, Placemaking, Value Creation, Third Place

7. **Title: Exploring what digital marketing communication strategy can orientate the family purchase intentions of city tours: the case of seeRotterdam's website sales**

   Author: Danielle van Helden

The purpose of this study is to identify what digital marketing communication (DMC) strategy can orientate family purchase intentions towards city tours to increase seeRotterdam's website sales rate.

A theoretical orientation revealed that customer insights should be utilised to offer tailored DMC to the customer at the right touchpoints that occur in the different stages of the family purchase decision-process. For this reason, fundamental customer insights including DMC preferences, the level of influence per family member, motivations, external influences and customer characteristics were investigated. Empirical research was conducted using self-administered questionnaires among 202 family city tour participants from the Netherlands. The results revealed that search marketing, online PR and social media marketing are together perceived the most important DMC in all stages in the family purchase decision process. Moreover, the wife is the dominant influencer in the first two stages, while the final decision is made jointly by wife and husband. Additionally, the findings displayed that the main push motives include 'Cultural resources' and 'novelty seeking' and the main pull motives incorporate 'accessible prices' and 'good value of offers and services'. There were significant differences observed between certain customer demographics that need to be considered. Recommendations are provided for seeRotterdam.

Keywords: Family purchase decision-process, Consumer behaviour, Digital marketing communications, city tours, tourism, Netherlands

8. **Title: Establishing employee engagement: understanding what drives employees at Avonturenpark Hellendoorn to be engaged**

   Author: Anne Korteweg

The objective of this dissertation was to measure what drives employees to be engaged; this was measured at Avonturenpark Hellendoorn. The literature study found the three dimensions of employee engagement, that were used to measure the current level of employee engagement alongside the net level of engagement; as well as the three drivers of engagement. This study used a quantitative approach with the use of surveys among the 85 employees at Avonturenpark Hellendoorn. The study found that one of the drivers was the most influential facilitator of the level of employee engagement. The research contributed to the existing body of literature on employee engagement. Practical recommendations were proposed for the organisation to improve its level of employee engagement.

Keywords: not available

9. **Title: The role that the Dutch corporate meeting planner assigns to social and environmental sustainability while determining the venue for their business meeting**

   Author: Tessa Maarschalkerweerd

Given the volume and revenue generated by the meeting and event industry, it is vital for those businesses catering to corporate meeting planners to understand the site selection criteria and the decision-making process for a venue. There is a substantial body of literature covering site selection, and while earlier studies have helped to identify many of the criteria involved, there has been no paper published that focuses solely on the corporate meeting segment or integrated the role of social and environmental sustainability. The present research aims to study this relatively unexplored field by examining the role that corporate meeting planners assign to social and environmental sustainability while determining the venue for their business meeting. To provide a more in-depth understanding of this role, this study also covered the role that is assigned to the various social and environmental sustainability attributes. This study reports the results from a quantitative study on the Dutch domestic business meeting industry. The questionnaire was completed by 79 respondents. Overall, the results revealed that the role of social and environmental sustainability in determining the venue for the corporate meeting planner is still very limited. Corporate meeting planners do however show willingness to engage in sustainability practices. Moreover, the findings revealed that merely a few facets of social and environmental sustainability influence the decision for a venue. From the social sustainability practices these are team-building activities that support a local organization, dietary menus, and the existence of diversity and inclusion policies. From the environmental sustainability practices these are water, energy, electricity, and waste conservation practices, reusable or recycled products and decorations, recycling programs, and digital systems. Recommendations are provided for Hilton the Hague.

Keywords: site selection, decision-making process, corporate meeting planners, business meetings, social sustainability, environmental sustainability

10. **Title: Campervan Tourism in Zeeland – exploring stakeholders' perceptions and obstacles for campervan tourism development in the Dutch province**

    Author: Elisabeth Markstein

This research examines potential sources of resistance towards campervan tourism in Zeeland by studying opinions on tourism in general, perceptions of local stakeholders towards the sector as well as potential obstacles for campervan tourism development in the province. Qualitative research in the form of semi-structured interviews with various local stakeholders including local government

employees, entrepreneurs, tourism implementation alliance partners (TUA) as well as provincial policy experts has been conducted in order to determine the causes of resistance towards campervan tourism in Zeeland. The results indicate that perceptions of campers are mostly favourable including that campers are regarded as wealthy tourists that constitute an interesting target group. However, the negative perceptions discovered are almost direct contradictions indicating among others that campers are not profitable. Overall wild camping is considered the most negative aspect of campervan tourism. Furthermore, a lack of knowledge of camper profiles has been identified. It was also determined that the Dutch market and government law in combination with a large supply of campsites discourages municipalities from investing in municipal camper facilities. In addition to this, negative attitudes towards tourism are increasing along with concerns about over tourism in the coastal areas, thus restrictive policies have been established, severely limiting options for tourism development. It is concluded that these restrictions and subsequent doubts from entrepreneurs along with the negative attitudes towards municipal camperplaatsen and wild camping as well as the lack of knowledge of campervan tourists are the primary causes for resistance in the province. Subsequently, it is suggested to increase knowledge of campervan tourism through building personas, finding appropriate solutions for wild camping, and focussing on the stimulation of entrepreneurial rather than municipal camper facilities.

Keywords: camper, campervan tourism, resistance, attitudes, perceptions, benefits, costs, Zeeland

11. Title: The influence of decision support on the decision-making process of consumers with low prior knowledge in choice overload situations

Author: Gideon Pasch

The present study investigates the influence of survey based decision support tools on the decision making process of low prior knowledge customer shopping for complex high involvement products. Qualitative think aloud interviews were conducted with such customers while they were going through the whole decision making process. After the think aloud part further questions were asked in order to sharpen the understanding of the thought process of the participant. It was found that survey based decision support tools substitute hard to make decisions at the start of the process with easier decisions, then guide and support the knowledge acquisition of the customer. This leads to decreased frustration about the process and increased assessibility of decision criteria. Thus, the confidence in the choice made is higher and iterations from the purchase stage (choice deferral) are less likely. It was concluded that survey based decision support tools can help companies to harvest the positive effects of large assortments while mitigating their negative effects due to choice overload. Therefore, it is suggested to implement such a tool with the online store.

Keywords: Not available

12. Title: Integrating sustainability criteria in supplier assessment: the case of Hilton Supply Management
Author: Mihaela Purcarean

Sustainable procurement has received considerable attention from practitioners and scholars over the last years due to significant public pressure, yet the topic remains hampered in part by lack of empirical evidence. Traditionally, companies consider criteria such as price, quality, delivery performance etc. when evaluating suppliers. This case study aims to contribute to a more extensive understanding of key sustainability criteria, critical to the evaluation of suppliers at Hilton Supply Management in Frankfurt. It sets out to develop an approach for the assessment of supplier sustainability by means of a literature study and primary data collected through semi-structured experts interviews. Findings have suggested a total of 16 sustainability criteria which could be successfully integrated when a company goes through the stages of creating climate for change, engaging and enabling the procurement department, and monitoring. Additionally, these findings enabled a scorecard framework for the evaluation of suppliers, allowing for further recommendations on the business problem. This research contributes to the growing body of sustainable supplier assessment studies.

Key words: Supplier assessment, supplier criteria, hospitality procurement, TBL, sustainability, SBSC

13. Title: A softer touch – inquiring survey non-response at a regional hospital with qualitative means
Author: Luc Savelkoul

This study is an exploration of factors that play a role for the response rate of the biennial employee satisfaction survey of the facility employees from Laurentius Ziekenhuis Roermond in order to provide recommendations that aim at increasing the response rate and improve the representativeness of the information gained. The study examines the factors by adopting a qualitative research strategy involving semi-structured interviews and an inductive analysis method based on grounded theory. Research findings cover the methodological factors, individual and social factors, and organisational and contextual factors of influence to the response rate. Recommendations are provided based on these findings and associated literature.

Keywords: response rate, employee satisfaction survey, semi-structured interviews, methodological factors, individual and social factors, organisational and contextual factors

14. Title: Agency marketing communications and the acquisition of SMEs
   Author: Tom Siekmann

Marketing communication theory and practice has focused persistently on how agencies may develop effective strategies for agency clients. However, there is little research into how marketing agencies might take advantage of marketing communication in order to promote themselves. This research is focused to identify how marketing agencies can utilise marketing communications to influence the agency selection of small to medium enterprises. The research was conducted with 12 decision makers of small to medium enterprises in Germany. Participants gave insight into their decision-making process and the influences on that process, highlighting the importance of personal connections and digital communications. The research concludes with a contribution to existing research and recommendations how marketing communications might be employed to influence the agency selection of small to medium enterprises.

Keywords: Agency marketing; Marketing communications for agencies; Agency selection of SMEs; Business to Business Marketing

15. Title: Examining customer loyalty of an online food delivery platform
   Author: Michelle Trommelen

The digitalisation and increased importance of convenience in day-to-day life activities is a stimulant to the online food delivery industry. Although, Takeaway.com has a large brand awareness in the Netherlands, the majority of the people remain using alternative methods to order food. Therefore, the purpose of this study was to explore and gain insight into the motivators behind customer loyalty of Takeaway.com in the Netherlands. Data was collected through the use of in-depth interviews and concurrently a self-completion questionnaire was distributed among customers within the database of Takeaway.com. Subsequently, 12 interviews were conducted and a sample of 701 respondents was generated. The analysis of the results found purchase motivations related to convenience and enjoyment for consumer. Moreover, four quality measures restaurant quality, platform quality, service quality, and the variety of choices, which showed a positive relationship towards customer satisfaction. In addition, a correlation was found between satisfaction and loyalty. Recommendations are provided to increase the level of satisfaction, trust, and customer loyalty and develop a stronger loyal consumer base for Takeaway.com

Keywords: customer loyalty, customer satisfaction, customer trust, online food delivery platform, purchase motivation, NPS

16. Title: Influences business decision-making when choosing a climate control equipment company
Author: Kim Vingerling

The purpose of this study is to obtain insights into factors which influence decision makers when choosing a climate control equipment company. In this research, seventeen semi structured interviews with Horticulture and Building Automation decision makers who recently purchased climate control equipment were conducted. Findings showed that decision makers are motivated by sustainability, advancements, obligations, purpose and due to curiosity. In addition, results indicated that decision makers expect trust and service aspects such as relational norms like flexibility and information exchange when considering climate control equipment companies. Besides, the decision makers choose a climate control equipment company based on innovation, reputation, repair, customer support, quality, ease of use, options and return on investment criteria. Interpretations of the results show how motivations, expectations and criteria are interconnected. It is recommended to primarily focus on customer intimacy and implemented throughout each step of the decision making process. Additionally, Priva should improve its content, customer referrals, environmental and cost-saving benefits.

Keywords: Business decision-making process, climate control equipment, influences, motivations, expectations, criteria**.**

17. Title: Exploring the decision-making process of escape rooms and entertainment centres when extending their product-portfolio: a qualitative study
Author: Claudia de Visser

This study aims to explore the concepts which are crucial in shaping the decision-making process for escape rooms and entertainment centres in investing in a licensing agreement for AR and VR team-building games. In order to explore these concepts, a literature study was conducted and an initial conceptual framework established. Consecutively, primary data by means of semi-structured qualitative interviews was collected. A sample of 10 participants was interviewed: 9 escape room owners and 1 entertainment center owner. Main results were categorized per buying phase within the decision-making process and a final conceptual framework was established. Several internal and external sources of information that shape the first buying phase were identified. A number of supplier criteria and product evaluation concepts were discussed in shaping the second buying phase. The third buying phase was cumulatively shaped by the cruciality of physical product evaluation by means of test-games. Moreover, the decision-making process was shaped by environmental and

organizational forces. The study concludes with strategic and tactical recommendations towards the business problem of Galaxy Games.

Keywords : Organizational Buying Behaviour, Virtual Reality, Augmented Reality, Decision-making, Escape Rooms, Recreational Market, B2B customers

18. **Title: Preventing the horror of a failed event: profiling event and communication preferences of potential leisure visitors of Apollo Hotel Papendrecht for successful events**
    Author: Freek de Wit

This research profiles the event and communication preferences of potential leisure visitors of Apollo Hotel Papendrecht. Former studies introduce a measurement tool that assists in conceptualising the event experience of event visitors. This measurement tool has been applied to measure the preferences of potential leisure visitors of Apollo Hotel Papendrecht with regard to event experiences. Additionally, a former study identified social media marketing effectiveness determinants which were used as the basis to measure the preferences of these potential leisure visitors with regard to communication. A quantitative research has been conducted by means of a self-completion questionnaire to gain more insight into the preferences of the above-mentioned constructs. This questionnaire has been completed by 76 respondents from the target group 'de Drechtsteden'. The results showed that the cognitive engagement dimension plays a significantly less important role than the affective engagement and the experiencing novelty dimension. Moreover, various correlations were found between the event experience dimensions in a typology of events. Lastly, the results showed that the interactivity determinant aspects play less of a role in the communication preference than the credibility determinant aspects and the infotainment determinant aspects. These results formed the basis of various recommendations with regard to a concept development plan. These recommendations are provided in the final chapter of this research.

Keywords: Events; experiences, event preferences; communication preferences; Event Experience Scale; Social media effectiveness determinants;

19. **Title: Towards maturity: how process maturity can increase scalability of agile software development startups through developing process maturity**
    Author: Justus Wullems

The purpose of this study intends to explore how business process management (BPM) can increase the scalability of agile software development startups through developing process maturity. It sets out to research how process maturity, lifecycle processes and process

management relate to each other in a software startup (SSU) setting in order to better understand what scalability through process development would cultivate for a SSU. Consecutively, a literature study was conducted and primary data was collected by means of semi-structured interviewing. A sample of seven participants has been utilized which includes the development and lead team of one SSU, followed by two expert interviews to expand upon the collected data and ensure validation of the research findings. Results suggest that developing process maturity requires the balanced advancement of formalizing processes by means of experimentation, feedback cycles and iteration. The agile lifecycle model (ASDLC) can be considered as an appropriate process model for software startups as it provides predefined processes that stimulate the creation of a feedback cycle. The main conclusion produces a set of managerial factors that SSUs can undertake to develop process maturity. Recommendations presents guidelines for SSU management that are in line with the afore mentioned managerial factors and an appropriate business objective for SSU scalability is provided accordingly.

1. **Title: Chatbots in research methodology**

   Author: Yoella van Alderwegen

Chatbot surveys are a new invention in the area of data collection with the means to improve response rates and create a more pleasant experience for respondents to fill in surveys. This thesis is written in collaboration with Game Solutions Lab and explains the effect of the addition of responsiveness in a chatbot survey on the perceived social presence, usefulness, user experience, user intention, and, finally, the response rate. The distinction between a chatbot with and without responsiveness has been tested by means of a between-group experiment among students of Breda University of Applied Sciences. The self-administered chatbot survey was distributed, and resulted in a total sample of 307 HBO students. One of the most important findings of this study is the importance of the social presence is the perceived usefulness, the user experience, and, indirect, the user intention. Also, the social presence is found to be better assessed when responsiveness is added in the chatbot survey. On the other hand, the perceived usefulness should also be secured in order to evoke a higher intention to keep using the app. The outcomes of the study results in a set of recommendation for Game Solutions Lab to improve the responsive chatbot survey in order to achieve higher response rates.

Keywords: chatbot, responsiveness, social presence, perceived usefulness, user experience, user intention, response rate

2. **Title: Understanding the consumer behaviour of Flemish customers of Bax Music and the subsequent adaptation of services and marketing communication activities.**

   Author: Neill Baas

Understanding consumer behaviour is essential for the realisation of any successful business. Therefore, this research tries to find out how the Belgian consumer, specifically the Flemish consumer, behaves through the consumer decision-making process for buying musical instruments and sound equipment at Bax Music in both the physical store in Antwerp and on the website, in order to give recommendations on both existing services provided and current marketing communication activities. According to the study, the consumer decision-making process consists of five different stages that consumers are going through online and offline. This study explored the main concepts and dimensions of each of the stages in this process by conducting semi-structured interviews. Additionally, recognising the differences in behaviour between the two main product categories sold

by Bax Music gave additional insights. It was found that in offered services, many of the current efforts tap in very well with what consumers want. Services-related recommendations provided include looking into possibilities regarding Artificial Intelligence for making online search more convenient, making sure emphasis is on employee friendliness and helpfulness for winning customers over, and introducing a new physical store or building loyalty as effective ways for selling musical instruments. Regarding marketing communication activities, it is suggested that to be more informative and relevant towards consumers instead of providing them with too much information related to discounts and sales. Additionally, it is suggested that communications for musical instruments should revolve more around attracting consumers to the physical store, while communications for sound equipment should revolve around both attracting consumers to the store and selling online. Lastly, placing emphasis on videos in marketing communications prove to be an important way to keep consumers interested and informed.

Key words: consumer behaviour, consumer decision-making process, high-involvement products, purposive sampling, semi-structured interviews.

3. Title: Sparkles' Organizational Culture as Experienced by its Employees and Officers

Author: Christianne Bal

Due to Sparkles' rapid growth over the past few years, the organizational culture has changed. No actual and desired organizational culture according to the employees, officers and founders have been identified prior to the change, which caused a culture gap to emerge. A mixed method research has been executed in order to identify the actual and desired organizational culture and, eventually, close this culture gap. At first, an online survey was distributed among the employees of Sparkles. This survey was based on the Organizational Culture Assessment Instrument (OCAI) and leaded to a clear overview of the observable levels of Sparkles' organizational culture. Subsequently, six in-depth semistructured interviews were conducted and provided the exploration of the deeper, more subjective, and less observable levels of culture and elaborated on the findings of the online survey. Maximum variation sampling was used to select the interviewees based on two variables, namely type of employee and working location in order to give a broad insight. Findings of the research revealed important aspects of an organizational culture and the actual and desired organizational culture of Sparkles as experienced by its employees and officers. Subsequently, those findings provide recommendations regarding organizational cultural change in order to close the culture gap.

Key words: Organizational Culture, Culture Gap, Organizational Cultural Change, Organizational Culture Assessment Instrument, Actual Situation, Desired Situation

4. Title: The Effectiveness of Environmental Advertising Components in the Hospitality Industry

Author: Vera den Besten

The number of companies practicing sustainable initiatives has been growing substantially ever since the emerging industrialization and globalization. Eventually, corporate social responsibility (CSR) could be considered an ecological trend amongst both companies and consumers. However, the hospitality industry, including Landal GreenParks, is experiencing difficulties with communicating those initiatives externally, yet research is lacking behind in this specific industry. Subsequently, as potential financial benefits through attraction and retention of guests are missed out on, this research aims to extend insights on the effectiveness of environmental advertising components that might be considered relevant within green marketing communication. Predominantly, as the research is case-specific, it must be considered an advisory report towards Landal GreenParks.

By means of a quantitative study and a convenience sampling method, a self-completion questionnaire was distributed. This survey intended to uncover current levels of green brand awareness and green brand image, as well as the effectiveness of specific types of claims and topics concerning sustainability. The questionnaire was completed by 222 Dutch respondents. Overall, results indicated low levels of green brand awareness and green brand image, yet product-based and process-based claims about initiatives concerning (1) waste separation and recycling, (2) renewable energy and (3) measures of positive influence on society were deemed most effective to communicate. Moreover, recommendations on future communication strategies were addressed with regards to current levels of green brand awareness and green brand image.

Keywords: corporate social responsibility, communication strategies, environmental advertising, environmental advertising claims, green brand image, green brand attitude, green marketing

5. Title: Measuring Military Procurement Performance

Author: Alexander Bingel

The purpose of this thesis is to identify performance measurements (PM's) that are relevant to the senior procurement management of the Dutch Ministry of Defense, and to understand the relative perceived importance of such PM's. This thesis is based on empirical data captured through semi-structured interviews of senior procurement managers at the Ministry of Defense.

The research confirms the relevance of several PM's from the literature, with internal customer satisfaction, procurement cycle time, spend analyses, and workforce size being the most important PM's. Inductively, relevant PM's have also been found where tracking the current and requisitions is essential to gauge future procurement workloads.

In considering the limitations of this research, the semi-structured interview schedule evolved throughout the collection of data as inductive PM's were added and irrelevant PM's were removed from the interview schedule. As a consequence, the totality of interviews was not completely identical. Eight senior procurement managers have been interviewed as the primary sample for this research. PM's that have been deemed relevant by the majority of these senior procurement managers should be produced centrally to enhance the overall controlling function of the procurement organization. Follow-up feasibility studies could facilitate the implementation of these PM's.

The field of public procurement performance management is still developing, with growing empirical work. The methodology of this thesis allows to present inductive findings, but also explanations for the relevancy of PM's and to iterate their application. This knowledge can now be used to organize a procurement performance management tool at the Dutch Ministry of Defense.

Keywords: N.A

6. **Title: The potential of a patient-centric home-collecting-service towards IVD, assessing the expectations and desires of diabetes type 2 patient, laboratory and general practitioner**

   Author: Jeroen den Boer

Patient-centered care and DTC, meaning direct to consumer, care are two emerging developments in healthcare. Through these developments, it is increasingly the patient who takes control of his healthcare, rather than a care professional. In this way, the patient wants the care when it suits him, how it suits him and where it suits him. Especially the 'where' is an important factor in this study. Progressively, more care, including diagnostics, is moving to the patient's home. As such, this research aims to contribute to this development by investigating the expectations and desires of type 2 diabetes patients, general practitioners and laboratories regarding a patient-centered home-collecting service towards IVD. With this service, it becomes possible for a diabetic patient to draw his own blood sample by means of a finger prick and accordingly send the sample to a lab through a

logistics network. The method of the study that was carried out is qualitative and through in-depth semi-structured interviews, the phenomena that occur in the development are studied thoroughly. The results of the study show that the development evokes many conflicting opinions. On the one hand, the service can bring many positive benefits such as more autonomy for the patient, more convenience and a patient who is very involved in his therapy. On the other hand, healthcare professionals have doubts about the reliability of the tests, the ability of the patient and the clinical consequences of the tests. Looking specifically at the practical outcome of the study, it appears that the home-collecting service is particularly suitable for monitoring diabetes by means of the hba1c test and the fasted glucose test.

Keywords: IVD, DTC care, Patient-centered care, Home-collecting-service, Diabetes type 2, Home-diagnostics, Finger prick

7. Title: Development of a Supplier Performance Measurement Framework

Author: Bo Bradt

As the famous saying goes, a chain is only as strong as its weakest link. Today, this statement holds true more than ever, businesses all around the globe relying on strong suppliers to service their customers. In order to ensure high quality of supply, the performance measurement of suppliers is considered a vital element. This case study aims to contribute to a more thorough understanding of the key performance criteria and underlying metrics critical to the performance measurement of manufacturing suppliers at German discount non-food retail supplier Delta-Sport Handelskontor. It sets out to develop a framework for the measurement of supplier performance in a discount non-food retail context such as Delta-Sport's, by means of semi-structured interviews with fourteen company experts, supported through surveys with the participants. Further, this case study analysed and discussed a multitude of supplier criteria and their measurement through a combination of results yielded from theory, interviews and empirical studies. Essentially, a total of 10 supplier performance criteria and 22 underlying performance metrics were identified, weighting them according to their relevance with the help of the fuzzy Analytic Hierarchy Process (AHP). These findings enabled the set-up of a scorecard framework for the continuous evaluation of Delta-Sport's manufacturing suppliers, allowing for further recommendations towards the business problem. This thesis contributes to the large body of empirical studies on supplier performance measurement.

Keywords: Supplier Performance Measurement, Supplier Criteria, Performance Metrics, Fuzzy AHP, Non-food, Discount Retail

8. **Title: A strategic perspective regarding growth among capacity restrictions: An exploratory case study of KLM's Mainport expansion strategy**

Author: Arda Elma

In a context of ongoing debate about the future of the Dutch aviation and implications for regional economic development, this paper discusses the restrictions that KLM, The Royal Dutch Airlines, faces regarding its hub expansion strategy. For 100 years both companies, Schiphol Group and KLM, grew together while this has been taken over by stagnation in the last years. Due to the global increase in the air transport passengers and the congested airports, scarcity for capacity will remain an issue in world's most essential hub airports so this will be the case at Amsterdam Airport Schiphol. Consequently, the Dutch hub-carrier KLM faces vigorous challenges regarding its expansion strategy as the competition is extremely fierce and the development opportunities are intensely limited due to several forces. Although, many studies focused on the connectivity of the hubs and network-carriers, strategic alliances in the airline industry, airline expansion strategies, strategic management in the airline industry and environmental concerns of the aviation industry yet there are identically limited studies known about a legacy-carriers expansion opportunities among capacity restrictions. A qualitative research in the form of semi-structure interviews has been conducted first in order to gain more insights in the critical factors that have an influence on KLM's Schiphol strategy. The results demonstrated that network routes, slot regulations and environmental capacity are essential factors that have a role regarding this challenge. Triangulation has been the second stage to support this research to further investigate in detail what limits KLM. Finally, some recommendations for KLM's Schiphol strategy could be developed based on the findings of this study.

Key words: Airline-airport strategy; strategic management; airline-airport expansion; air transport; airline-airport relations; Schiphol airport; connectivity; slot regulations; capacity restrictions; Hub-network strategy; slot strategy; network strategy; business development

9. **Title: The Effect of an Alignment Between the Brand Image of Fletcher and the Customer Needs of the Dutch Millennial Business Traveller**

Author: Daphne van Engelen

Fletcher Hotel-Restaurant Weert was previously operated under Golden Tulip. Due to this rebranding, the hotel has taken a new image and identity, which may affect the future purchase intentions of the main target group, the Dutch millennial business traveller. Therefore, the purpose of this study was to investigate to what extent the purchase intentions of the Dutch

millennial business traveller are influenced by an alignment between their customer needs and the brand image of Fletcher. Data was collected by distributing a self-completion questionnaire both on social media channels and offline amongst Dutch millennial business travellers, through which 131 respondents were generated. The results show that an alignment between the customer need regarding 10 hotel attributes and the brand image of Fletcher significantly predicted purchase intentions. Recommendations are provided which aim to serve as a foundation for a marketing strategy for Fletcher Hotel-Restaurant Weert, with the aim to attract as well as maintain the Dutch millennial business traveller within the hotel.

Keywords: Millennial business traveller, customer needs, brand image, brand attitude, purchase intentions

10. Title: Participation of Cultural Institutions in Town Centre Management

Author: Marjolijn Franssen

The transformation of monofunctional town centres to multifunctional comes with new challenges and dynamics in maintaining attractive town centres. Town centre management is a strategic alliance between private and public parties aimed at increasing and maintaining this attractiveness. These partnerships work best with a variety of partners involved. However, the cultural sector is frequently not participating in these partnerships. This study aimed to gain insights in the factors influencing the participation of the cultural institutions in town centre management organisations. A comparative case study was conducted. Through literal and theoretical case selection, three cases with a participating cultural sector and two cases without the sector involved were identified. Interviews were conducted with town centre managers and directors of cultural institutions. In addition, document analysis was performed. The study approached town centre management as a strategic alliance in urban governance and explored how resource complementarity, relational capital, and alliance competence are influencing the participation of the cultural sector in this alliance. The overall conclusion in all cases was that the value culture adds to the town centre attractiveness was acknowledged, but that the value this could bring to the partnership was not decisive for cultural institutions to be included in the partnership. Factors that were found to more prominently influence the participation of cultural institutions in town centre management was partnership selection focused on building social capital, a mutual understanding between the different actors involved and the presence of a collective interest within the cultural sector from which it could act. As this study is limited in the number of cases and perspectives that were studied, it is recommended to conduct further research on each factor, as well as their influence on the performance of the partnership.

11. Title: Exploring the effects of the new integrated online booking tool: the impact on Customer behavior and conversion rates

Author: Lynn Greeven

Purpose – A new integrated online booking tool is developed, so customers can create a shipment via either DHL Parcel or DHL Express via one single online platform. Therefore, DHL Express is interested in the consequences of the new tool regarding the online customer behaviour going through the purchase funnel stages in order to understand how the conversion rates could be increased.

Design/methodology – By means of a quantitative research method and a cross-sectional research design, data was collected from multiple data sources. The online questionnaire collected 384 responses, the online recordings collected 300 responses and conversion statistics were analysed. With the help of frequencies, descriptives, correlations, t-tests and ANOVAs, significant findings were acknowledged.

Findings – According to the extensive data collection, numerous findings are established. Firstly, the purchase funnel stages, conversion rate and drop out rates were identified. On average, the new tool scores a high conversion rate. However, many concerning customer behaviours and drop out patterns are discovered. Valuable recommendations are defined in order to enhance the conversion rate and to reduce the drop out rates.

Practical implications – As a result of the chosen data collection method, some practical implications are detected by using the online tool Hotjar. It was not possible to create heat maps for every booking tool stage or record more than 300 online visitors.

Originality/value – Although a variety of researchers have been dedicated to the concept of online booking tools, online customer behaviour and drop out patterns, no former researcher emphasised on this topic within the context of DHL and their new integrated online booking tool. Therefore, this research is a unique contribution to the existing literature of this topic.

12. Title: Motives to Start as an Agency Nurse

Author: Jeroen Hendrikx

Job quality for registered nurses has been deteriorating over the past couple of years. As a result, many health institutions in Western countries are experiencing difficulties in filling vacancies. Hence, many nurses quit their permanent labour contract and start working for an employment agency. However, besides the UK and US, there seem to be few in-depth studies addressing employment agencies as providers of registered nurses. Therefore, this study focusses on understanding which factors motivate nurses to quit their permanent contract and start working as an agency nurse. Because of the lack of previous research, data was collected using exploratory semi-structured interviews with nurses that had worked on a fixed contract at a health institution for a minimum of one year before starting at an employment agency. This method was used as it provides in-depth insights into the thought processes and motivations of these nurses when they made this choice. Results showed factors equivalent to what was expected based on the literature review and could be divided into two sets: push factors and pull factors. The main push factors which pushed nurses out of their permanent contract that were mentioned are the inability to take a day off, poor communication with management, deteriorating job quality and the increased work-pressure. The main pull factors that pulled nurses into working for an employment agency were often described as working with less administrative tasks, increased flexibility, the ability to manage own work-agenda and the ability to look around at different type of health care institutions. These insights could be used by employment agencies in creating marketing and recruitment campaigns.

Keywords: Employment agency; Agency nurses; Push-factors; Pull-factors; Nurse

13. **Title: A synthesized analysis towards assessing the building blocks of Intangible asset management for third-party on-product software (and licenses)**

Author: Tom Hoskens

As the world moves into the information era an increasing amount of intangible assets in the form of software presents a unique challenge in terms of having to manage and keep track of assets that cannot be physically handled. Companies rely on computers and management systems to track stock amounts and locations. However, in some cases, this process is often fragmented causing undesirable inefficiency consequences such non-compliance and higher costs.
This thesis provides a synthesized analysis towards assessing the building blocks of intangible (software) asset management for third party on-product software (and licenses). Through the analysis of systems, under given building blocks combined with a synthesis of theory, companyand industry analysis, this thesis will present an assessment of ASML's relative performance in this area, as well as suggestions for improvements based off of this study.

14. **Title: Decision-making criteria for alternative fuels at Nike**

    Author: Lara Kuijpers

As sustainability is becoming increasingly important in the business environment, multinationals such as Nike are trying to find ways to minimise their environmental impact through minimising their emissions, to contribute towards a cleaner world. The purpose of this study was to identify the key decision-making criteria of alternative fuels and successful sustainable supply chains strategies in order to provide recommendations to Nike's sustainability department for possible future implementations of alternative fuels that contribute towards minimising Nike's sustainability impact. The study adopts a qualitative approach, consisting of two phases. Through purposively sampling, eight interviews with stakeholders were conducted. Thereafter, a strategical workshop in a focus group setting was held. An analysis following the principles of the grounded theory methodology has led to identifying a new main criteria, strategical, and some additional sub-criteria to the existing ones discussed in literature. From the strategical workshop, it became apparent that Nike was yet not ready to assign weights to the AHP criteria, leading to some further strategical recommendations. The essence of the research activities and analysis performed come down to a lack of a strategical road map for alternative fuels and room for developing further the supplier-development relation.

15. **Title: The impact of changing preferred job attributes**
    The case of Crowne Plaza Maastricht to recruit talented employees using an Attractive employer brand

    Author: Madelief Neelen

In a current labor market where job applicants are influenced by changing factors, organizations are collecting resources to charm these potential employees. For companies to attract talent, insights are needed in the preferred job attributes and communication channels used by the target group. This research is conducted for Crowne Plaza Maastricht and aims to identify the drivers that motivate hospitality graduates to apply for a job. A self-completed survey was distributed among various

hospitality management schools and via the network of the company, resulting in 106 respondents. The main finding of this study is that intention to apply is primarily influenced by intrinsic factors than extrinsic factors. Certain attributes are more attractive to applicants than others, namely; a happy and fun work environment, having a good relationship with your colleagues and recognition and appreciation from management. Furthermore, the most used communication channels are social network and the company career site. Unsurprisingly, online channels are used more often than offline. Moreover, other drivers in the job choice process are previous work experience at the company and word-of-mouth. By incorporating these aspects in the recruitment messages, Crowne Plaza Maastricht can build a strong employer brand and attract potential applicants. Employer branding has been thoroughly described in literature; however practical implications differ enormously across different hotel chains. Therefore, this study seeks to advise Crowne Plaza Maastricht specifically in attracting job seekers in a world of changing preferences.

Keywords: Hospitality industry, Employer branding, Employer attractiveness, Recruitment channels, Applicant attraction

16. **Title: CRM in the museum sector: An explorative study into the current CRM Practices used within the museum sector**

Author: Chantal van Oirschot

In a world where the competition within the leisure and cultural sector is increasing and subsidies for museums are decreasing, the right approach to your customer is becoming more important than ever. Today, it is not enough to have 'a really good exhibition', but the customer needs to be the central focus point, they have to experience something.

In order to provide the both the Museum Vereniging and the museums itself with insights and understanding how the museums are currently operating on CRM practices, this study was conducted. Data was collected via semi-structured in-depth interviews, supported by an indicative Likert-scale questionnaire, called 'the CRM quick scan'.

It was found that there are different perspectives on CRM, from not knowing anything about CRM to seeing CRM as a useful tool to support marketing and communication activities. In the end, there are three categories found on the level of adoption of CRM (1) no adoption of CRM, (2) CRM is adopted as an IT system, (3) CRM is adopted in the business strategy.

Key words: CRM – Business strategy – CRM strategy – Organisation – Customer knowledge – Customer experience – customer centric- customer focused.

17. **Title: The Tourism of Geology: Towards an Understanding of Geotourists**

   Author: Walter Schinkelshoek

The Flemish-Dutch Scheldt Delta region is characterized by unique geological features. Subsequently, a cross-border partnership between four provinces has announced their aspirations to acquire a UNESCO Global Geopark status. It is assumed that a Geopark accreditation opens doors to attract a new market segment comprising geotourists. In order to assess opportunities presented by this special interest market, eleven semi-structured interviews with intentional geotourists were carried out. Results indicated that geotourists are pulled towards natural, geological and cultural resources. Furthermore, pull attributes were linked to sets of push factors and the geotourists' information collection processes were discussed. Despite of the fact that investments in branding and on-site information provision will be required, it was concluded that geotourists constitute a segment showing potential to develop tourism in regions that are nowadays less visited by tourists.

Keywords: geotourism; Geopark; geotourist; travel motivation; push-pull; travel information

18. **Title: Adopting Team-Based Structures in the Voluntary Sector**

   Author: Sanne Verbruggen

Over the past few decades, organizations have increasingly shifted towards adopting team-based organizational structures as they have been proven to be more flexible and effective in performing complex organizational tasks. Hence, the aim of this study was to identify influential factors in the implementation and functioning of team-based structures within the voluntary sector, specifically directed at affiliates of the Make-A-Wish Foundation. Existing literature disclosed a manifold of concepts affecting team effectiveness as well as characteristics of structures that should be considered in team structure design, the most compelling and relevant of which were selected and adopted in the scope of this research study. The chosen research design consisted of a comparative multiple case study, in which the implementation and functioning of team structures in a four Make-A-Wish affiliates, representing a cross section of all 41 affiliates, were analysed and compared in order to deduce common findings. In total, a number of sixteen semi-structured interviews were conducted and a systematic analysis of the data led to the following findings. The most influential aspects of successfully implementing a volunteer team structure at Make-A-Wish affiliates are; (1) a careful design process prior to the implementation, (2) opting for a cross-functional team structure as opposed to other types of structures, (3) the establishment of professional and structured volunteer recruitment and training procedures, and (4) adopting a positive leadership style.

Therefore, MAW International is recommended to provide further guidance to their affiliates with regard to these topics. Lastly, further research is needed to identify the exact differences in the functioning of team-based structures within voluntary organizations as opposed to commercial companies.

Keywords: Team-Based Organizations, Cross-Functional Team Structure, Teamwork, Training, Empowerment, Leadership, Communication, Interdependence

19. **Title: Understanding what drives customer loyalty: A case study on 'post-kids' travellers**

   Author: Romi de Vriese

The travel and tourism industry operate in a highly dynamic environment whereby change is inevitable, and the development of long-lasting relationships is key towards remaining competitively viable. As a result, have organizations such as Thomas Cook increasingly shifted their focus towards a customer-centric approach aiming to establish a strong loyal customer base. The purpose of this study was to identify the drivers of customer loyalty of the 'post-kids' segment in the UK market in order to provide recommendations to Thomas Cook on how to increase loyalty towards the tour operator brand. A qualitative case study on the 'post-kids' segment in the UK market was adopted via the means of semi-structured interviews. Thereafter, findings were analysed carefully in an exploratory and evaluative manner. The results showed the 'post-kids' segment to exhibit higher levels of behavioural loyalty combined with low attitudinal loyalty. In addition to a loyalty program, numerous determinants underlying the decision-making process were identified to impact the segment's loyal behaviour. Ultimately, the findings of the study led to the focus on enhancing levels of commitment and intentions to repurchase through initiatives that stimulate greater emotional value.

Keywords: Customer loyalty, loyalty typologies, tourist decision-making process, drivers of customer loyalty, loyalty program, 'post-kids' segment, tour operator, tourism

20. **Title: Examining Service Quality of a Small-Scale Airport: A Customer Journey Analysis**

   Author: Larissa Wijnen

The combination of a heavily competitive environment and the increased pursuit for the experience economy force airports to focus on the service quality provided to passengers. Therefore, it is a prerequisite to outline the passengers' journey and define areas of excellence as well as crucial bottlenecks in order to be able to optimise the experience. This study aims to gain insight in the current service quality provided by Maastricht Aachen Airport and to determine which aspects are relevant for a small-scale regional airport. A self-completion questionnaire was developed based on the principles of the validated SERVQUAL method and adjusted according to suggestions of research environment-related studies. A convenience sample of 183 valid responses was collected during a two-week period in the departure terminal of Maastricht Aachen Airport. Analyses of the descriptives together with analyses of the variance between the means outlines the passengers' expectations of an excellent airport and their perception of the actual service provided by Maastricht Aachen Airport. A comparison of these two result in a gap score, which indicates whether Maastricht Aachen Airport is performing according to the standards. The results denote that if the perceived importance of the different dimensions is considered, Maastricht Aachen Airport is on average performing according to the standards. However, when analysing the unweighted averages, Maastricht Aachen Airport could improve certain aspects of its customer journey, mainly related to the tangibles within the terminal and the airport's reliability and responsiveness. Hence, recommendations are provided in order to enhance the airport's service quality throughout the customer journey and thus develop a sustainable competitive advantage.

Key words: customer experience, customer journey, service quality, SERVQUAL, service quality dimensions, expectations, perceptions, passengers, transportation, aviation, airport.

21. **Title: A case study of Interdepartmental communication improvement in a Centralized organizational structure**
    Author: Adam Zelina

Organizations are pressured to utilize business resources, such as people, monetary assets or communication process in an ever-efficient way. Due to the rapid developments across all industries, companies are forced to execute information exchange efficiently and precisely in order to stay competitive. Therefore, this study aims to generate a deeper understanding on the matter of interdepartmental communication efficiency, where a key business process has been outsourced and centralized. The examined company is an NH Hotel located in the heart of Amsterdam. Specifically, the communication processes of two departments will be examined, the organizing and the meeting & events department of the hotel. In recent times, the sales activities have been moved out of the building and centralized in an office for all Amsterdam region NH hotels due to a strategic decision of the headquarters. Meanwhile, this has some considerable benefits, the related two departments have suffered some downsides as well. Therefore, the research intends to uncover the

current and preferred communication practices of employees, their experiences with interdepartmental communication based on their hierarchical arrangements and their general relation to communication. The data collection has been utilized in a semi-structured interviewing, consisting of 14 relevant respondents to the case study. In total, 7 main categories have been identified that is relevant to achieving efficient interdepartmental communication within the related departments of NH Collection Grand Hotel Krasnapolsky. The results were able to confront existing theories revolting around organizational communication and its influential factors. These results entail that operational information based on paper or emails may lack crucial elements for employees to provide full understanding of tasks. Additionally, it provides recommendations on employee communication preferences and improvement options. Therefore, this thesis was able to contribute to the currently existing factual, empirical studies iterating around organizational communication and its effectiveness components.

Key words: Communication, Organizational Communication, Interdepartmental Communication, Employee perspectives, Employee preferences, Employee levels, Hierarchical settlements

1. **Title: Holiday motivation of Germans in Gelderland**

   Author: Twan van der Biezen

Nowadays, the demand for holidays among Germans is growing for the eastern part of the Netherlands. As one the newest hotels in Gelderland, hotel Van der Valk Nijmegen-Lent wants to attract the German tourism market. However, the company lacks knowledge and experience about communicating with the German leisure market. Therefore, the study aimed at establishing travel motivation for a holiday in Gelderland among tourists from Nordrhein-Westfalen. Self-completion questionnaires containing 27 items measured the importance of intrinsic motivators and destination properties. Through a regression, the study attempted to find a correlation between push and pull factors and the likeliness of recommending a destination. Nonetheless, only the pull item 'restaurants or cafes' showed significance. Other key results of the analysis denoted that Germans look for having an enjoyable time with their travel partner and that they want to discover and learn new things during their holiday. In addition, Germans consider Gelderland as an important destination to escape an excelling stimulation level and they desire to undertake outdoor activities. In order to communicate with Germans effectively, it is sensible to convey strengths of the company related the scores on push and pull factors.

Keywords: travel motivation, holiday motives, push factors, pull factors, holiday behaviour, holiday experience

2. **Title: Exploring the B2B social media usage: How Time Off Guru can attract new Hungarian customers**

   Author: Lyubo Enchev

Time Off guru was struggling to establish a social media marketing strategy in order to acquire customers from their newly targeted Hungarian market. This study explored how social media was being used within the Hungarian B2B sector to acquire new customers. Due to the scarcity of research into the topic of social media within the context of B2B, a qualitative methodology was used. It employed semi-structured in-depth interviews with B2B marketing professionals from Hungary. Subsequently, an online content analysis was conducted on the Facebook pages of the informants' organizations. The results show the important role of social media for indirectly

acquiring new customers through the strong brand-building capabilities of social media and the acquisition strategies- advertisement, SEO enhancement and content marketing. Moreover, five types of Facebook content were identified – Internal, External, Promotional, Informational and Humorous. The outlined findings provide valuable recommendations for informing Time Off Guru's social media strategy emphasizing the use of Facebook, its brand building and content marketing capabilities and finally its beneficial customer acquisition strategies for gaining new clients in the foreign market.

Key words: social media B2B usage, b2b customer acquisition, social media B2B branding

3. **Title: What drives students to work? An investigation into the motivational factors of students in Amsterdam to apply for a side job in the hospitality industry**

   Author: Aniek Leendertse

In a world where job seekers can choose between a variety of jobs and employers, it is vital for organisations to have insights into the motivational factors of their potential applicants. This study is conducted for Hyatt Amsterdam and aims to identify what motivates students in Amsterdam to apply for a side job in the hospitality industry. Data were collected with a self-administered survey that was distributed among students in Amsterdam, resulting in a sample of 309 HBO and WO students. The most important finding of this study is that the motivation of students is more intrinsically originated than extrinsically. The factors that influence the decision to apply for a side job the most are to work for an organisation that offers a good work-life balance, an open and exciting atmosphere, good supervisory relationships, and the opportunity to learn new skills. It is essential that Hyatt Amsterdam communicates this towards the target group during the recruitment process in order to attract them. Even though there are various studies that have focussed on identifying motivational factors of job seekers, none of them specifically targeted students with a side job. As a result, this study is unique and contributes to the existing literature.

Key words: Hospitality industry, Side job, Motivation, Students, Applicant attraction

4. **Title: Applicant attraction to recruitment companies An exploratory study**

   Author: Catherine Lewis

The outsourcing of human resource activities is becoming a widespread phenomenon. Regarding recruitment process outsourcing (RPO) in particular, however, very limited research has been

conducted from the applicants' perspective. Thus, the aim of this exploratory research was to understand what influences a Dutch hospitality job seeker when choosing to use a recruitment company in order to attract more customers. The recruitment company, HRC International, is an international training and career development organisation for the hospitality industry. The data collection was conducted through semi-structed interviews with hospitality students as this approach offers in-depth insights into the actual thought processes of these prospective job seekers when considering the use of a recruitment company. Various themes emerged as factors which influence the Dutch hospitality students when evaluating the use of a recruitment company. The main conclusion was that the recruitment company was not yet in the consideration set of the students and has to enhance their awareness. Furthermore, the concept of a recruitment company had to become clearer and the advantages such as improved job-matching need to be advertised more. Finally, recommendations were given regarding how to increase applicant attraction.

Keywords: Recruitment company, hospitality students, job choice, applicant attraction, recruitment process outsourcing, job matching

5. **Title: Travel Motivations and the Use of Booking Channels to Book with a Tour Operator: a Descriptive Study about Young Baby Boomers and Family Millennials**

Author: Carina Mackels

Travel segmentation by cohort analysis has been gaining attention over the past years. This paper reviews and assesses the literature on baby boomers' and millennials' booking behaviour to purchase a personalised tour with a tour operator. It includes looking at travel motivations and the used booking channels to purchase a personalised tour with a tour operator, such as the online environment, a traditional booking channel and cross-channelling. Using a small scaled tour operator case, findings of the literature are described on more specific target groups, namely the cohorts young baby boomer and family millennial. This paper allows insights into the booking behaviour of these cohorts to purchase a personalised tour with a tour operator and provides recommendations for an applied marketing communication. Findings and interpretations of this quantitative study are subject to several limitations that make a generalisation beyond the scope of the case company unfeasible.

Keywords: tour operator, booking behaviour, cohort, baby boomer, millennial, travel motivation, booking channels, online booking, traditional booking channel, cross-channel

6. **Title: What should they know? A quantitative study towards the attributes influencing environmentally friendly customers' satisfaction for food product information**

Author: Anne Nummerdor

In recent years, the food product industry has experienced major controversies in light of globalization, scarcity and food scandals, causing the demand for food product information to grow rapidly among customers. The purpose of this study was to identify the attributes influencing overall customer satisfaction for food product information. By means of a self-completion questionnaire among customers of the case company, two main factors of potential influence were assessed: (1) company-created communication and (2) product information. The key results from multiple regression analyses with 493 respondents indicated that the dimensions of both factors significantly influence overall customer satisfaction for food product information. By examining the outcome of the multiple regression on significance levels and correlations, the most influential attributes were identified. Finally, these results in combination with an importance-performance analysis identified the specific areas for improvement. The results led to a set of recommendations to the case company in order to increase customer satisfaction for product information.

Keywords: environmentally friendly customers, customer satisfaction, self-stated importance, company-created communication, product information, food industry

7. **Title: Implementing social media in public local broadcasting: Identifying WOS Media's audience segments and their social media content desires**

Author: Mark van Oosten

Traditional media organizations are threatened by the rise of digital media, since consumer behaviour has changed radically and TV viewer ratings are declining. Subsequently, this development conveys risks for traditional media broadcasters that are required to secure vital advertising income. This cross sectional research therefore aimed to explore which audience segments exist for public local broadcaster *WOS Media* and what are their corresponding social media desires, in order to more effectively reach these consumers and develop new online revenue models. A mixed method research strategy was implemented, specifically the exploratory sequential design, which entailed conducting qualitative semi-structured interviews prior to executing a quantitative questionnaire. Non-probability convenience sampling was performed during both studies. Two audience segments were identified: 'local general news fans' and 'local sports fans'. Both audience segments however shared one commonality, which refers to a sense of pride ('Westlandse trots') toward local people that deliver top performances at (inter)national level. Finally, the findings could be used by WOS Media to establish an effective social media strategy, which should aim at redirecting consumers from the respective social media platforms to its multimedia website, for this website could be utilized to generate online advertising revenue.

8. Title: Determinants influencing brand image in a B2B advertising context

Author: Tanguy Schuermans

The Belgian out-of-home advertising market is a challenging environment. In Belgium, a few actors have most of market shares. Recently, it has experienced rapid changes with the advent of targeting tools and digital panels. While the competition within the market as well as between other media has increased, business customers have become proportionally more and more demanding. In that context, Belgian Posters, a Belgian out-of-home provider, has experienced issues in identifying opportunities to grow.

As a result, in order to foster new growth opportunities for the company, the present research aims at understanding what are the determinants influencing its brand image. The study is composed of a thorough literature research as well as of 14 individual qualitative interviews with the target market of Belgian Posters.

The results of the researches show that the main determinants influencing the brand image of Belgian Posters are the branding and marketing strategies of the firm, the needs of the target market and the personal-selling communications developed by the company. These insights help to provide recommendations to Belgian Posters in order to develop its brand image and to nurture new opportunities to grow.

9. Title: Identifying the cause(s) of a discrepancy between the status quo and the desired state of human performance in reverse logistics: A front-end analysis leading to intervention recommendations

Author: Branco Spaans

Managers are continuously identifying areas for human performance improvement in order to coordinate the employees towards strategic goal attainment. However, the operational employees involved in this case study exert different performance behaviour than desired by the management. Therefore, a great amount of information could be provided by determining the causes of this gap. A qualitative research was performed to explore the business problem.

A purposive sampling strategy was used to select suitable respondents based on their influence on the process. Consequently, twelve semi-structured interviews were conducted with three managerial respondents and nine operational employees. Findings provide areas of improvement in the external stimuli around the operatives which currently constrain the operative to perform. These improvement points have arguably been neglected due to the inability to measure and evaluate the effectiveness of the current performance of the individuals and the processes in general.

Keywords: performance management, human performance technology, performance measurement system, behavioural stimuli, people management.

10. **Title: Optimizing online conversion**
    An insight into the travel website preferences of Dutch, price-oriented millennials

    Author: Daniëlle Verhagen

As a result of the enormous amount of competition in the online travel industry, organizations need to distinguish themselves by designing their websites according to their target group's preferences. Since the target group of TravelHunter consists of Dutch, price-oriented millennials, this study aims to identify what website design aspects and user perceptions can influence their online purchase intention, and thus, the online conversion. The data were collected by distributing a self-administered questionnaire both online and offline among Dutch millennials, resulting in a sample of 336 respondents. Results show that during their online travel planning process, this group is mostly influenced by the consistency and accuracy of the content, the speed of the website, the simplicity of the design, and the assurance that their personal information is kept safe. Recommendations are provided towards TravelHunter, so that its website can be optimized and the conversion rate can be increased.

Keywords: Millennials, Online conversion, Purchase intention, Online travel industry, Website design

11. **Title: A Case Study of Centralization of Facility Management at Damen Shipyards NL**

    Author: Roman Voznyuk

"The pressures to do more with less continue to mount. Increasingly, leaders of complex organizations are rapidly considering a migration to centralized facility management (CFM) as the solution to their operating concerns" (Willie, 2014). This case study aims to contribute to a deeper understanding of key factors essential to the centralization of the facility management function at

Damen Shipyards NL, an international shipbuilding, and repair company. It intends to uncover key factors regarding centralization through conducting semi-structured qualitative expert interviews with both Damen experts (five participants) and independent experts (five participants) related to NHTV Breda. This case study identified and evaluated a multitude of factors vital to the centralization of facility management through contrasting and merging results gathered from interviews, theoretical concepts, and empirical studies. In total, 12 factors which relate to five concepts of facility management centralization were identified. The findings were utilized for the creation of a new conceptual framework that serves in the generation of recommendations towards Damen Shipyards' business problem. This thesis contributes to the limited amount of empirical studies on centralized facility management.

Keywords: Centralization, Centralized Facility Management, Facility Management, Corporate Real Estate Management, Key Factors

12. **Title: How can TSH Amsterdam City best align their guest resources?**
A quantitative study towards effective data analysis

Author: Loes Westerveld

With the fast development of electronic word of mouth, the hotel industry faced the opportunity to gather more customer data and communicate with these customers directly. However, this user-generated content online is also found to be of great influence to future guests and their booking behaviour. Hence, good data management and analysis is essential to anticipate on the needs of the customer and future guests. This study aims to examine the effect of 12 particular hotel attributes on the level of satisfaction and the importance given to rate in a review, as well as influences by demographical and motivational factors of guests. A quantitative study, based on online survey research with 405 respondents and an expert interview, was conducted. The findings indicate that there is a positive association between the hotel attributes affecting the level of satisfaction and the importance given to these hotel attributes in a review. Furthermore, found was that a customer's demographics only play a small role in assessing their level of satisfaction. However, the demographical factors of gender, level of education and travel purpose seem to influence the guest's motivations to write or use a review in the booking process.

Keywords: guest satisfaction, online guests reviews, reviewing behaviour, hotel industry, data management information systems

13. Title: Evaluation Tool of Leasing Models in Corporate Real Estate Portfolio Management

Author: Fredrik Winsnes

"The primary aim of Corporate Real Estate Management (CREM) is to enhance the performance of the client organization through the alignment of the corporate real estate (CRE) strategy with the organizational strategy" (Haynes, 2012). Through the use of existing and contemporary leasing models, corporate occupiers can implement various means of sourcing real estate to enhance the alignment of the corporate real estate to organizational strategy. This case study focuses on gaining insight into the decision-making factors influencing the selection of corporate real estate leasing models to develop an evaluation tool outlining the process of selecting leasing models. Semi-structured qualitative interviews were conducted with nine experts in the Corporate Real Estate Management industry. Four decision-making factors influencing the selection of nine corporate real estate leasing models were identified. The outcome of this research outlines the process in which corporate occupiers evaluate leasing models, providing recommendations to the Corporate Real Estate Services department of Diageo plc. This thesis bridges the gap between theory related to corporate real estate leasing models and the practice of corporate real estate management.

Keywords: Corporate Real Estate, Corporate Real Estate Management, Portfolio Management, Leasing models, Evaluation tool.

14. Title: 'Creating an outstanding camper experience for generation X'

Author: Zonne Zeevalk

This thesis examines how value can be added to the camper experience of generation X camper users. Existing literature demonstrates that the value perception of camper-related products and services can be researched by the use of three fundamental constructs; camper motives, camper attitudes and key-moments along the camper journey. A qualitative research in the form of semi-structures interviews has been conducted to gain more insights in how these three constructs affect the camper-related value perception of generation X. The results showed that generation X primarily associates the camper with freedom and adventure. In line with these associations, generation X is mainly motivated to choose for the camper as their mode of vacation because of the freedom, flexibility and convenience it offers. Hence, the camper behaviour of generation X can be characterized by a rather free, flexible and adventurous camper style. In addition, several promising key-moments were identified in the camper journey of generation X, such as; the acquisition of second-hand campers, the search for informational and inspirational content, the search for child-friendly solutions, the vulnerability for discounts, and the use of user-generated platforms such as

review networks. To sum up, the camper market should develop value propositions that better align with the camper behaviour (motives and attitudes) and camper journey (key-moments) of generation X in order to add significant value to the camper experience of this generation. Some recommendation on products and services that could be developed based on these findings are provided in the recommendations of this study.

1. **Title: The Shifting Market Boundaries of the Hospitality Industry**

   Author: Esther van den Berge

The purpose of this study was to find an answer as to how hospitality can be converted into a competitive advantage since nowadays, companies seem to increasingly perceive hospitality to be a way of differentiating oneself from competitors. The research is conducted for Regardz Hospitality Group B.V., a facilitator in meetings and events wishing to develop a new business model based on their hospitality expertise. To obtain a solution to this business problem, the shifting market boundaries of the hospitality industry were analysed. To elaborate, this transition represents the implied, increased relevance of hospitality to customers and businesses alike, triggered by various market parameters. Semi-structured expert interviews were conducted with hospitality related businesses to obtain in-depth, rich perspectives of this phenomenon. Accordingly, findings deriving from the field research emphasised the psychological nature of hospitality, identified key market parameters causing market boundaries to shift and pinpointed the opportunities and limitations detracted from the shift. Awareness of the latter, including insight into conditions to successful hospitality implementation, gave rise to finding an answer to the business problem. Eventually, turning hospitality into a competitive advantage requires companies to consider: understanding of the interpretative meaning of hospitality; awareness of market parameters stimulating market change; exploitation of opportunities related to the shift in the form of market development or product development and effective integration of hospitality into one's business.

Keywords: hospitality, service, hospitality industry, market boundaries, market parameters, market change, market opportunities, business development, competitive advantage

2. **Title: The Attractiveness of Wellness Destinations:**
   An Investigation of Dutch Seniors' Preferences

   Author: Eva Bohg

The attractiveness of destinations has been paid much attention to in tourism research. Identifying and responding to the demand of tourists is crucial to any tourism destination. In search of identifying determinants that contribute to a destination's attractiveness, various

studies suggest different sets of attributes depending on the type of destination. The aim of this study was to identify the attributes relevant for Dutch senior citizens when undertaking a wellness vacation. Using a convenience sample, 117 questionnaires were collected amongst Dutch seniors. Principal component analysis (PCA) and multiple regression were applied to identify relevant determinants for wellness destination attractiveness. Results of the study indicate that the importance of provider factors, representing the attractiveness of the offer and its price competitiveness, are significant predictors of destination attractiveness. Recommendations are given to Tourismus NRW for the implementation of the research findings in their marketing activities.

Key words: destination attractiveness, wellness tourism, senior citizens, health tourism, consumer research, destination attributes, multiple regression analysis, principal component analysis

3. **Title: Lights off, spot on: Delight within Luxor Theater**

   Author: Sanne van den Brandt

The past years, Luxor Theater had to deal with a significant decrease in the amount of visits. Several possible causes for this problem have been searched, though the most important cause appeared to be that customers have become more critical and increasingly demand for high quality. This is also a problem other companies face. Evoking feelings of delight among customers was found to be a possible solution to the problem, and therefore, the purpose of this research was to gain insight in how to evoke a feeling of customer delight among the visitors of Luxor Theater. To investigate this, a questionnaire, including the critical incident technique, was used. The results consisted of rich data, in the form of stories of delightful experiences within Luxor Theater and within other organisations. that were divided into 21 categories and four dimensions influencing customer delight within Luxor Theater: 'personal', 'interpersonal', 'performance' and 'venue'. The influence on the degree of delightfulness of all these dimensions was tested. Additionally, the effect of the dimensions on the word-of-mouth behaviour of the visitors was identified. Finally, recommendations were given concerning the categories in which Luxor Theater should invest to increase the amount of visits in the future.

Key words: customer delight; delight; word-of-mouth; theatre; performing arts; critical incident technique

4. **Title: Social Media: A tool to increase customer engagement and retention in the telecommunications company VOO.**

   Author: Maxime Dalessandro

Introduction: The advent of social media platforms has radically changed the way customers interact and engage with product vendors or service providers. Nowadays, such tools have become essential in the humans' and organizations' daily life. Although social media have numerous advantages, they also brought significant challenges. Among these, we can find the integration and interrelation of social media with other branches of the company such as loyalty, retention, sales, etc. In the case of VOO, governmental reform which aims to increase the customer volatility, and credibility issues have led to study the impact that social media have on customer engagement and customer retention.

Methodology: This paper presents the results of a qualitative case study composed of twelve in-depth interviews. Seven expert interviews and five customer interviews were conducted in order to confront both company's and consumer's point of views. Each set of interviews is analysed with a grounded theory approach and then compared between each other.

Results: Comparing the results of both sets of interviews with the theoretical concepts found in the literature review, several differences have been found. Calculative commitment tends to be a predominant factor for customers in engaging with brands on social media. While effective and centric approaches in the way the brand communicates with its customer on social media substantially impact customer retention.

Keywords: social media, customer engagement, customer retention, calculative commitment, content marketing, digital customer care, telecommunications, Facebook, Instagram

5. **Title: The Influence of Persuasive Communication on Sustainable Tourism Products: Overcoming the Sustainability Liability.**

   Author: Tom van Ebbenhorst Tengbergen

The purpose of this research was to discover whether tourism product attributes that evoke positive associations can overcome the negative associations of sustainable tourism products (the sustainability liability) in order to create persuasive message content to increase sales of sustainable tourism products. This objective was explored in a three stage, sequential, mixed methods study. The first part of this study explored negative associations and evidence to support the assumption that sustainable tourism product attributes are associated with weak decision making attributes

(DMA's) and less sustainable tourism product attributes with strong DMA's. The second part of this research tested the possibilities to overcome the sustainability liability by emphasizing strong DMA's. The final part of the study aimed to improve existing persuasive message content by adding strong DMA's to the message. The findings have led to a new theoretical framework that presents a method to overcome the sustainability liability in tourism marketing.

Keywords: sustainability liability, sustainable tourism, green marketing, implicit associations, holiday decision making process, persuasive communication

6. Title: Motivate to Donate: Exploring Donation Motivation for Online Monetary Giving

Author: Eveline van Gaal

To increase online donations through efficient and effective online fundraising techniques, an extensive understanding of donors and their donation motivation is needed. What motivates or deters donors from donating through an online donation vehicle? Very little empirical research has been conducted to identify whether there are notable differences in the donation motivations between online and offline donors, and how these differences affect their donation behaviour. This study aims to uncover these potential differences by conducting in-depth interviews with both online donors (six participants) as well as offline donors (five participants). Through interpretation and by contrasting the findings of both groups it can be concluded that online donors generally have a stronger personal resonation with the cause, prefer to receive information on humanitarian issues, and are generally more altruistically driven to give. Contrastingly, offline donors have a weaker personal resonation with the cause, prefer a more direct and observable involvement, and have stronger egocentric reasons for donating. Therefore it can be concluded that substantially different motivational forces drive online versus offline donations, acknowledging these differences will support the implementation of increasingly efficient and effective online fundraising techniques.

Keywords: Online Donations, Offline Donations, Online Fundraising, Donation Motivation

7. Title: Mobility as a Service. Demystifying the Concept and its Implementability.

Author: Thomas Geier

The mobility sector is about to change. Global societal trends such as urbanisation and demographic change pose increasing tension on transport systems that often already suffer from congestion and poor funding. However, changing consumption choices and technological advancement also bring

forward solutions that challenge the current ways of organising mobility and may fundamentally change people's perceptions and choices. Probably the most exciting of these solution is that of Mobility as a Service (MaaS). A concept fundamentally changing the access to mobility, holding vast positive implication for all kinds of societal problems. This study aims at demystifying this novel concept to identify what is crucial for its implementation. In this regard, experiences from stakeholders involved in the development of the concept are identified to produce a list of conditions for the concepts implementation. A framework for the assessment of MaaS implementability is then constructed around these conditions and applied in multi-case approach to the Canadian cities of Toronto and Ottawa. The findings suggest that MaaS implementation is like in Toronto' market which corresponds with the identified set of conditions to a much greater extent than Ottawa, where MaaS is found unlikely implementable.

Keywords: Mobility as a Service, MaaS, Implementability, Transport innovation, Intelligent Mobility

8. Title: A Labor Productivity Benchmark Study of RNC Holiday Parks

Author: Thijs Hanema

The top manager of RCN France believes that labour costs are remarkably high, due to low employee productivity. Therefore, the aim of this study is to improve labour productivity of French RCN holiday park by investigating how labour productivity is influenced. Hence, by performing qualitative benchmark research containing in-depth interviews with managers and employees of five holiday parks of RCN, differences will be found regarding six influential factors that have risen from an extensive literature review. The results suggest that less productive holiday parks significantly differed from high productive holiday parks in terms of these six theoretical subjects, which are (1) leadership style, (2) planning process, (3) process management, (4) employee motivation, (5) employee (multi)skills and (6) automation.

Key words: Labour productivity, leadership style, planning process, process management, employee motivation, employee skills, automation

9. Title: Examining the relationship between age and work motivation

Author: Luuk van Hees

The purpose of this case study was to examine the relationship between the age and work motivation of façade maintainers working at Fortron B.V. To examine this relationship a self-completion questionnaire was administered that consisted of 34 items measuring the independent variables of chronological age and subjective age, and dependent variables of intrinsic work motivation, extrinsic work motivation and the motivation to continue to work. The key results of the research indicated a strong positive correlation between remaining time and remaining opportunities (variables of subjective age) and all types of work motivation. These results led to a set of recommendations to the case company to shift the focus of its policies and structures from a chronological age perspective to an open-ended future time perspective to enhance the work motivation of its employees and, therewith, increase their job performances.

Keywords: age, subjective age, chronological age, work-related motivation, intrinsic motivation, extrinsic motivation, motivation to continue working, façade maintenance

10. Title: Misery or Place to be? The brand image of Mise en Place

Author: Lieke Janssen

The recent surge of the amount of companies has increased the importance of branding. Although this is largely seen as a positive economic development, many companies are struggling to grab the attention of customers, as does the service company Mise en Place. Knowing how potential customers perceive the brand can become of great relevance in overcoming the stated problem. Simultaneously, numerous researchers are producing a great number of literature on this phenomenon, but many of these are fundamentally qualitativebased studies on the in-depth feelings towards the brand.
By means of a positivistic study, this paper attempts to examine several constructs of brand image, with regard to brand attitude, brand personality and brand associations, in relation to Mise en Place. Two rather similar surveys were produced; one for potential student employees and the other for the current student employees of Mise en Place Breda.
Results showed that the target group holds weak brand associations towards Mise en Place and the brand personality dimension of excitement describes Mise en Place the most. A full understanding of the construct brand image may aid companies in conveying the brand to customers more effectively, or alter the branding in ways that better suit the desired brand identity.

Keywords: branding, brand image, brand attitude, brand personality, brand associations, word-of-mouth, employees, service industry

11. Title: Increasing Customer Engagement Through Online Personalization

Author: Milou de Jong

Current research is replete with examples of company activities or offerings to engage customers in various products and services. However, the role of customer engagement construct has not yet been related to the influence of these activities or offerings. Therefore, this thesis aims to identify the factors of company communications and product or service offerings that influence customer engagement. Contributing to the established domain of customer engagement and personalization, this research examines four factors of online personalization and their influence on customer engagement, namely: *type*, *content*, *distribution channel*, and used *customer data*. Using a quantitative cross-sectional method, this paper describes the results of a survey comprised of 1234 responses of existing Ziggo customers. Based on theory - extended environmental analysis of Ziggo as well as the survey study - the findings reveal a relationship between online personalization and customer engagement; presenting an opportunity both for Ziggo's marketing strategy and the telecommunications market.

Keywords: customer engagement, online personalization, online experience, interaction, personal data, message content, message type

12. Title: Festileaks – Towards a better mobile user experience

Author: Kira Masius

The aim of this study was to focus on the perceived mobile user experience by visitors of Festileaks. It sets out to explore the needs and wants of those interested in festivals, concerning information, entertainment, and socialization, in order to provide recommendations regarding an improved mobile user experience of Festileaks. The research included a qualitative case study of Festileaks regarding its mobile users. Eleven semi-structured interviews were carried out with mobile users of Festileaks, providing primary data. After careful analysis of the findings, three prominent findings surfaced: Festileaks was perceived as a complete, mobile source for festival information, providing objective news; little awareness exists for the different Festileaks social media channels and of the Festileaks columns; and the mobile view of the website left many mobile visitors expecting more. Recommendations were given towards improving the mobile view and creating more awareness

around other channels of Festileaks and improve the awareness of the columns created by Festileaks.

13. Title: Translation of core values and public values within KRO-NCRV

Author: Renske Modderman

This purpose of this study is to answer the question: "What is the current (latent) strategy of KRO-NCRVs' employees are towards the translation of public values and core values into media?" A literature study was executed to create a framework of possible influences on the translation of these values. In total 13 semi-structured interviews were conducted following the method of appreciative inquiry. A coding process following grounded theory led to new insights explained in the results. Findings show that several factors influence the translation of public values and core values into media products within KRO-NCRV. The main conclusion from this study are:
1. for implementation of public and core values the KRO-NRVC is counting on the professional interpretation and implementation of the managers, chief editors and the editors.
2. the FOAB department (Format Ontwikkeling en Aansturing Buitenproducenten) has a large influence on the implementation of the public and core values by selecting the right formats.

14. Title: The Quest for Tangible Talent in an Intangible Industry: An Analysis of the Dominant Factors Contributing to the Establishment of Employer Attractiveness of Hilton among Graduate Hospitality and Business Students within Europe.

Author: Roeland van Noort

Purpose – While the global war for talent prevails in today's business world, the hospitality industry faces increasing pressure of attracting and retaining new human capital due to skyrocketing staff turnover rates and a bad industry image. Also former industry leader Hilton notices a potential threat in sustaining their position as preferred employer as a result of international expansion plans and a lack of knowledge about employer awareness, attractiveness, and retention attributes preferred by graduate students. Therefore, this study seeks to identify the current level of brand

awareness and the preferred employer attributes in terms of attractiveness and retention among this target group.

Design/methodology/approach – By means of a quantitative research method and a cross-sectional research design, data was collected from 202 third and final year hospitality students within Europe. With the help of non-parametric tests, correlation and regression analyses, and principle components analyses, significant relationships, differences among groups of respondents, and underlying dimensions could be identified.

Findings – Results indicated there to be a high awareness level of the Hilton brand while significant relationships could be identified between the level of employer awareness and the intentions to apply for a job. Further findings indicated there to be a significant preference for work-environmental and developmental employer attributes in the attractiveness of a certain employer while gender differences were particularly related to economic and social attributes. In more detail, underlying dimensions of employer brand attractiveness which were found include Social Environment, Creativeness & Innovativeness, Organizational Attributes, Economic Benefits, and Learning & Development. Besides, dimensions related to employer brand loyalty include Learning & Development, Responsibility & Autonomy, Social Benefits, Achievement & Recognition, and Economic Benefits.

Practical implications – The above findings contribute to the existing employer branding strategy of Hilton in a sense that they assist the company in the attraction and retention of future talent by means of new insights in the preferences and criteria of graduate students with regard to future employment.

Originality/value – Although a variety of studies have been dedicated to the concept of employer branding and employer attractiveness in the hospitality industry, no former study emphasised on this topic within the context of graduate hospitality and business students within Europe. As a result, it can be concluded that the present study is a unique contribution to the existing literature in this realm.

Keywords Employer Branding, Employer brand awareness, Employer brand attractiveness, Employer brand loyalty, Graduate students, Hospitality industry.

15. Title: Measuring the influences of mobile display advertising on Top Of Mind awareness

Author: Erna Omercic

Measuring the influences of mobile display advertising on top of mind awareness.

This experiment was aimed at investigating the contribution of banner characteristics on Top Of Mind awareness. Based on literature three main banner characteristics have been selected in order to investigate how much each contributes to Top Of Mind awareness.

As predicted by previous studies, banner advertisements have more influence on awareness when they have more salience. According to the literature, this means that banners with a larger size have more contribution to Top Of Mind awareness, as well as banners which are animated and deposited in mobile applications.

Data for this deductive study were gathered through nine experimental online surveys, which all contained a different situation. The respondents of the online questionnaire were collected based on convenience sampling.

On the basis of the results of this experiment, it can be concluded that in contracts to the expectations static banners in general influenced Top Of Mind awareness more than animated banners advertisements. The results of banner size and mobile environment did support the expectations, as large banner sizes (300x250) contributed more to Top Of Mind awareness than small sized banner (320x50). Banners in applications are more likely to increase Top Of Mind awareness than banners in mobile websites. In addition, combination of banner characteristics have a slightly different impact on top of mind awareness than single banner characteristics as the very best combination is a banner which placed in the application, has a large size and is animated.

Keywords: mobile display advertising, mobile banner advertisements, in application advertising, banner characteristics, branding, top of mind awareness.

16. Title: The Attractiveness of European City-Break Destinations and the influence of Familiarity: An Analysis of the German Millennial Traveller

Author: Jara Osterfeld

City-break trips are among the most popular holidays undertaken. The rise of low-cost carriers in Europe and the increased use of the Internet in searching for information have encouraged this. While the traveller is therefore spoilt by the number of destinations to choose from, cities struggle to attract the attention of potential visitors due to the fierce competition. Particularly smaller, secondary cities are often in the shadow of capitals. This applies also to Bristol, which has been the point of departure of this research paper. The aim is to identify what makes an unfamiliar, European city-break destination attractive. In this regard, the attractiveness of such destinations is researched among German Millennials. A mixed-methods approach was applied. Focus groups were conducted to develop destination attribute and image scales for a subsequent survey research, in which the relationships between destination attractiveness, multi-dimensional familiarity, and intention to

visit, were tested. Results are that German Millennials want to reach a city-break destination easily, and want to discover the city on their own. Those attributes and proximate familiarity, which describes the extent to which someone feels connected to a place, determine the attractiveness of a city-break destination. This ultimately increases the intention to visit. Destination images between familiar and unfamiliar destinations have not been found to be significantly different, and an influence of prior visitation experience on intention to visit could not be confirmed.

Keywords: city-breaks, destination attractiveness, destination choice, intra-European tourism, familiarity, German Millennials, secondary cities

17. Title: Events and Impact Creation: Exploring the Potential of Events to Foster Positive Impact Creation

Author: Agne Petrosiute

To explore the potential of events to foster impact creation, an understanding of aspects and processes involved in this matter is needed. No prior empirical research has been conducted to explore this area; therefore, this study aims to uncover potential aspects that are involved in impact creation and how they can be stimulated in events. A literature study was executed to discover sensitizing concepts that were used as a guideline for the research. Moreover, multiple-case study has been conducted and two events for impact creation were researched. Interpretation of participant observations and semi-structured interviews revealed several aspects that are of importance for impact creation. These aspects include *Interdisciplinarity, Co-creation, Means to Connect, Knowledge Exchange, Collective Engagement and Storytelling.* Involving these processes and aspects in the event design increases a chance of event fostering positive impact. As a result, it can also possibly play a limited role in systemic synergy creation.

Keywords: Events for Positive Impact; Knowledge Exchange; Storytelling for Positive Impact; Events Co-creation; Collective Engagement; Interdisciplinarity

18. Title: Creating customer loyalty through customer satisfaction, switching costs and customer relationship management – a case study in the restaurant industry.

Author: Naomi van der Plas

In recent years, customer loyalty and customer satisfaction has become increasingly important in the restaurant industry. Although substantial research has been done on these two phenomena, organisations are still struggling with making customers loyal to their company. Moreover, the

purpose of the study was to gain insight in the phenomenon of customer satisfaction, and its related components, in order to give recommendations to Debuut on how to create customer loyalty. To gain more insight in these phenomena, a literature study was conducted, and the primary data was collected by means of questionnaires. These questionnaires were distributed online and offline and by using convenience and snowball sampling. The results of this study suggest that creating customer loyalty through customer satisfaction is most effective. Moreover, customer loyalty can also be created through customer satisfaction whilst maintaining a relationship between customer and organisation. Based on these results, it is recommended to satisfy the customers and to maintain a relationship in order to achieve customer loyalty and a long-term profitable relationship.

Keywords: Customer loyalty, customer satisfaction, restaurant industry

19. Title: The antecedents of B2B loyalty intentions in the hospitality industry: an empirical study amongst clients of a Dutch meeting organizer

Author: Myrthe Speijer

Nowadays, the ability to retain customers is essential to stay in business. Although many research has been conducted on loyalty, limited study on loyalty in the B2B context and hospitality industry is conducted. Therefore, the aim of this study is to investigate the intentions for B2B loyalty in the hospitality industry. Loyal customers of a Dutch meeting organizer were surveyed about nine loyalty intentions found in literature, namely: relational benefits, perceived customer value, calculative commitment, perceived service quality, habitual buying, brand equity, affective commitment, satisfaction and trust. Results of multiple regression analysis show that only habitual buying and affective commitment significantly predict loyalty intentions in B2B. It is therefore recommended for Regardz to adopt a loyalty strategy focusing on facilitating habit formation, and build relationships by hiring skilled employees, and reducing employee turnover.

Keywords: Loyalty, relationship marketing, repurchase, customer retention, B2B, business-to-business, service industry, hospitality industry, antecedents, loyalty intentions, relational benefits, perceived value, calculative commitment, perceive service quality, habitual buying, brand equity, affective commitment, satisfaction, trust

20. Title: A quantitative study of the factors influencing the Dutch customers' loyalty to Neckermann's packaged holidays

Author: Ine Vandenwyngaert

The tour operator industry is a highly competitive and saturated market with low levels of customer loyalty. Not only does customer loyalty lead to superior brand performance results, but also certain marketing advantages. Therefore, understanding the factors that influence customer loyalty is important to tour operators who aim at sustaining a loyal customer base. The purpose of this study was to examine the factors that influence the Dutch customers' loyalty towards Neckermann's packaged holidays, in order to produce recommendations on how to improve customer loyalty. Based on an extensive environmental analysis and literature study, three antecedents were identified and conceptualized, namely price-sensitivity, product differentiation and customer satisfaction. The research adopted a quantitative approach and used statistical analysis to assess the relationship between the identified factors, and two customer loyalty variables, namely word-of-mouth intentions and loyalty behaviour. Data was collected through a self-administered online questionnaire, which was completed by 406 customers of Neckermann. Findings show that both product differentiation and customer satisfaction were positively related to word-of-mouth intentions and loyalty behaviour. However, price-sensitivity was not significantly associated with customer loyalty. Besides, customer satisfaction was found to be the strongest predictor of both word-of-mouth intentions and loyalty behaviour. These results have to be interpreted carefully as they are subjected to several limitations which make it unfeasible to generalize the results and thus indicating a need for further research.

Keywords: customer loyalty, word-of-mouth intentions, loyalty behaviour, customer satisfaction, product differentiation, price-sensitivity, tour operator industry

21. Title: Perceptions of Employee Behaviour, Customer Satisfaction and Ratings of Reviews: An Analysis of Customers' Perceptions about Luxury Hotels in The Netherlands

Author: Linda van Veldhuizen

Over the past years, the use of online reviews by both organizations and customers has increased dramatically, making an online presence for organizations more important than ever. However, very little research has been carried out to find out what impact employee behaviour has with regard to both customer satisfaction and ratings of reviews. Therefore, the present study attempted to investigate the impact that employee behaviour in the Dutch luxury hotel industry has on both overall levels of customer satisfaction and ratings of reviews. Extensive literature review and three expert interviews served as a preparation for a quantitative survey research. A self-administered

questionnaire was developed, which was filled out by 272 respondents. ANOVA-repeated measures tests, a paired samples t-test and planned contrasts were used to analyse results. Results show that *''Employees greeting customers with a friendly welcome''*, *''Employees doing their utmost best to resolve complaints''* and *''Employees having broad knowledge of products and services''* impact overall levels of customer satisfaction most. Moreover, employee behaviour concerned with social skills and appearance impact the general judgement in a review more than employee behaviour concerned with knowledge and abilities. Therefore, the suggestion for luxury hotels in The Netherlands is to focus more on social & appearance employee behaviour from the beginning to enhance ratings of online reviews for luxury hotels in The Netherlands and develop knowledge and abilities over time.

Keywords: Employee behaviour, customer satisfaction, ratings of reviews, Dutch hotel industry

1. **Title: Making a match. Getting an insight in the German corporate event industry**
   Author: Laura Averes

This dissertation examines the fit between DoubleDutch and the German corporate event market. DoubleDutch is a growing company that operates in the event app industry emerging in the German market. A qualitative investigation using semi-structured interviews with employees of DoubleDutch was conducted to gain insights into how the two entities fit together. It has been proposed that this fit is a multidimensional construct comprising an organisational fit, cultural fit, and product fit.

First, it is revealed that there is currently no organisational fit since the target group does not consider itself as more than being in a traditional customer-seller relationship with DoubleDutch. Second, on a cultural level, one can see similarities with regard to reliability and time-related subjects but also considerable differences in the sense of DoubleDutch's innovativeness and the conservatism of the German market. Last, there are no indications for an actual need of the German market which DoubleDutch's mobile event application solves. However, it does fulfil most expectations relating to the app and therefore one can speak of a product fit.

All in all, it is suggested that DoubleDutch tries to adapt more to the individual needs of each customer, as it is overwhelmed with all the options and possibilities offered. Moreover, there is evidence that the dimensions of the fit build on each other. In other words, one first needs to achieve a product fit before moving to a cultural fit and an organisational fit. This can be illustrated by the considerable privacy concerns of the German market. If the product does not live up to the customer's safety expectations, one will not be able to match its culture and eventually build a long-term relationship.

Keywords: mobile event app, organizational fit, cultural fit, product fit, market research

2. **Title: Essentials of professional success: Advanced vocational training needs of middle and senior managers in the UK**

   Author: Annika Geiger

Professionals advancing in their careers within the PR and communication industry are faced with new challenges requiring a set of new capabilities and knowledge as they reach a higher management level. Further vocational education and training (VET) is a source to bridge this gap and acquire the necessary skill sets. Qualitative as well as quantitative research was executed in order to establish the needs and wants, individual goals and expectations of middle and senior level managers in regard to vocational training. Moreover, different possible factors were assessed influencing their decision to engage in further vocational education. Firstly, 6 in-depth interviews were executed corresponding to the purpose of an exploratory analysis. These findings were further tested in an online survey (N = 41). This research identified a dominant training need existing in the area of administration, leadership and communication. Individual training goals mainly correspond with the factors of advancement and

personal development, whereas expectations relate to a high relevance and fit of the training course to the individual's personal career. Factors, which are impacting the decision to engage in vocational training account for a lack of time as well as financial and time aspects. In this regard, this research shows that the time and money, which the target group is willing to invest in vocational training is in a direct correlation with the relevance and benefit of the training course to the individual and their companies.

3. **Title: Case study: exploring the potential variables of e-procurement performance**

Author: **Darta Rozentale**

In the recent years there has been a wide adaption of e-procurement systems, due to the wide range of potential benefits. However, very little research has been done on assessing e-procurement performance. Therefore, this research focuses on exploring what are the key variables of e-procurement performance. The research adapted a quantitative approach using statistical analysis to evaluate relationship between perceived e-procurement quality and compliance. The study has been conducted within the borders of a single company, the survey was distributed to the entire population of 406 users, however only 154 responses were collected. The results showed support to the existing literature, by confirming a significant relationship between perceived systems and support variables and contract, and system compliance, thus indicating them as potential variables of assessing e-procurement performance. However, it also indicates a significant difference between the perceived systems quality and perceived support quality, pointing out the need to analyse both variables separately, thus adding to the existing literature. Nonetheless the research findings cannot be generalized outside the borders of the company, thus indicating a need for further research.

4. **Title: Which hotel attributes of a stay at Bilderberg Hotels lead to the behavioral intention of Bilderberg's guests to write an online review?**

Author: **Maren Dijkland**

Bilderberg Hotels is a Dutch hotel chain comprising of seventeen four- and five-star hotels and one events venue throughout The Netherlands (offering a total of 1,869 hotel rooms), each on a unique location. The fact that Bilderberg Hotels has difficulties to further improve its online reputation scores (Guest Experience Index) by the desired amount of 10% poses a business problem for the hotel chain. This study explores relationships between hotel attributes, guest satisfaction and the behavioural intention to write online reviews in order to provide recommendations on which hotel attributes should be focused on to improve the

online reputation score of the hotel chain. A quantitative, cross-sectional approach was used. A convenience sample of 65 respondents completed a self-administered questionnaire on an iPad stand in eight of the seventeen hotels. The measurement scales had high reliabilities and correlation analyses were conducted to analyse the data. The results showed that the hotel attributes of the item list of guest satisfaction were positively and significantly correlated with the overall guest satisfaction on the accompanying dimensions of the stay. Moreover, a positive and significant relationship was found between the overall guest satisfaction and the behavioural intention to write online reviews. Finally, the hotel attributes 'Quality of food in restaurant(s): lunch or dinner', 'Provision of required information', 'External visual appeal' and 'Colour combination' positively and significantly correlated with the behavioural intention to write online reviews, indicating that as the guest satisfaction of these four hotel attributes increases, the behavioural intention to write online reviews increases as well.

Keywords: hotel attributes, guest satisfaction, behavioural intention, online reviews, online reputation

5. **Title: FUTURE-PROOF. A case study on dynamic capabilities of Speedmark Transportation Ltd. in Singapore**

Author: Rico Habraken

This case study on dynamic capabilities is conducted in order to sustain or increase the competitive advantage of Speedmark Transportation Pte Ltd. located in Singapore. The company finds itself in an increasingly challenging business environment and is looking for solutions to tackle this situation.
The extant literature on strategic management paradigms as sources of competitive advantage indicate the dynamic capabilities view (DCV) as an increasingly popular concept among strategic management researchers and focuses on the routines and processes of a company. Three main dynamic capabilities of seizing, sensing and transforming lie at the core of the DCV.
The case study uses qualitative methods to identify the current dynamic capabilities in the company (an 'as-is' situation) by means of semi-structured interviews with employees who have responsibility that would allow the recognition of dynamic capabilities. In addition, a trend study is undertaken to construct a 'to-be' situation and pinpoint areas where there is a need for development.
The current dynamic capabilities of the company that have been identified were: 'tapping developments in exogenous science' and 'targeting market segments, customer needs and innovation' for the sensing capability; 'delineating the customer solution and business model' and 'building loyalty and commitment' for the seizing capability; 'Co-specialization' for the transforming capability.
The recommendations derived from combining the current level of dynamic capabilities and the trend study indicated three main areas of interest; innovation to zero, bricks and clicks, and technological advances in smart products and interconnectivity.

Keywords: Strategic management, Business development, Competitive advantage, Dynamic capabilities, Small to medium-sized enterprises, Singapore

6. **Title: The changing role of human resource management and its ability to facilitate strategic success – A case study from the German mechanical engineering industry.**

    Author: Marvin Meys

Human resource management has been undergoing a constant change as it transformed from being an administrative and executive department into a strategically integrated organizational partner that functions as an active business consultant offering support for the development of a business strategy while simultaneously facilitating strategic success. However, the exact change processes required for this transformation are unclear and need to be studied in more detail to ensure that companies are able to adapt in time in order to handle economical pressure while staying ahead of competitors. Therefore, this paper seeks to investigate the variables involved in this transformation and their relationship to one another through a theoretical discussion. Moreover, it studies the stakeholder needs, situational factors, the current as well as the desired role of HRM within the HR department of a German mechanical engineering company through 10 in-depth qualitative interviews with the department managers. Findings of the literature study revealed that top management support, analytic skills and an outside-inside approach are crucial for HR to become a strategic business consultant. Situational factors, stakeholder interests will then need to be considered for specific HRM policies to be implemented and strategic success to be achieved. Cross-functional involvement, open company culture and proactive involvement were crucial for HR to support strategic success.

Keywords: Human Resource Management, Strategic HRM, Stakeholder, Situational Factors HRM Policies, Strategic Success, Organizational Change

7. **Title: THE EFFECT OF GOING GREEN. The influence of a hotel chain's sustainability on customer satisfaction**

    Author: Ingrid den Hollander

The purpose of this study was to research satisfaction amongst the customers of Conscious Hotels, and the influence of the company's sustainability on customers' satisfaction. Because the company operates as sustainable as possible, it wants to use this to its advantage in the marketing strategy in order to attract and retain guests. The success of the current marketing strategy was assessed through quantitative research. Using a convenience sampling method, self-completion questionnaires were distributed amongst guests of the two hotels. They were asked about their overall satisfaction and their satisfaction with various service quality attributes. These attributes included several sustainable attributes. 438 questionnaires were analyzed using exploratory factor analysis and multiple regression analyses. The findings of the research indicated that the service quality attributes could be divided over four dimensions, which were named: 'tangibles', 'service delivery', 'in-room sustainability', and 'outside-room sustainability'. All attributes were positively related to overall satisfaction and had a significant influence. In line with Three-Factor Theory, it became evident that not all attributes were linearly related to satisfaction. The asymmetric impact of the attributes on overall

satisfaction was used to identify opportunities for improvement. On average, both the performance of the attributes and overall satisfaction were evaluated positively by the respondents. The appreciation of the sustainable attributes provided evidence for the success of Conscious Hotels' sustainable concept and the marketing strategy. Several recommendations were given to further enhance guests' satisfaction.

8. **Title: Be my fan and I'll be yours: a qualitative study into the practice of CRM in Dutch non-profit music venues**

   Author: Lynette Verduijn Lunel

The aim of this study is to explore how Customer Relationship Management practices are currently deployed in the Dutch pop music venue sector, to gain insight and understanding and inform the sector of the results. Data was collected with the use of semi-structured in-depth interviews, which were complemented with an indicative Likert-scale questionnaire, the CRM quick scan. Sufficient data was collected to reflectively describe current CRM practices within the sector. It was found that these practices differ significantly among venues, which provided ground to develop four abstract categories which exist within the sector. Main conclusions from the research included 1) a lack of strategic planning within pop music venues, 2) the view of CRM as a marketing strategy rather than a business strategy, 3) the existence of significant opportunities for music venues to build customer networks, and 4) the important role of a venue's degree of professionalism in its development of CRM.

9. **Title: An Empirical Study of Factors Influencing the Adoption of New Mobile Bank Applications within the Dutch Student Youth Market**

   Author: Sarah Hamid

Consumer markets are increasingly proliferated, while the growing interconnectedness of a globalized marketplace results in higher competition, and higher consumer demands. The rising trend of individualism has eliminated the relevance of mass marketing, and in order for organizations to gain, or retain, market share, the attitudes and behaviors of their consumers must be understood. In light of the current age of technological advancement and continuous innovation in mobile application, Pocopay is an organization aiming to revolutionize the formerly stagnant financial sector as a virtual bank with a mobile application that boasts efficiency and fun through social media elements. The virtual bank aims to penetrate the highly saturated and mature Dutch market through the targeting of a student youth segment of the national population. The following research is an empirical study that aims to validate and determine the degree of influence of established factors that influence new technology acceptance in a conceptual model representing Pocopay's target. The model will be tested empirically through Multiple Regr1ession Analysis (MRA) and Principle

Component Analysis (PCA) of the results of an online distributed survey. Moreover, this research will use descriptive statistics to determine if Pocopay's target market is indeed comprised of early adopters as assumed in order to develop recommendations for effective market entry in the Netherlands.

Key Words: Target Market, Consumer Attitudes, Mobile Banking Application, Virtual Bank, Early Adopters, Technology Acceptance, Market Entry, Launch Strategy, Empirical Modeling, Multiple Regression Analysis (MRA), Principle Component Analysis (PCA)

10. THE PERCEIVED BRAND EXPERIENCES BY ENTREPRENEURS: A CASE STUDY ON AB INBEV WITHIN THE ON-TRADE BEER MARKET

Author : Janne Coopmans

The purpose of this study focuses on the perceived brand experiences by entrepreneurs. It sets out to explore the needs and expectations of entrepreneurs of horeca businesses in order to provide recommendations regarding brand promotional activities of AB InBev. A literature study was conducted and primary data was collected by means of seventeen, semi-structured interviews with entrepreneurs operating in the on-trade beer market. Findings show that there are several similarities and differences between the different horeca businesses studied regarding their needs and expectations. Recommendations are provided that are based on the findings and include matters such as pay more attention to relationship marketing, revising the current segmentation strategy, delving into the area of Experience Marketing, adapting the current brand promotional activities and remaining innovative and anticipating trends. Implementing the recommendations will make it possible for AB InBev to us their brand promotional activities in a way that it creates value for customers as well as consumers.

Keywords: Brand experience, Marketing, Promotion, Needs and expectations, Satisfaction, Relationship marketing, Beer industry, Hospitality industry

11. Title: THE POTENTIAL OF "DAGRAND" AIR TRAVEL
Author: Lisa Herzog

Introduction: As the analysis of market demand patterns in the framework of Revenue Management has shown business travellers seem to have a strong preference to travel during the day edge meaning embarking early in the morning and travelling back in the late afternoon or evening thus spending 0 nights at the destination. While those demand patterns draw a clear picture of this interest little is known about why business travellers travel within those times, what motivates them to leave the business destination as soon as possible and what motivates them to stay overnight. This research attempts to provide first insights into possible motivations driving both business travellers and corporations to choose for day edge travel.

Methodology: This paper presents the results of a qualitative case study comprised of 23 in- depth interviews including 13 frequent corporate travellers (as well as two pilot interviews) and 8 corporations.

Results: As this dissertation research has shown the increased level of travel stress was mentioned as a major

cost as associated with day edge travel. In particular concerns about not arriving well-rested, inflexibility at the business destination and more stress during the journey were mentioned. The major benefit associated with day edge travel was the ability to be home earlier and being present with the family. In case of business travellers with young children this driver seemed to be strong enough to balance out the costs associated with day edge travel. Corporations on the other hand stated to choose day edge in order to use their employees´ time more efficiently and to save hotel costs however with varying degrees of interest. Cost perceived by corporations were concerns about higher day edge air fares and about possible negative effects on relationship building with clients due to restricted time at the destination. In addition to the perceived value regarding day edge travel business purpose-related as well as time- and distance factors influenced the decision to purchase day edge air travel to a great extent.

Keywords: Day edge travel, Frequent corporate travel, Motivations

12. **Title: Determinants of Online Gambling Behavior: A Quantitative Study Amongst Males Above 35-Years-Old in the Netherlands.**

Author: Mila van Nieuwenhuizen

The determinants of online gambling behavior are motivation, concern and attitude. This research aims to identify if the factors influencing online gambling behavior, identified in international studies, are applicable to the Dutch 35+ years old male population and to what extent. Besides this, the research compares the two groups (online gamblers and non-online gamblers) on the determinants. A literature study was conducted to identify the main motivational factors, concerning factors and attitudes towards gambling. This is a quantitative study among Dutch 35+ years old males in the Netherlands. The necessary data was collected via an online questionnaire that was completed by 159 respondents. The overall findings show that online gamblers on average rate motivational factors of higher importance than non-online gamblers, non-online gamblers are more concerned about concerning elements than online gamblers and online gamblers have a more positive attitude towards online gambling than non-online gamblers. Furthermore, several motivating and concerning factors were identified. Recommendations based on the findings are provided for the company.

Key words: online gambling, motivation, concern, attitude, determinants.

13. **Title: The relationship between motivational characteristics of the segments of Trainmore and loyalty – Who its members truly are**

Author: Jordy van der Sluys

The purpose of this thesis was to discover the motivational characteristics and loyalty level of the sub-segments of Trainmore. The research in this thesis used a mixed-methods approach in a case study of the company regarding its members with a Trainmore Basic membership. A quantitative analysis on an existing survey in combination with qualitative methods in the form of in-depth interviews were utilised for the data collection. The research found significant differences and tendencies between the members, divided into 'busy members', 'athletic members', and 'fitness gurus', whereby the survey analysis served as a basis for the segmentation. The results of the laddering technique regarding the interviews were added in addition to provide a meaningful segmentation table. These findings were based on the majority of the members of Trainmore. It is recommended to extend the opening hours in the weekend, and to monitor the facilities and members more by the staff. Furthermore, a table is provided with advice tailored towards the concept of Trainmore and the motivational characteristics of the sub-segments. Eventually, to increase loyalty towards the near future. The segmentation presented in this thesis is useful for the management of Trainmore, and could be used as a guideline by other managers of fitness companies.

Keywords: Segmentation, motivation, loyalty

14. **Title: The experience as a fundament: Customer Relationship Management in the Dutch day recreation sector**

   Author: Leonie Brunekreef

The aim of this study is to identify the current practices regarding Customer Relationship Management in the Dutch day recreation industry and reveal possibilities and opportunities which are not yet utilized. Data was collected with the use of the CRM quick scan, an indicative quantitative measurement instrument designed for the day recreation which measures the extent to which an organization practices CRM. Semi-structured interviews with organizations in the sector provided complementary qualitative data. However, due to major difficulties in data collection and time constraints, it has not been possible to collect the desired amount of data. In total, data regarding the current practices was gathered from three CRM quick scans and four semi-structured interviews with organizations in the sector. Furthermore, five unstructured interviews with experts in the field of CRM provided insight in the possibilities and opportunities regarding CRM which are not yet deployed in the sector. After thorough analysis of the findings, it can be concluded that the most prominent findings are that 1) CRM is often not seen as a company-wide strategy but as an addition to marketing and communication, 2) organizations should involve the entire organization, get to know individual preferences of customers and make use of technology available, 3) opportunities for the day recreation sector lie in relevance & personalization, partnering & cooperation and benchmarking & comparison. It is important to keep in mind the low amount of data which was available to serve as a basis for the conclusions. Therefore, current practices cannot be generalized to the entire sector. However, the opportunities and possibilities which were revealed can be of great value for the entire day recreation sector and served as a basis for useful recommendations for the sector and further research.

15. Title: A MEMBER'S PERSPECTIVE ON LOYALTY PROGRAMMES WITHIN THE PERFORMING ARTS INDUSTRY: A case study on the loyalty programme of Parktheater Eindhoven

Author: Tessa op ten Berg

The purpose of this study is to examine the members' perspective of Mijn Parktheater. This study aims at understanding and describing the members' perspective in terms of use, dimensions and the members' value perception of the loyalty programme in order to provide Parktheater with pragmatic recommendations on strategies for improving Mijn Parktheater. After analysing the business environment of Parktheater, it was concluded that the loyalty programme of Parktheater was in need for some improvements on different aspects. Based on a conducted detailed literature review on loyalty programmes in the performing arts, a conceptual model for the research was developed, which facilitated in the research design and activities. A mix-methods study was used through quantitative desk research and qualitative focus groups to reveal the use of the members of the programme, the dimensions of a loyalty programme and the members' value perception of Mijn Parktheater. The research findings revealed that a proper description of the members' perspective could be provided to Parktheater. However, this description of the demand side of Mijn Parktheater suggests that the loyalty programme can be improved on some points allowing to increase the member satisfaction and the effectiveness of Mijn Parktheater. Based on an intensive analysis of the research findings, it can be concluded that currently Mijn Parktheater does not reach its goals what is established for. The findings are translated into recommendations to increase the satisfaction and the effectiveness of Mijn Parktheater. The recommendations include matters such as the benefits of the loyalty programme, communication with the members and the construction of Mijn Parktheater. Implementing these recommendations on how Mijn Parktheater could possibly be modified will make it possible for Parktheater to provide their loyal guests with a valuable loyalty programme.

16. Title: Start-up Marketing Competencies and Expectations Towards Advertising Agencies

Author: Renars Kukuks

Marketing practices in small-to-medium sized enterprises differ from traditional marketing methods as their marketing is determined by personal contact networking and personal selling. These are driven by marketing competencies of the entrepreneur. The aim of this study is to see if the competencies apply to start-ups businesses in the Amsterdam area, in The Netherlands. As the study is done from an advertising agency perspective, it is also investigated if start-ups have the same

expectations towards agencies as establishes businesses. From a population of 2244 enterprises, convenient sampling is used and data is collected from 15 entrepreneurs using semi-structured interviewing. Findings show that start-ups use the same marketing practices as SME's, but value relationship building competencies more than selling ones. In contrast to theory, respondents did not show significant expectations for advertising agencies and were reluctant to agencies in some cases. Keywords: Entrepreneurial marketing, marketing management competency, start-up, advertising agency expectations, personal contact networking, personal selling

17. Title: Audience and audience development within the performing arts: A comparison of audience development approaches and recommendations on development of a new strategy of the House of Culture Celje

Author: Matic Gajsek

Decline of attendance levels, ageing society and deprivation of the arts in public education indicate that the field of the performing arts requires an immediate action leading towards breaking down barriers and integrating audience development. Emphasized by the cultural policy, audience development is frequently defined as "the activity of breaking down the barriers and building a relationship between an individual and the arts".
Motivated by the collapse of standard subscription models and decline of audience attendance, the House of Culture Celje is a cultural organization that aims to become one of the leading Slovene non-profit producers and promoters within the performing arts focused on audience development. By developing a new strategy, the House of Culture aims to present new audience development programmes targeting both existing and non-traditional audiences in the city of Celje and its region. The research of this diploma thesis is an empirical study that aims to determine characteristics of the audience, audience behaviour and audience development, with the emphasis on the exploration of international practices of the latter. For the purpose of the research, an inductive approach with qualitative research methods (semi-structured qualitative interview) has been applied in order to develop recommendations for development of an effective audience development strategy of the House of Culture Celje.

Key words: performing arts, audience development, audience, audience behaviour, culture, audience segmentation, producer, promoter, missionary approach to audience development, mainstream approach to audience development, inductive approach, qualitative research methods

18. Title: Tailoring Study-Globe's marketing strategy to meet preferences and information search of prospects

Author: Stasja Elsenaar

Creating a strategic fit is key to the realisation of a successful business. To ascertain a strategic fit the marketing strategy and the organisational resources have to meet the market needs and conditions. To achieve this, it is essential that the market needs and conditions are understood by the company. Therefore,

this research identifies the needs and conditions of Study-Globe's market by investigating what expectations prospects have and what their search behaviour is. Word of mouth and online search were found to be the two communication channels which are most commonly used for information search. Moreover, with the goal of increasing the effectiveness of the marketing strategy, segments were identified which each can be targeted separately. The first segment can best be characterised by high ambitiousness. Overall, people from the second segment dislike to step out of their comfort zone and will need some persuasion to convince them that doing a language course abroad is a good choice. The third segment is typified by people who search for the cheapest deal that still satisfies their expectations. Recommendations are given about how these segments can be targeted most effectively.

Key words: Strategic fit, marketing strategy, meet market needs, identify expectations, search behaviour, marketing strategy effectiveness, segmentation, cluster analysis, two step cluster analysis.

19. Title: Exploring South-African nature tourists' travel motivations. A Baviaanskloof case study

Author: Joost van Heiningen

Understanding tourist motivations is essential for a destination prior to developing management plans and marketing campaigns. This study explores South-African domestic tourists' travel motivations for visiting a nature based destination, in this case the Baviaanskloof. Using a mixed methods design that incorporated preparatory in-depth interviews and a self-administered survey, data were collected from 13 in-depth interviews and 171 surveys. In both cases, the sample consisted of South-African domestic nature tourists. The results showed that the main travel motivations of nature tourists visiting the Baviaanskloof consist of serene nature, the nature experience, escape and relaxation, knowledge seeking and novelty. The local experience was identified as an important motivator for the Baviaanskloof Hartland visitor, an area that is located in the Baviaanskloof. These motivations are differing from other empirical work regarding nature tourists' travel motivations such as the studies published by Chan and Baum (2007), Luo and Deng (2008), Saayman and Saayman (2009) and Kruger and Saayman (2010), confirming that nature travelers are a heterogenic group. The motivational components were used to test whether socio-demographics and trip related characteristics showed any predictive relations. Main findings derived from the regression analyses included that (1) frequent visitors and larger sized groups such as families and friends had a larger concern regarding trip cost and convenience and that (2) native Afrikaans speakers and respondents with higher incomes related more strongly to family bonding. The Baviaanskloof stakeholders can use this information to brand the destination and develop their marketing efforts more effectively.

Key words: Principal component analysis, regression analysis, Baviaanskloof, Baviaanskloof Hartland, travel motivations, nature travelers, socio-demographics, trip related characteristics, South Africa.

20. **Title: TOWARDS SUCCESFULL CRM IMPLEMENTATION. A CASE DRIVEN ANALYSIS OF THE DETERMINANTS OF SUCCESSFUL CRM IMPLEMENTATION IN SMALL-SIZED BUSINESS OPERATING WITHIN THE SERVICE INDUSTRY**

Author: Pia ŠVARC

The marketing environment constantly changes and consequently companies are confronted with more demanding customers, their rapidly changing buying patterns and fundamental changes in competitor behavior. Customer relationship management CRM is a new management approach to manage customers. CRM enables organizations to create a 360-degree view of its customers in order to build profitable longer-lasting relationships with them. However, widely inconsistent results have made CRM adoption controversial. A number of researchers have studied the subject of critical success factors of CRM implementation. However, most studies on this topic focus on big enterprises and there seem to be a shortage of academic as well as practical research in the field of critical factors of successful CRM implementation in small-sized businesses. The aim of this research is to identify the determinants of successful CRM implementation in small-sized businesses in order to help The Upper Crust, Inc. successfully implement CRM project. To achieve the purpose of this thesis, a case study involving two small-sized Slovenian companies that have successfully implemented CRM project were studied in order to provide The Upper Crust, Inc. with recommendations how to successfully implement CRM project.

Key words: customer relationship management (CRM), CRM implementation, critical success factors (CSFs), implementation project, small-sized business, service company, CRM components, CRM implementation phases

21. **Title: THE REGIONAL CENTRAL FUNCTION OF CITY CENTRES IN THE NETHERLANDS IN TIMES OF POLYCENTRIC URBANISATION: A CASE STUDY ON THE CITY CENTRE OF DORDRECHT AND ITS REGIONAL RESIDENTS**

Author: Kim van Beek

This dissertation aims to gain insight into the motives and visit numbers of residents of the region towards the city centre of Dordrecht. Furthermore, city centre strategies of other municipalities in times of polycentric urbanisation were reviewed, in order to strengthen the regional central function of Dordrecht in a way that it attracts more residents of the region, to the city centre of Dordrecht. Data was collected with the use of a mixed-method design. One part of the data was collected predominantly via a questionnaire, which was completed by 1736 residents of the Drechtsteden. The other part of the data was collected via semi-structured expert interviews with experts in the field of city centres, from the seven municipalities Breda, Ede, Den Haag, Gouda, Leiden, Rotterdam and Zeist. Findings show that shopping and the hospitality industry are the main reasons for regional residents to visit the city centre of Dordrecht. However, the most important predictors for more visits to the city centre of Dordrecht were the satisfaction variables (general judgement, recommendations and feelings of appropriation of the city centre) and the residence of the respondents

(living in Dordrecht). Recommendations are provided that are based on the findings and include matters such as distinct the city centre from the region, make the distinctive profile visible and communicate this to the residents, divide the city centre into different areas with unique identities, extend the shop opening hours on Saturdays, actively focus on the Voorstraat and counter the degradation, collaborate with all city partners, stay consistent and hold on to a long-term vision. Implementing the recommendations will make it possible for the municipality of Dordrecht to strengthen the regional central function of Dordrecht in a way that it attracts more residents of the region to the city centre of Dordrecht

Key words: City centre environment, City centre visits, Polycentric urbanisation, Polycentric Urban Region, Regional central function of city centres, City marketing, Motivations, The Netherlands

22. Title: Shoprite. Determining the market communication preferences of Shoprite consumers in the Nigerian market

Author: Adam de Beer

The research aimed to gain a comprehensive understanding of how media is used in the Nigerian market. This information would be used to develop an improved media strategy for Shoprite in the Nigerian market. First an extensive assessment of the business environment in Nigeria where a gap in effective media surveillance was identified. In order to establish some much need information regarding media use in Nigeria, a quantitative approach to data collection was designed through a questionnaire which was distributed online. There were a total of 2146 responses, with an accurate representation of gender and age groups. The most predominant aspects concluded from the research was the significant use of Social media, TV, Email and Mobile channels. Except for mobile, these were also the most valued channels for marketing communications. The absence or costs associated with media use was the leading reasons why Nigerian consumers do not use media channels. Using the results, it was recommended that Shoprite develop a media strategy that focusses on new digital channels such as Social media, email and mobile. Cinema, newspaper, leaflets and direct mail should be strongly avoided as it could lead to significant costs and low return on investment.

23. Title: Consumer Behavior in the Information Age. Understanding The Decision-making Process of New Car Buyers in Latvia

Author: Davis Grietens

It is generally recognized that strategic planning process is essential to development and execution of effective communications between companies and consumers. The marketing strategy should as precisely as possible reflect the consumer behavior of the target group, in order to enable companies to effectively affect purchase decisions and maximize the opportunity for their brand to be selected. Therefore, the aim of this study was to define each stage of the decision-making process of new car buyers in Latvia, in order to provide Forum Auto with consumer insights for development of a marketing communications strategy. After identifying the five

stages of the consumer-decision making process in the literature, the study explored the main concepts and dimensions of each stage by conducting semi-structured interviews. The resulting findings were used for development of an online questionnaire, and a survey was then conducted among 94 new car buyers of Latvia, in order to enable generalizing the research findings to the population. 37 complete responses of the questionnaire were collected, and the analysis of the resulting data led to drawing several important conclusions about the consumer decision-making process. First, it was found that problem recognition stage for new car buyers in Latvia is mostly characterized by need recognition. Second, direct inspection of the product is the most important information source category, while seller-dominated sources are consulted first, when initiating the information search. Furthermore, objective criteria are considered as more important for evaluating the car models, while the price of the car is the determinant attribute most frequently used to actually differentiate between the alternatives when making the final purchase decision. Lastly, in most cases new car buyers in Latvia experience confirmation when evaluating the performance of the purchased car, leading to a neutral feeling about the purchase.

Keywords: consumer behavior, consumer decision-making, consumer insights, new cars, car dealership, automotive, marketing communications

1.
Title: Organizational Research into the Systematic Causes of Bill of Materials Inaccuracies
Author: Jan Erik Friedrichs

Abstract
Bill of materials inaccuracies in Thermo King can be linked to a number of causes and amplifiers that together prevent the organization from effectively addressing the root causes. Part of the issues can be linked back to the corporate culture, others to organizational change over the years. With the rise of IT infrastructure over the past decades more and more automation is possible yet this opens up challenges where problems get hidden and while communication seems to have gotten simpler, it is now also more easy for a silo culture to develop as departments may work more and more in isolation. It is upon the organization to contain issues through providing their employees with the right tools while applying governance to processes to control that the results of operations meet expectations. Global integration plays as much a role here as local support and training of employees so that set targets such as excellence, compliance and quality get translated into culture.

Key words: : Bill of Materials, Organizational Dynamics, Information Systems, Product Lifecycle Management, Change Management, Engineering Change Management, Inventory Management

2.
Title: Measuring the success of social media campaigns:
An evaluation of customer engagement on Facebook as metric in the context of marketing mix modelling
Author: Christoph Hemkendreis

Abstract
The advent of social media during the past decade changed the way brands and consumers interact with each other. Besides numerous advantages, this development brought several challenges for marketers. Amongst the most significant difficulties is the quantification and measurement of the impact of social media campaigns on sales. This study aims to contribute to the solution of this challenge by mapping out the various factors within social media, which have a direct or indirect influence on the purchase behaviour of customers. Based on the results a conceptual model is developed, which identifies customer engagement as a central factor in the process. The possibility to use customer engagement levels as predictor for sales

was tested using expert interviews and the case study of a marketing mix model, which proved a correlation between a social media campaign within

Facebook and product sales. The study concludes that customer engagement levels on Facebook might be used as sales predictors, if certain preconditions are met.

Key words: social media, Facebook, ROI, customer engagement, marketing mix modelling

3.

Title: Recruiting interns in tourism - the influence of recruitment message content on tourism students' application intentions
Author: Julia Kolb

Abstract

The war of talent has become an omnipresent dilemma for businesses and organizations have introduced measures such as internships to secure skills supply. On behalf of Eurotours International, this aim of this thesis was to identify which aspects of internship recruitment message content are important for a recruitment message's success. By comparing several internship recruitment messages of major German tour operators and consulting previous research, the author proposed that the specificity of the job title, the amount of information, message formality as well as message enthusiasm is related to organizational attractiveness, attitude towards the job advertisement and application intentions. Results suggest that the specificity of the job title, amount of information as well as message enthusiasm positively influence organizational attractiveness, attitude towards the job advertisement and application intentions. Message formality, in contrast, does not appear to be linked to organizational attractiveness, attitude towards the job advertisement nor application intentions.

Key words: recruitment, recruitment messages, application intentions, organizational attractiveness employer branding, tourism,internships, work experience Generation Y

4.

Title: Grey and Green? Exploring the motivations of Baby Boomer consumers in Belgium to buy environmentally friendly products
Author: Paul Grandjean

Abstract

Senioragency is an advertising company which is specialized in designing marketing communication campaigns addressed to the senior consumers target group. The company wants to gain knowledge about how to target seniors in Belgium with regards to advertising environmentally friendly

products. This study attempts to describe and explore the motivations that Baby Boomer consumers in Belgium have to buy environmentally friendly products. A quantitative approach was used. A convenient and snowball sample of 72 respondents completed a self-administered online survey. All questions, but one, were drawn from validated multi-item scales. Univariate and bivariate correlations were performed to analyse the data. Positive and significant relationships were found between key variables derived from the Value-Belief-Norm theory, the Theory of Planned Behaviour and other relevant psychographics (Environmental Concern, Green Consumption Beliefs and Perceived Consumer Effectiveness). The results indicate that Baby Boomers in Belgium have positive attitudes towards buying environmentally friendly products. They highly value and are concerned about the environment. Finally, the Baby Boomers show high intention to buy environmentally friendly products, but would like to have more information about these products and have difficulties trusting the promises made about environmentally friendly products.

Key words: baby boomers, Belgium, motivations, environmentally friendly products, consumption

5.

Title: Moving Fashion by Air. Designing a competitive air cargo forwarding service for the fashion segment of APL Logistics in the Netherlands
Author: Alexandra Esser

Abstract
Today's logistics service providers suffer from small margins and intense competition. This is especially the case for air transportation which is additionally influenced by international economics and political issues. The successful development of an air freight forwarding service therefore prerequisites a competitive edge in the market. This thesis investigates the development of a new competitive air freight forwarding service by establishing product attributes that deliver a competitive advantage first, followed by the key elements for service design. The study adopts a qualitative cross-sectional approach with 10 semi-structured interviews chosen via a maximum variation sampling strategy. An analysis following the principles of the grounded theory methodology leads to invaluable service attributes, including an one-stop shopping product, a cost and speed trade-off, high reliability, information and visibility, large volumes, customer control and price options. Service design elements include resources and partnerships.

Key words: Air freight forwarding service, competitive advantage, new service development, fashion, air cargo supply chain, core competitive attributes, service process design

6.

Title: QUALITY MANAGEMENT IN THE GERMAN DUAL AGRICULTURAL EDUCATION
Author: CLAUDIA SCHÄFFER

Abstract
Quality management has become a topic of increasing importance over the last 25 years. Yet, this topic has been rarely researched in relation to the German apprenticeship sector, even more rarely in relation to the dual agricultural education. In order to improve the quality management of the dual agricultural education in the German Federal State of North Rhine Westphalia, concepts relating to quality management in general, as well as concepts relating to this special type of education have been investigated and influential aspects were defined.Knowing these aspects is a crucial prerequisite for the optimization of the educational processes. For this study a convenience sample of apprentices, teachers and an instructor where drawn at schools in the Federal State of North Rhine Westphalia. Whereas the educating stakeholders, namely teachers and instructors were approached with the help of a
structured interview guide, apprentices were approached with the help of self-completion questionnaires. Both techniques allowed an insight into the respondents' opinions and provided information regarding the importance they associate with quality management concepts. Despite the fact that the used method of convenience sampling limits the generalizability to the schools addressed rather than the entire dual agricultural education sector, relevant insights have been gained leading to recommendations for the commissioner, the Chamber of Agriculture of the Federal State of North Rhine Westphalia. The study reveals and explains the importance of the concepts 'cooperation', 'participation and engagement', and 'communication' for stakeholders in the dual agricultural education. The recommendations, which are based on the research results, include suggestions of how especially the educating stakeholders, as well as the Chamber of Agriculture as the competent body, could improve the current education in order to provide a higher quality. An example for such recommendations would be the enhancement of cooperation between
teachers and the agricultural sector in general as well as the creation of a closer connection between instructors and the vocational schools.

Key words: Quality Management, Dual Agricultural Education, Cooperation, Communication, Participation, Engagement, Chamber of Agriculture, Apprenticeship

7. Title: Influencing Business Decision-Making to Stimulate Loyalty
Author: Ankie Jones

Abstract
The purpose of this study focuses on increasing loyalty in a business-to-business
context. It sets out to research the process involved in a business' decision to become loyal and aims
to identify the factors that are of influence. A literature study was conducted and primary data was
collected by means of fifteen, semi-structured
interviews with businesses operating in various industries. Findings show that for a
majority of the businesses, the decision-making process involved in becoming loyal
consists of a number of phases whilst the decision of others is purely based on routine.A number of
factors were identified to have a particular influence on the loyalty of businesses.
Recommendations are provided that are based on the findings and include matters such as
embedding relationships, ensuring personal communication and communicating the value and
benefit. Implementing the recommendations will make it possible to influence a business' decision
to become (more) loyal.

Key words: Business Decision-Making, Influencing Loyalty in B2B Context, Business
Development Agency, Hospitality and Events.

8.
**Title: Towards an identification of the (prospective) marketing target group of Camsharing Ltd.:
An analysis of the important factors for Camsharing's stakeholders in relation to the elderly
wanting to age in place with domotics.**
Author: Susan Timmerman

Abstract
Introduction: Ageing in place of the elderly is defined as being able to stay in their current home as
long as the needed level of housing is provided to prevent premature relocation to an institutional
facility and to still be able to take part in the community. However, as the numbers of elderly are
increasing and the number of suitable residences to be able to age in place is low, the need for
technical solutions comes in. The most important stakeholders related to the elderly ageing in place
with domotics were considered to be the municipalities, informal carers, home care organisations
and the elderly themselves based on their involvement, interests and perceptions.
Methodology: This paper presents the results of a qualitative case study comprised of 11 in-depth
interviews among the 4 stakeholder groups determined, investigating on the most important factors
to these groups.

Results: Comparing the results of both primary and secondary research it could be concluded that the factors found in literature were confirmed by the respondents of the qualitative interviews. A statement including the most appreciated factors by the stakeholders concerns the possibility to age in place in a safe home environment, with a strong social network to care for the elderly. The use of domotics to create this possibility was thereby regarded as a significant option which is expected to increase and raises high expectations for the next decade.

Key words: Ageing in place, Elderly market, Elderly, Seniors, Stakeholders, Domotics, Staying put

9.Title: Retaining Millennial Employees: The Case of BCD Travel
Author: Jenny Lewis

Abstract
Purpose – BCD Travel, like many other organizations, are experiencing retention problems when it comes to the Millennial generation. There is a tendency towards frequent short-term absences and many employees leave their job within a relatively short period of time. This study aims to investigate how Millennial employees can be retained at BCD Travel. Methods – This case study uses a qualitative research approach to explore the nature of the retention problem at BCD Travel and discover underlying expectations and needs of the Millennial generation. Nine in-depth semi-structured interviews were conducted with Millennial employees. In order to identify emerging themes the interviews were recorded, transcribed and coded.
Findings – It has been found that Millennials have a strong desire to feel good at work. In how far Millennials feel good at work depends mainly on three categories: open communication between BCD Travel and the members of its organization, personal development possibilities and the working environment. Each of these categories relies on several interrelating concepts.Limitations – The interview participants of this case study were sampled by using a non-probability sample. This implies that no generalizations can be made to a greater population. Also, this case study used a small sample size to make inferences.

Key words: Millennials, Generation Y, employee retention, employee turnover, turnover intentions, communication, personal development, work environment, business travel, case study

10. Title: The development of a direct multi-channel communication strategy to establish mutually beneficial customer relationships

Author: Daphne Hermans

Abstract

This thesis aims to identify which steps a business should take to be able to create a multichannel direct communication strategy with the objective of establishing mutually beneficial customer relationships. Data was collected with the use of mixed methods; a quantitative data analysis with a sample of 13,200 of Toverland's visitors, four focus groups with a total of 27 participants and 3 semi-structured interviews with employees from leading companies which progressively apply CRM. The first part of the research identifies the current available data on customers which results in a customer profile. Thereafter, the second part of the research aims to determine expectations and perceptions of Toverland's customers towards communication, including mapping the customer journey and substantiating the results with a customer persona. Whereas the third part is focused on multi-channel integration. After an analysis of the findings, it can be concluded that the most prominent findings are that 1) Database management and segmentation of communication are important to implement throughout the entire process of the development of the strategy, 2) Customers want to be in control over the frequency and content of information they receive, 3) Corporate Social Responsibility and membership to a company should also be taken in account because this can reinforce customer relationships, 4) Customers should be offered different channel types to meet their changing needs throughout the customer journey and there should be a consistency in the tone of voice in these channels. These relevant insights have led to practical recommendations for theme park Toverland's multi-channel direct communication strategy, such as to let the customer persona be a guide in communication and to introduce a mobile application and a chat on the website . Finally, the findings are regulated so that they are not limited to the nature of this study, instead, the final conceptual model is industry wide applicable.

Key words: Customer relationship management, Communication strategy, Theme park management, Customer profile, Customer persona, Customer journey, Customer intimacy,Multi-channel management, Relationship marketing, Customer loyalty

11. Title: OPTIMIZING THE SUCCESSFUL DESIGN OF A BUSINESS BALANCED SCORECARD AN INVESTIGATION ON APPROACHES FOR SUCCESSFUL DESIGN METHODS OF A BALANCED SCORECARD
Author: Meike Palinkas

Abstract

Purpose – The implementation of a Balanced Scorecard (BSC) is a complex undertaking requiring various steps to take. Yet, there is a limited consensus about the precision of these steps and the method to be considered in designing a BSC. This research seeks to bridge the gap that emerged between theory and practice by investigating the method that guides a successful BSC design and introduction. Approach / Methodology – An empirical study following an inductive qualitative approach is employed. Data for this research were gathered through in-depth interviews with nine experts highly acquainted with the implementation and application of a Balanced Scorecard. Findings – Findings expose that no rigid method on the design of a BSC exists. However, more importantly, the research further reveals various proposals on approaches for the design of a Scorecard. Specifically, the final application and use of these depends on individual preferences of particular organizations. Furthermore, what becomes evident is the supporting role of external parties whose task is the simple guidance throughout the design process. Research Conclusions – It is suggested that in identifying process stages organizations can rely on their business' value chain, industry-driven critical success factors (CSFs) or a SWOT analysis to extract strategic elements. Such strategic components are used as building blocks to further develop BSC perspectives, strategic objectives and appropriate measures. Further Research / Originality / Value – The cross-sectional design applied in this research introduced the idea of further research of a longitudinal study about the effectiveness of proposed process approaches. Since existing literature lacks to give clear advises on existing methods to design a BSC this paper contributes greatly to knowledge enhancement by providing clear and unambiguous propositions on approaches of a BSC implementation process.

Key words: Balanced Scorecard, Performance Management, Performance Measurement Systems, BSC Design

12 How can DW motivate bloggers to contribute UGC exclusively for DW's news as part of a blogger network?
Author: Markus Däubler

Abstract

Bloggers are playing an increasingly important role in today's media consumption. More often, bloggers take on the role of journalists. The goal of is quantitative study was to identify motivations of bloggers to join a blogger network of an international broadcaster andcontribute User Generated Content (UGC). After having identified the motivations, the study aimed to translate these motivations into recommendable network features for blogger

networks, named network motivators. The study focussed on Indian and Egyptian Englishblogging bloggers, writing about political or cultural content. 143 Indian bloggers and 63 Egyptian bloggers were contacted via personal Tweets on Twitter. 39 Indian bloggers and 16 Egyptian bloggers completed the survey. The results revealed that some of the motivations found in previous literature could not be confirmed for our sample. Self-actualization could be

confirmed as the most important motivation. The motivation could be successfully linked to a high agreement to those network features, which allow bloggers an increase of their audience-reach, such as their content being featured on the broadcaster's website. In contrast, allowing bloggers to anonymously publish content, in order to grant them security in

a suppressive regime, was clearly disagreed to. The research revealed important findings about the successful design of blogger networks and the increase of UGC for an international broadcaster.

Key words: social media, blogging, bloggers, bloggers network, motivations, UGC, User Generated Content, self-actualization, citizen journalism

13.
Title: Success factors of an internationalization Key determinants of an international market entry and marketing strategy for Merkur Gaming GmbH
Author: Leonie Volke

Abstract

Globalisation requires organisations to focus on the internationalisation process in order to be transnationally successful. This research project was conducted in cooperation with the gambling provider Merkur Gaming GmbH. The company pursues an international presence; however is challenged by an unstable performance, as a coherent internationalisation strategy is missing. The literature revealed a vast amount of international success factors which were applied to the company's context to explore and describe key success determinants for Merkur Gaming's

international market entry and marketing strategy. The empirical study included a qualitative, multiple case study approach. Hereby, two successful case countries (Netherlands and Peru) were compared with two unsuccessful case examples (Czech Republic and Colombia) to detect similarities and differences among them in order to deduce common findings. Eight semi-structured interviews with the headquarters and foreign subsidiaries complemented by an extensive documentation analysis resulted in several crucial findings: Merkur Gaming's success depends on

a) a structured, target and goal-oriented market entry and marketing strategy which is supported by b) an extensive tactic knowledge exchange to align strategies, set priorities and to work towards a common goal and lastly on c) shifting to international standards by incorporating an external oriented organisational culture and aligned working procedures. The company is recommended to further implement the concept of "glocalisation", meaning thinking global while acting local. The research study is limited in its theoretical depth concerning each success component; therefore it is recommended to conduct further research on each determinant.

Key words: internationalisation, export performance, international success determinants, international marketing, globalisation

14.
Title: "The CSR commitment and CSR behaviour of managers"
Author: Myrthe Kolsteren

Abstract

This thesis examined CSR behaviour on managerial level. Particularly, it aimed to provide answer to the following research questions: (1) Which factors influence the CSR behaviour of managers? (2) Which factors influence the CSR commitment of managers to their tasks? and (3) Which factors influence the conversion of commitment into CSR behaviour? Existing literature did not address the interfering factors of this conversion and could only reveal the most important antecedents of CSR commitment and CSR behaviour on employee level. The antecedents of CSR commitment included organizational capabilities, organizational culture and corporate communication. Furthermore, the factors of CSR behaviour included job resources, organizational climate, leadership, training and education and ambiguity. However, it was expected that these antecedents would also count on managerial level. To confirm this, qualitative research in the form of semi-structured interviews has been conducted. Primary research confirmed the majority of the antecedents on employee level to be of influence on managerial level too. In addition, by conducting semistructured interviews with managers at Tradin Organic a number of new antecedents on managerial CSR commitment, CSR behaviour and the conversion of CSR commitment into CSR behaviour emerged. The theoretical framework together with the adjustments of primary research provided recommendations to

improve CSR commitment, CSR behaviour and the conversion of CSR commitment into actual CSR behaviour.

Key words: CSR; behaviour; commitment; managerial; decision-making; communication; involvement; engagement.

15
Title: Content about Content: Profiling consumers content preferences within the online customer journey for the optimisation of Brunotti's content marketing
Author: Petra J.L. Hompus

Abstract
"Content is King" is a phrase quite often quoted from Bill Gates. The importance of content in the stimulation of conversion rates on websites has been identified. However, a general tendency is visible that conversion rates remain low. This problem was also identified by Brunotti Europe B.V. An environmental analysis confirmed the declining numbers and subsequently, research regarding (potential) customers' content preferences was required. Therefore, this paper aimed to increase the conversion rate by conducting a descriptive-explanatory study researching consumers' preferences for various content elements, including topics and formats, for boardsport products and clothing goods on a sports lifestyle website.Consumers were profiled based on the content elements and individual characteristics formed by demographic, psychographic, attitudinal and behavioural variables. The research utilised a web-based self-completion questionnaire. Purposive sampling resulted in the collection of data from 389 respondents from the Netherlands. The results indicated that some differences between content preferences are visible for the two distinct product categories. Further analysis found that existing and potential customers could be segmented into three groups based on the content elements. The resulting three segments were named: 'M.I.S. Wait',
'Internet-savvy shoppers' and 'Web-experienced surf dudes'. The results indicated that all three groups differ in terms of content preferences with varying underlying reasons based on the demographic, psychographic, attitudinal and behavioural variables.

Key words: : Internet; Sports lifestyle website; Content preferences; User persona; Market segmentation; Decision-making process; Customer journey

16. Title: "Health and safety behavior of operational employees at ISS Facility Services"

Author information: J. A. M. Toussaint

Abstract

This research gains insight in determiners and reasons for operational employees' health and safety behavior. This study focused on the process of determining safety motivation and behavior, as well as factors which are interfering with this behavior. With the conclusions managers can motivate and activate their behavior operational employees in an effective way in order to improve health and safety behavior.

Design/Methodology/Approach Safety behavior is measured using a cross-sectional quantitative survey approach amongst operational employees at ISS Facility Services in The Netherlands. According to literature, the concepts safety climate, job satisfaction, organizational commitment and safety knowledge influence safety motivation, this is measured using a multiple regression. In turn, safety motivation leads to safety behavior which include safety compliance and safety participation. The literature found safety compliance has an effect on safety participation as well. These relations are tested using a linear regression. In addition, this research tried to find factors which were interfering between safety motivation and behavior, an open question in the questionnaire is included for this and analyzed with content analysis. The sample is validated and representing the population.

Findings The effect of the relations on safety motivation were all positive and significant, except for organizational commitment on safety motivation. The relations between safety motivation and safety compliance and participation are also significant and positive. As well as, the relation between compliance and participation. Furthermore, 2/3th of the respondents say no factors were interfering between safety motivation and safety behavior. The rest of the respondents, 1/3th of the sample, say there are factors interfering. These factors include time pressure, forgetting about H&S, familiarization of non-safe habits and there is no safe opportunity regarding materials.

Research limitations/Implications In this research all concepts are measured on an individual level in the facility organization. The influence of the management is not taken into account. Moreover, the interfering factors analyzed in this research are company specific.

17.
Title: The study decision making process of a prospective MBO student
Author: Jelena Castelijns

Abstract
The purpose of this study was to describe the study decision making process of prospective MBO students. By interviewing 17 prospective MBO students, the stages in this process, information and sources operated by the students during the process and the motivations to choose for one specific MBO institution, were found. According to this study there are four stages in the complete process. A broad range of information sources were operated by the students, including websites, study decision making tests, internships, open days, study try out days, brochures, information sessions and talking to teachers, current and former students and family. Influences of others, the education style, culture and position of the institution were found to be the most important motivations for students to choose for the specific institution.

Key words: study decision making process, MBO study choice, institution choice, higher education marketing

18.
Title: "Value creation within SMEs in Hospitality industry"
Author: Saskia Tenthof van Noorden

Abstract
The aim of this dissertation report is to find out to what extent there is a 'fit' between the value propositions and customers values of small and medium-sized enterprises (SMEs) in the hospitality industry. The research is business applied as it takes into consideration the business problem of Hotel Duinlust. An environmental analysis has indicated that Hotel Duinlust needs a business breakthrough; a change in the business plan, which starts with determining the fit between the value propositions and the customer values. esign/Methods/Approach: The research design chosen for this research is a cross-sectional design. In this research design it is chosen to use mixed methods to collect data. One part of the data is collected predominantly via a questionnaire, which was completed by the guests that visited the restaurant. Data derived from the questionnaire was added into SPSS and subjected to a factor analysis and multiple regression analysis to determine the contribution of product attributes on the different value types. The other part of the data is collected via a creative session held with the employees and owners of the company to determine the value propositions and identity of the company. Data derived from the creative session was subjected to a thematic analysis. Findings: This research provides new insights in determining the fit

between customer values and value propositions in the perspective of SMEs in the hospitality industry.

Research implications: This research was conducted in one company only and considered only SMEs with entrepreneurs with a traditional mind-set.

Originality: This kind of research on value creation has been conducted in the retail and travel industry, however this is the first time that it has been conducted in the perspective of SMEs in the hospitality industry.

Key words: Hospitality industry, Small and medium-sized enterprises, Customer Value and Value proposition.

19

Title: Engaging Young People through Co-producing Services in a Complex Political Environment IN CORPORATION WITH THE OXFORD CITY COUNCIL
Author: SHARON BONOUVRIE

Abstract

Many European governments, including local Councils are currently searching for new ways to engage young people by actively engaging them in the provision and governance of public financed welfare services in order to meet demographic, political and economic challenges. This research aims to review the perception of young people on their participation within the co-production process. A multiple case study design is applied in which two cases are analyzed in great detail, highlighting the perceptions of young people on their participation within the co-production process. As a backdrop to this instance an emphasis is placed on the complex political context from which both cases originate. This has been done with the aim of obtaining a greater understanding of the perceptions of young people within the co-production process as well as to amplify current research practice regarding co-producing activities in a complex political environment. We find that there are various complications in relation to co-producing services with young people in a complex political environment due to the influencing factors surrounding the co-production process: (1) the organizational related factors (2) the intermediary related factors and (3) the consumer and situationally linked factors. However, when established the young people perceive their participation in the co-production positively as they have suggested to receive more benefits than costs arising from participation in the co-production process. However, these young people have also identified various barriers towards their degree of participation in the co-production process. Hence, when intending to facilitate co-production activities, governments need to devise effective ways of promoting interaction amongst the groups of young people to overcome these perceived barriers.

20.
Title: Employer Branding & The Ideal Employer: A Mixed-Methods Research
Author: Wannes Verhaert

Abstract

As management disciplines, consumer branding and employer branding activities are directed at profoundly different target groups, namely consumers or customers and current or potential employees (Backhaus & Tikoo, 2004). Despite this, a large number of academic articles and research studies report that a lack of empirical evidence on the use of employee-specific branding has made that current employer branding research draws directly from marketing literature in its methodological approach and identification of branding constructs (Backhaus & Tikoo, 2004; Barrow & Mosley, 2006; Lievens, 2006). This study will then provide an overview of consumer branding definitions, concepts and related factors, each of which has its employer branding counterpart, identified in recruitment, human resources and employer branding literature and attested as originating from marketing literature. The overall objective of this section on both consumer and employer branding is the compilation of an accurate and complete collection of theoretical and conceptual frameworks that will validate the used components within the formed conceptual framework in the next section of this dissertation and the used elements, and choices made, in the methodology section of this research.

21
Title: PURCHASING PROFESSIONAL SERVICES: TOWARD A BETTER UNDERSTANDING OF THE MOTIVATION PROCESS OF ADVERTISERS
Author: A. (Twan) Lauwerijssen

Abstract

This thesis concentrates on the motivation of advertisers to employ an advertising agency. The literature reports that the motivation process of the advertiser, like individuals, consists of: motives, goal directed behavior, and goal fulfilment. The importance attached to understanding this process is the emerging trend of
advertisers to reconsider its motives to sustain its strategic goals through outsourcing. This qualitative research project is based on in-depth telephone interviews with marketing directors who recently initiated a tender process on a strategic marketing level. This hard-to-access population was sampled through self-selection sampling, and interviewed using semi-structured interviewing techniques. The interview transcripts were thematically analysed using open-, axial-, and selective coding. The data revealed that the advertiser is motivated to employ an advertising agency to

support the supporting activities of the advertiser's value chain. Organization wide, an advertising agency provides the advertiser with objective-, creative-, and innovative insights for ideas to deliver a valuable product for the market. The ideas of the agency, plus the advertiser's and agency's organizational activities, allows the advertiser to gain sustainable competitive advantage in an effective and innovative way.The findings of this research are especially suited for advertising agencies wanting to gain an insight into the motivation process of the advertiser to build effective and efficient corporate- and marketing strategies.

Key words: Outsourcing Motives, Decision Making, Professional Services, Advertising Services