RESEARCH PROJECT ABSTRACTS
ACADEMIC PREMASTER SBM June 015

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.
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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.

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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.

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.

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
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12
Title: 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: Author: J. A. M. Toussaint
Author:
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.

Key words: ISS Facility Services Health & safety Behavior Safety compliance Safety participation Safety climate Work attitude Job satisfaction Safety motivation Safety knowledge Organizational commitment
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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.
Key words: Co-production, Government, Young People, Multiple Case Study

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.
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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.

22.
Title: Let's go camping in Europe! A Marketing Oriented Investigation on the Travel Decision-Making Process of the Chinese Middle Class

Author: Yinling Guan

Abstract

This dissertation was conducted in order to provide marketing strategy recommendations for GEG Europe Limited to attract the Chinese middle class to participate in its newly developed camping vacation product. After completing the business context appraisal, the research focus of this dissertation was determined on investigating how the travel decisions are made by the Chinese middle class when travelling to Europe.
The primary investigation of this dissertation was operated under the quantitative research strategy in the form of social questionnaires. Random sampling method was applied to collect information in both Europe and Asia at three different environments. The final analyzed data were strictly selected from the information which conforms to the academic criteria of the Chinese middle class. During the data analysis procedure, methods of evaluation consist of frequency tests, mean tests, chi-square tests with post-hoc follow-up tests, and Spearman's correlation coefficient tests.
The results of the dissertation have shown that the travel decision-making process of the Chinese middle class includes seven stages: 1) travel desires and destination awareness, 2) decision of the preliminary destination, 3) information collection and evaluation, 4) choice and purchase actions, 5) vacation experience, 6) self-evaluation, and 7) experience sharing. The entire procedure is an inter-related hierarchical circulation. Furthermore, the investigation discovered that the Chinese middle class tends to collect travel information through various sources at different time periods before the vacation to Europe.
Nine recommendations were suggested to GEG Europe Limited from the findings.

Key words: