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# APPENDICES BACHELOR THESIS

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MAY 28, 2018

FONTYS UNIVERSITY OF APPLIED SCIENCES

# Appendix 1 – The Interview Questionnaire

1. In our research, we have identified an increasing amount of packaging buyers that use the internet for aiding their purchases (see Table 1). Do you agree with that statement?

During the purchasing process the past 12 months, did you use any online internet information sources or online services (such as Google search, LinkedIn or social media) to help you with the purchase?



Figure 1: Usage of online sources

2. What percentage of your customers would you say use the internet to help their purchasing process?
3. The results of our survey show that packaging buyers use online information mainly in the first stages of the buying process ( see Table 2). Have you noticed a similar trend? Do you provide any online information that may be helpful for buyers in the final stages of the buying process?

When you were engaged in the buying process, at which buying stage(s) did you search the internet for information to help you?

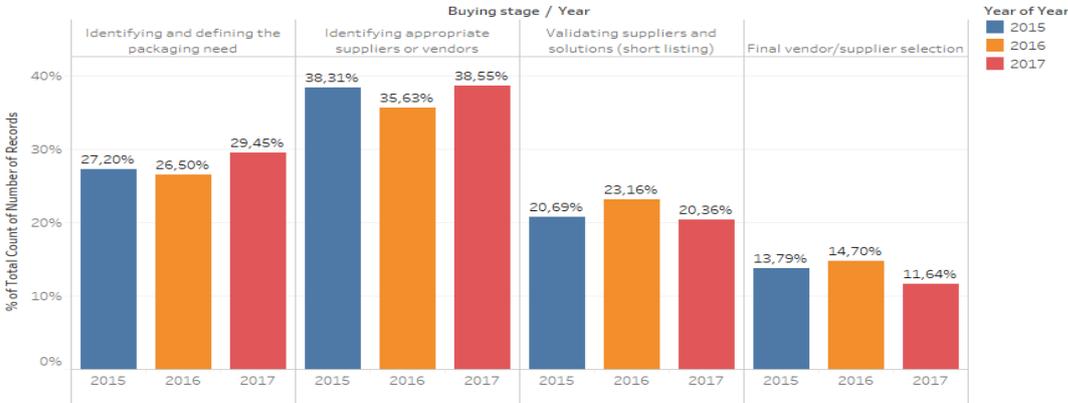


Figure 2: Usage of online information vs. buying stage

4. According to our findings, most buyers purchase the same type of product on a constant basis. Could you comment on the actions that you take in order to facilitate repeat purchases? Are there any online tools that you use for this purpose?
  
5. In which of the types of information mentioned below do you put most effort in order to help your customers during their purchasing process?

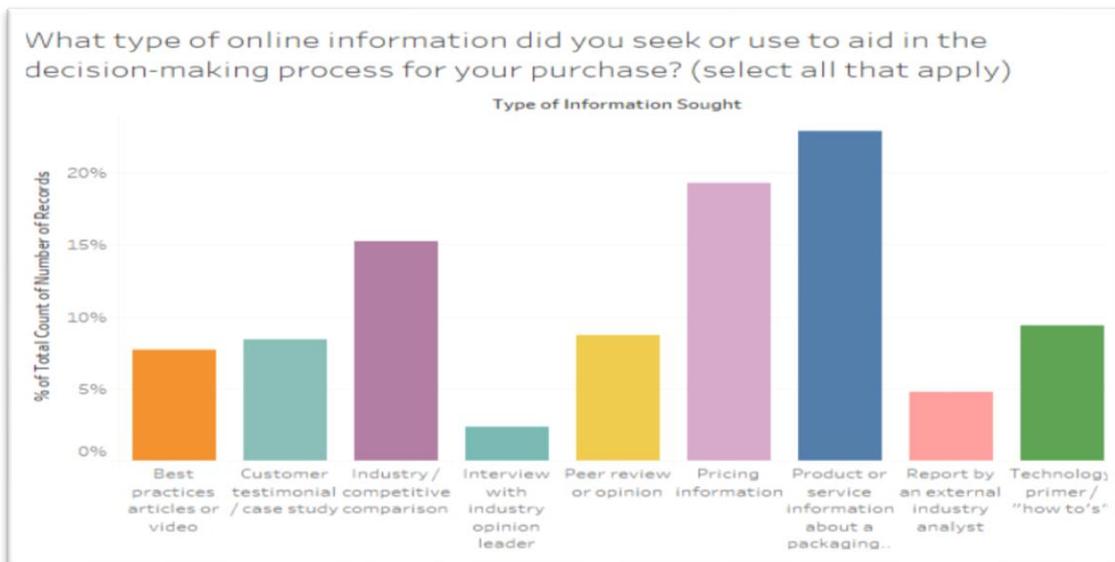


Figure 3: Types of online information sought

6. Listed below are 15 different online information sources. Which are the main ones that you use to connect with your buyers? Which are the ones that you do not use?
  - Supplier website
  - Supplier email
  - Internet searches
  - Offline event or seminar
  - Recommendation / advice from colleague or friend
  - Press advertising
  - Blog(s)
  - White paper / case study
  - Online video / webinar
  - Online advertisements
  - Industry intermediaries (such as packaging trade association)
  - Industry specific forum or online community (such as LinkedIn)
  - Facebook

- Twitter
- Google+

7. In your opinion, how smooth would you say the buying process is for your customers? Have you taken any steps in order to improve it in the last three years?

## Appendix 2 – Survey Questions

- Q1 Were you involved in the purchase of a business-to-business (B2B) packaging solution, product, or service the past 12 months?
- Q2 During the purchasing process the past 12 months, did you use any online internet information sources or online services (such as Google search, LinkedIn or social media) to help you with the purchase?
- Q3 What type of packaging products, services or solutions did you buy in the past 12 months? (select all that apply)
- Q3A1 Packaging equipment / machinery
- Q3A2 Packaging materials / containers / supplies
- Q3A3 Automation / controls / related packaging machinery components
- Q3A4 Contracted (external) packaging services / solutions provider (out sourcing)
- Q3A5 Packaging consulting services (including engineering, packaging design)
- Q3A6 Other (please specify)
- Q4 How often do you buy this kind of packaging product, service or solution?
- Q5 How many months did the purchasing process take from start to finish? (A purchasing process goes from initial search to buying the product, service or solution.) Please enter the number of months or fraction of months (for example, 3.5 for three and a half months).
- Q6 When you started looking for solutions to your packaging need, how far did you look for possible vendors or suppliers?
- Q7 What was the total budget for the product(s) purchased or service(s) contracted?
- Q8 How many other people were involved in the purchasing process?
- Q9 Thinking about the last time you were involved in the purchase of a packaging product, service or solution on behalf of your organization, how would you define your primary role in the decision-making process for this purchase? (choose the one answer which most closely matches your main role)
- Q10 When you were engaged in the buying process, at which buying stage(s) did you search the internet for information to help you? (select all that apply)
- Q10A1 Identifying and defining the packaging need

Q10A2 Identifying appropriate suppliers or vendors

Q10A3 Validating suppliers and solutions (short listing)

Q10A4 Selecting final vendor/supplier

Q10A5 Other (please specify)

Q11 In the table below, you are shown 15 rows of various information sources. Above the table there are 5 columns showing common steps in a typical purchasing process. For each of the 5 information sources, please indicate at which step of the purchasing process the source was the most useful.

Q11A1 Supplier website

Q11A2 Supplier email

Q11A3 Internet searches

Q11A4 Offline event or seminar

Q11A5 Recommendation / advice from colleague or friend

Q11A6 Press advertising

Q11A7 Blog(s)

Q11A8 White paper / case study

Q11A9 Online video / webinar

Q11A10 Online advertisements

Q11A11 Industry intermediaries (such as packaging trade association)

Q11A12 Industry specific forum or online community (such as LinkedIn)

Q11A13 Facebook

Q11A14 Twitter

Q11A15 Google+

Q12 What type of online information did you seek or use to aid in the decision-making process for your purchase? (select all that apply)

Q12A1 Product or service information about a packaging solution

Q12A2 Pricing information

Q12A3 Technology primer / "how to's"

Q12A4 Industry / competitive comparison

Q12A5 Customer testimonial / case study

Q12A6 Interview with industry opinion leader

Q12A7 Report by an external industry analyst

Q12A8 Peer review or opinion of a product / service

Q12A9 Best practices article or video

Q12A10 None of these types of information

Q12A11 Other (please specify)

Q13 Looking back at the entire process of purchasing or contracting the new packaging solution, how smoothly would you rate the process of working together on it with colleagues and/or external advisers or suppliers?

Q14 You did not use the internet and online resources to assist you during your purchase the past 12 months. We would like to know why not. Please indicate one or more reasons you did not go online to help with your purchase.

Q14A1 It was a "rebuy" (repeated purchase) thus I had all of the information I needed to make the purchase.

Q14A2 It was a rebuy (repeated purchase) and I directly contacted the supplier to make the purchase.

Q14A3 I used an internal company database to find the necessary information or supplier(s).

Q14A4 I used my own personal network to find the information or suppliers I needed.

Q14A5 I was part of a buying team but not responsible for information collection, thus other people gave me all of the information.

Q14A6 I don't trust information found online, thus I only work via telephone or face-to-face with suppliers.

Q14A7 I collected all of my purchasing information off-line from printed resources, trade shows and visits by vendor sales people.

Q14A8 Other (please explain)

# Appendix 3 – Interview Transcripts

## *Interview Transcript No.1 with Danielle Sauve - Director, Customer Insights and Experience at Danaher Corporation*

1. In our research, we have identified an increasing amount of packaging buyers that use the internet for aiding their purchases (see Table 1). Do you agree with that statement?

During the purchasing process the past 12 months, did you use any online internet information sources or online services (such as Google search, LinkedIn or social media) to help you with the purchase?



Figure 4: Usage of online sources

- Yes, there has definitely been an increase noticed. It is not only in the packaging industry; In general, customers have become more aware of the benefits of using the internet with their purchases and once they have used it in one way or another, they begin to use it in all other aspects of their life and all of their purchasing decisions
2. What percentage of your customers would you say use the internet to help their purchasing process?
- I would say all of them. I am sure every one of our clients has used the internet, one way or another, during their buying journey.

- The results of our survey show that packaging buyers use online information mainly in the first stages of the buying process ( see Table 2). Have you noticed a similar trend? Do you provide any online information that may be helpful for buyers in the final stages of the buying process?

When you were engaged in the buying process, at which buying stage(s) did you search the internet for information to help you?

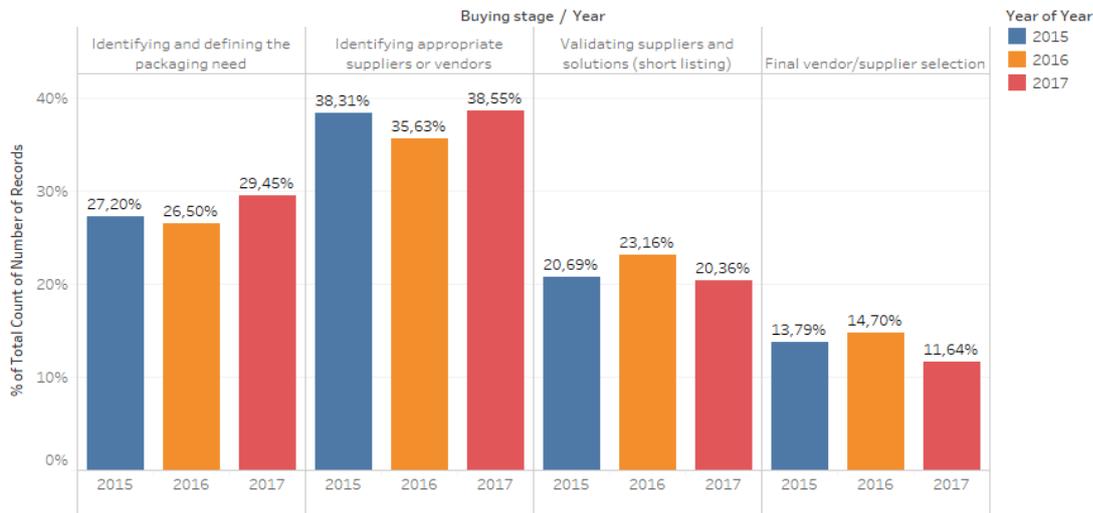


Figure 5: Usage of online information vs. buying stage

- I understand why there would be more people that are using online information in the first stages but I cannot say that I have noticed this trend. In my opinion, the internet is used consistently throughout the whole journey. However, different buying roles use it in different buying stages. So even after the suppliers have been identified, then the buying process is passed on to a different buying role and the person that is responsible for it will inevitably use the internet again. Even in the final stage, the decider will still hop online in order to ensure the transparency and trustworthiness of the supplier before making the final decision. With regard to the online information we provide in the final stages, again, we try to make sure that our customers know that we are a reputable brand. We do pride ourselves with the fact that we are a very big independent company that is not owned by anyone, and we think that the final stages of the buying journey is when we have to make this known to our customers. We do show different accreditations, case studies, and customer testimonials that show our customers the longevity that they need when making a purchasing decision.
- According to our findings, most buyers purchase the same type of product on a constant basis. Could you comment on the actions that you take in order to facilitate repeat purchases? Are there any online tools that you use for this purpose?

- The key thing in order to facilitate repeat purchases are the face to face meetings. We call them top-on-top meetings where we want to make sure that after our customers have bought the product, they receive the necessary attention and service that will make them want to chose our company again. With regard to the online tools, we try to engage them with blogs, newsletters and various social media content

5. In which of the types of information mentioned below do you put most effort in order to help your customers during their purchasing process?

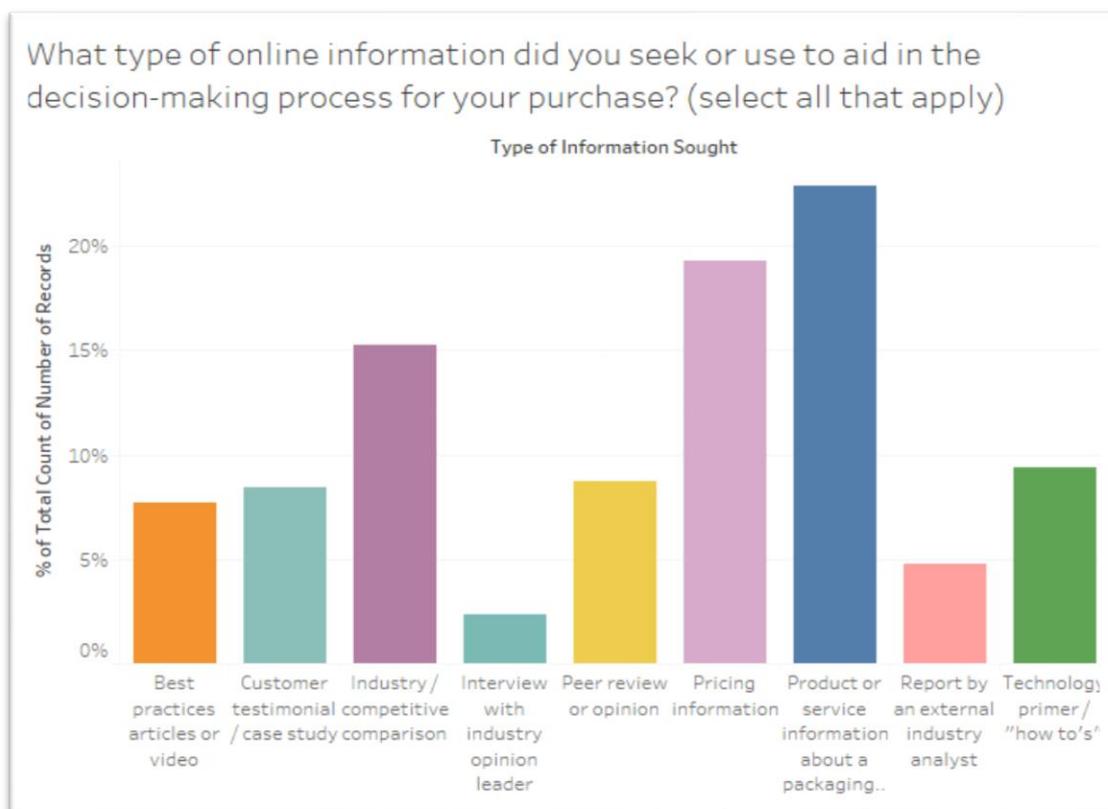


Figure 6: Types of online information sought

- We are a company that sells technology, so we put a lof of effort intro trying to simplify this information as much as possible in order to be able to present it to our customers. Besides that, we do put a lot of effort into making sure that the pricing information is clear and our customers understand it. What we do put most of our time in is trying to get attention. We do this by different PR events, focus on external industry reports and we do make sure that we are represented in any big conference.

6. Listed below are 15 different online information sources. Which are the main ones that you use to connect with your buyers? Which are the ones that you do not use?

- Supplier website
- Supplier email
- Internet searches
- Offline event or seminar
- Recommendation / advice from colleague or friend
- Press advertising
- Blog(s)
- White paper / case study
- Online video / webinar
- Online advertisements
- Industry intermediaries (such as packaging trade association)
- Industry specific forum or online community (such as LinkedIn)
- Facebook
- Twitter
- Google+

I think it is obvious that every customer would go on our website before making a purchase. So I would say that this is something that any company would say. We have our own blog, where we further connect with our customers. Also, we use LinkedIn to post different types of information. However, we mostly connect with our customers through various offline events – conferences, seminars, expos. We do not use Twitter and Facebook that much, we definitely do not use Google+ . Also, we do not invest in press advertising – if we are to be advertised we have earned in instead of bought it.

7. In your opinion, how smooth would you say the buying process is for your customers? Have you taken any steps in order to improve it in the last three years?

In my experience, I can definitely see an improvement of the process on our part. However, the smoothness of the customers' journey depends mainly on them. I can say that it does take more time because more and more companies have very long approval processes for purchasing technologies. So the smoothness of the process depends mostly on the specific customers internal processes. If they know and understand their own decision-making process, the buying journey is much smoother. On our part, we have definitely improved by applying soft leadership approach. We put higher level views on our customers problems which definitely makes the process smoother. Of course, technologies are something else that we have implemented in order to make the process more smooth.

*Interview Transcript No. 2 with Michella Vallalta, Director Consumer Intelligence at TetraPak*

1. In our research, we have identified an increasing amount of packaging buyers that use the internet for aiding their purchases (see Table 1). Do you agree with that statement?

During the purchasing process the past 12 months, did you use any online internet information sources or online services (such as Google search, LinkedIn or social media) to help you with the purchase?



Figure 7: Usage of online sources

- Yes we definitely observe a similar trend. Overall, more and more people get connected daily throughout the internet and inevitably this trend can be seen everywhere. Customers continuously use the internet to obtain information and more recently, to give their opinion.
2. What percentage of your customers would you say use the internet to help their purchasing process?
    - Our research shows that more than 40% of consumers worldwide are connected online. I would say that all of our customers fall into this percentage. However, there is a smaller group which we call super-users, which are people who spend more than four hours daily on their online devices. In addition, the main device that they use is their smartphone which is something that we have identified during our research

3. The results of our survey show that packaging buyers use online information mainly in the first stages of the buying process ( see Table 2). Have you noticed a similar trend? Do you provide any online information that may be helpful for buyers in the final stages of the buying process?

When you were engaged in the buying process, at which buying stage(s) did you search the internet for information to help you?

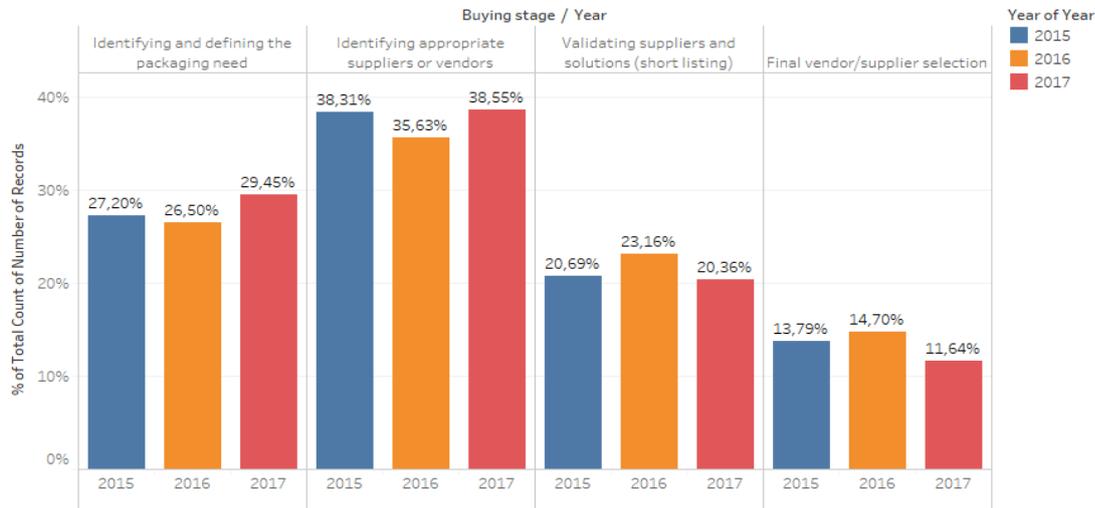


Figure 8: Usage of online information vs. buying stage

- We observe that our customers use the internet throughout their whole journey. Of course, they start with gathering information regarding their need and identifying suppliers; however, in our last research we identify an increased amount of people that use the internet after the end of their buying process. There is an increased amount of customers who are willing to give their opinion about a product once they have tried it. According to our data, 95% of the super-users group are checking product reviews before making purchasing decisions and 67% of them are posting their opinion online weekly. We recognize this trend and for this purpose we have created an environment for our customers where they can share information with each other. So, to answer your question, we do not observe our customers to use the internet only in the beginning of the buying process but we do see an increase in the amount of people who share information online once their buying journey is over.
4. According to our findings, most buyers purchase the same type of product on a constant basis. Could you comment on the actions that you take in order to facilitate repeat purchases? Are there any online tools that you use for this purpose?
    - Tetrapak is a very big international company and I cannot comment on the actions that are being taken throughout the world, this depends on the specific customers and their

environment. However, in our research we have observed that e-commerce is used more and more for stocking and building inventory.

5. In which of the types of information mentioned below do you put most effort in order to help your customers during their purchasing process?

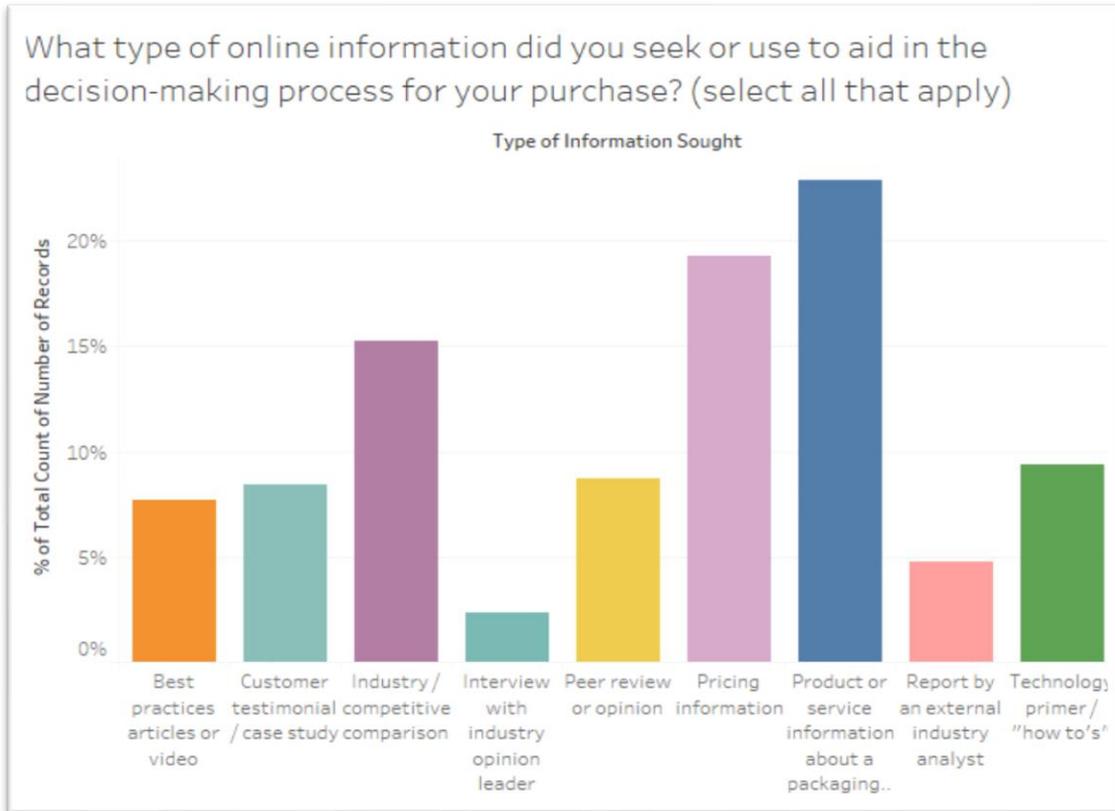


Figure 9: Types of online information sought

- What we put most effort in as a company is transparency. Therefore, we do put a lot of effort in order to make sure that our customers receive clear pricing information and we try to accommodate as much as possible reviews with which we hope to build this trust in our customers.
6. Listed below are 15 different online information sources. Which are the main ones that you use to connect with your buyers? Which are the ones that you do not use?
    - Supplier website
    - Supplier email
    - Internet searches
    - Offline event or seminar
    - Recommendation / advice from colleague or friend
    - Press advertising
    - Blog(s)

- White paper / case study
- Online video / webinar
- Online advertisements
- Industry intermediaries (such as packaging trade association)
- Industry specific forum or online community (such as LinkedIn)
- Facebook
- Twitter
- Google+
- I already touched upon this question by highlighting the importance of customer reviews – recommendation/advice from a colleague or friend. This is the one that we definitely try to push the most. Also, we post a lot of information on our social media platforms and, of course, our website is constantly updated. I would say that we do not use industry intermediaries and offline events and seminars in order to connect with our customers.

7. In your opinion, how smooth would you say the buying process is for your customers? Have you taken any steps in order to improve it in the last three years?

- Again, it is difficult to say because of the size of the company. In some newer markets it is of course more difficult than in the ones that we have been operating for years. However, we do have different projects with which we are striving to achieve consistency worldwide and this is the main step that we take, which we believe will make the buying process smoother for our customers

*Interview Transcript No.3 with Danny de Zeeuw - Lead Coordinator at Bosch Packaging Technology*

1. In our research, we have identified an increasing amount of packaging buyers that use the internet for aiding their purchases (see Table 1). Do you agree with that statement

During the purchasing process the past 12 months, did you use any online internet information sources or online services (such as Google search, LinkedIn or social media) to help you with the purchase?

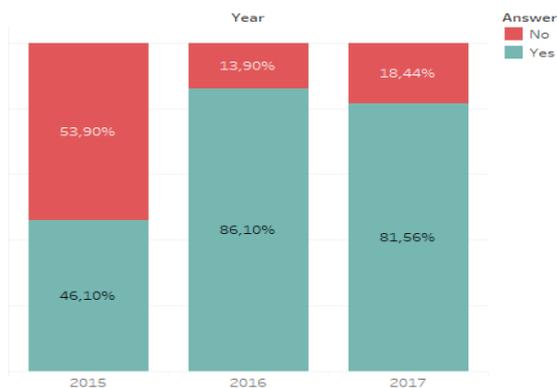


Figure 10: Usage of online sources

- Yes, we definitely observe more and more people who use the internet when looking for a packaging solution
2. What percentage of your customers would you say use the internet to help their purchasing process?
    - I would say that about 75% to 85% of our customers use the internet
  3. The results of our survey show that packaging buyers use online information mainly in the first stages of the buying process ( see Table 2). Have you noticed a similar trend? Do you provide any online information that may be helpful for buyers in the final stages of the buying process?

When you were engaged in the buying process, at which buying stage(s) did you search the internet for information to help you?

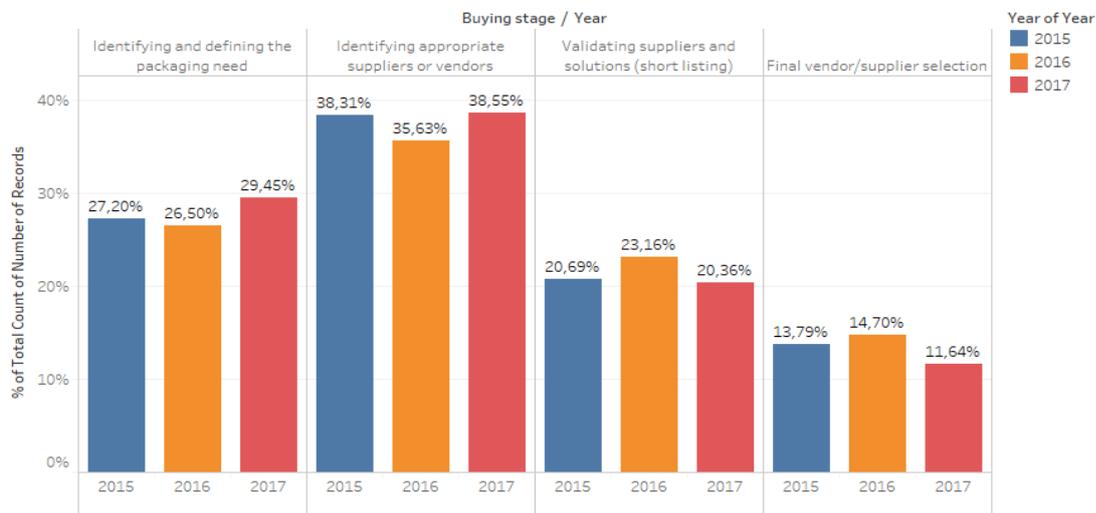


Figure 11: Usage of online information vs. buying stage

- Yes, I think that indeed most of our customers look for information online in order to identify and define their need and then look for suppliers. They look for information on our website in the first stages and when they reach the last ones, they are most likely already connected with a sales representative from the company which then handles their purchase. On our website, there are several different call to actions with which they could request a product brochure or call – these are the actions that customers use in the first stages of their buying process. Then, we also have options for them to request a demo or to test a product, which is more connected with the later stages but they are also already in contact with a sales representative. Also, they can book a meeting where the sales representatives will further guide them through the process.

4. According to our findings, most buyers purchase the same type of product on a constant basis. Could you comment on the actions that you take in order to facilitate repeat purchases? Are there any online tools that you use for this purpose?
  - We don't have any specific online tools which we use to attract repeat purchases. There are no direct links with offers on our website which would invite people for special offers for repeat customers. Since they have already purchased from us, it is easier for the customers to just call the sales representative who knows their specific needs and they will be able to provide better and more customized service. Also, after the first purchase, the sales people call the customers to see if they are satisfied with their product and will then check if there is anything else that he can help the client with.
  
5. In which of the types of information mentioned below do you put most effort in order to help your customers during their purchasing process?
  - We put a lot of effort in product or service information. We want to make sure that our customers can find as much information as they need online. Also, we provide technology primer and how to information on our website as well as different trends and tips on different topics, such as how to get optimal packaging solutions for different industries. We also put effort in different types of best practice articles and videos. We do not focus on providing pricing information online, since the price of our machines depends on what the customer would use it for. This information is provided by the sales representatives once they know the specific needs of the customer in order to give them precise information about the price.

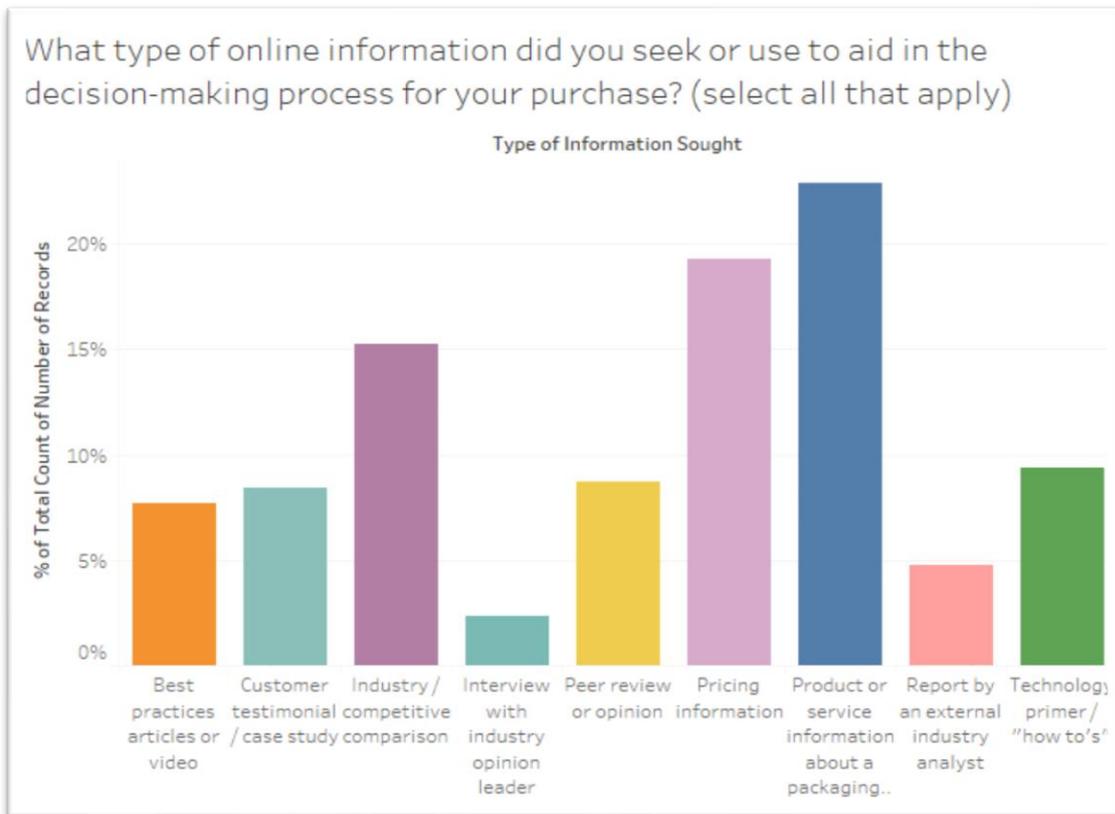


Figure 12: Types of online information sought

6. Listed below are 15 different online information sources. Which are the main ones that you use to connect with your buyers? Which are the ones that you do not use?

- Supplier website
- Supplier email
- Internet searches
- Offline event or seminar
- Recommendation / advice from colleague or friend
- Press advertising
- Blog(s)
- White paper / case study
- Online video / webinar
- Online advertisements
- Industry intermediaries (such as packaging trade association)
- Industry specific forum or online community (such as LinkedIn)
- Facebook
- Twitter
- Google+

In order to connect with our buyers, of course we want to be found through internet searches. For this reason, we invest in online ads and use Google SEO and Adwords in order to make our website visible. We also use blogs, white papers, industry specific forums and online communities. Especially on LinkedIn, we are trying to push a lot of content. We post various articles, promote solutions, post different videos and communicate information about different events in which we can be found. Also, we use Twitter mainly for press advertising and overall communication with the press. This is a platform on which there is a lot of media which follows the packaging companies. We do participate in trade shows, however, they are not as important for us anymore when wanting to connect with our buyers. When our customers visit trade shows, they already have a solution in mind and pursue it. Our aim is to connect with customers at a much earlier stage and, get them off the market as early as possible. We do participate in trade shows for visibility and to connect with the industry, but we prefer to already have established contact with our leads at an earlier stage. We also apply direct marketing techniques through email lists.

With regard to the sources that we don't use, we don't have any activity in Google+. Also, we use Facebook only for internal purposes. In my opinion, it is the wrong platform for B2B purposes. Still, we post videos occasionally and we have noticed that our view count is higher than the one of our direct competitors. We also do not provide online webinars. The reason for that is that if we want it to be useful, it has to be really specific and would not attract many participants. If we want to make a webinar for all the industries that we serve, it would be too expensive.

7. In your opinion, how smooth would you say the buying process is for your customers? Have you taken any steps in order to improve it in the last three years?

On our end, I can definitely say that the process has become smoother. We have put a lot of effort to improve it. We make sure that our customers can find the information when and where they are looking for it. As I mentioned earlier, we have added various call to action buttons on our website in order to make it easier for our buyers to contact us. Also, we have improved our CRM system which now includes a lot of follow up actions once a customer has established contact with us.

## Appendix 4 - Critical Reflection and Final Supervisor Assessment Form

### 1. Critical Reflection on the Project

Overall, I am quite satisfied with the graduation project. I can definitely say that it has been the most challenging part of my bachelor education by far. The part of the project that went very well was the transformation and analysis of the raw data. When I first received the raw files, I was unsure whether I will be able to transform them into three comparable files that would bring meaningful insights. However, by putting a lot of effort and time, I managed to create a well-structured database that indeed served the purpose of this research. In addition, I am glad that I was introduced to the data visualization software Tableau. The process of learning how to use it and how to make the data fit in the required shape were once again challenging but now I am left with the knowledge how to use a very powerful tool for data analysis which I can see myself applying in my future career.

Even though extremely challenging, the quality of the data transformation and analysis was proportionally related to the amount of effort that I put in it. Therefore, I was able to reach the desired outcome by simply assessing the amount of time and effort that will be required from me. However, the most challenging part of the project was the one that was not entirely dependent on my motivations and self-discipline – the interviews with suppliers. For the second half of the project, I have tried to connect on a constant basis with the contacts that have been provided to me by The Packaging Digest's Chief Editor. However, many of them were unreachable by either phone or email and I had to try to reach the companies repeatedly. In addition, those that I did manage to get in contact with was also with a certain level of difficulty, where the interviews had to be rescheduled numerous times. The main obstacles that I am now able to identify are the fact that I send the initial email through my university account, which shows that I am registered as a student. This may have thrown off some of the potential interviewees by lacking in trustworthiness. In addition, I requested too small of a contact list from the Chief Editor. I was unable to predict the response rate accurately which later resulted in too few answers than what I was hoping for in the beginning.

Based on the information that I have now at the end of the graduation project, if I were to do it all over again, I would have sent the email invitation from a non-student account and would have requested a much larger contact list from the Packaging Digest's Editor.

### 2. Reflection on my Learning Goals

This graduation project has helped me achieve many of my academic as well as personal learning goals. Overall, I am quite satisfied with the final product of this project – my bachelor thesis. In addition, the fields of expertise in which I have significantly improved myself evolve around the analysis of large volumes of data. Prior to this research, I have never had the task to manipulate such large quantities of information. I am aware that a total of 1229 records, out of which 455 were actually qualified does not

necessarily represent a large database. However, the analysis and transformation did include a significant amount of manual manipulation, which would have been extremely time-consuming if done to a larger database.

Furthermore, besides the new knowledge of data analysis that I have obtained, I have strengthened my previous knowledge on the topic of B2B marketing. In addition, my knowledge of applied research has improved significantly, which would contribute to my desire to proceed with my education at a higher level.

In addition, doing an out-of-company graduation assignment definitely contributed positively to my personal learning goals. Over the course of my education so far, I have constantly had issues with time management and self-discipline. However, having in mind that I did not have to attend an internship, I had to make sure that I spend the necessary amount of time in working on the thesis alone. Therefore, I had to constantly make sure that I followed my project plan and did not leave anything for the last moment.

### 3. My Ambition

As an IBMS graduate, the field of opportunities of working in the business world is endless. However, this graduation assignment has inspired me to pursue a master's degree in order to specialize my knowledge in a more particular field of the business world. The fact that I was able to conduct and manage this research alone, with only the help of my Fontys supervisor, made me confident that I will be able to do the same, once I have to write a masters' thesis. In addition, even though the main field of interest in which I would like to develop is not B2B marketing, the knowledge that I have gained about data analysis most certainly fits in my desired career part. In detail, I would like to specialize in the area of Financial Analysis after following a Sustainable Finance program in Maastricht University. I believe that the knowledge that I have gained throughout my education at Fontys, together with the newly gained skills in data analysis set me up for success in my chosen career path.

# Supervisor Assessment Form



## IBMS SUPERVISOR

FINAL EVALUATION GRADUATION PROJECT	
<b>Student:</b>	Christina R. Djambazca
<b>Company:</b>	UBM LCC – Packaging Digest
<b>IBMS supervisor:</b>	George Szanto
<b>Date:</b>	28 May 2018

	Excellent	Good	Average	Bare Pass	Fail
<b>OVERALL ASSESSMENT OF STUDENT PROJECT MANAGEMENT PERFORMANCE (code: 2263IP8PRO):</b>		8.5			
<b>FILL IN MARK 1-10 !</b>					
<b>REMARKS/SPECIAL CIRCUMSTANCES</b>					
Christina was very proactive in managing this project. She spend a lot of time setting up the data analysis part of the project. She tried hard to get numerous interviews with packaging supplier companies, but this proved to be difficult to say the least. I think she should have started writing earlier. She has produced a thesis from which we (together) can write a review article for Packaging Digest which is read by 66,000 subscribers monthly.					

(Please turn over for detailed assessment)



Digitaal ondertekend  
 door George Szanto  
 DN: cn=George  
 Szanto, o=Faculty of  
 Marketing and  
 Management  
 Eindhoven,  
 ou=Fontys University  
 of Applied Sciences,  
 email=g.szanto@font  
 ys.nl, c=NL  
 Datum: 2018.05.28  
 10:53:30 +02'00'

*George Szanto*

**Evaluation Professional Behavior:**

	Excellent	Good	Average	Poor	Cannot say
<b>Knowledge &amp; Understanding:</b> The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.	X				
<b>Research skills/critical thinking:</b> The student is able to ask the relevant research questions and to design a research.	X				
<b>Research skills/critical thinking</b> The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
<b>Communication:</b> The student can speak and write business English proficiently.		X			
<b>Communication:</b> The student is able to professionally participate in meetings and presents ideas and results in a professional way.					Not Applic.
<b>Creativity/problem solving:</b> The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.	X				
<b>Creativity/problem solving</b> The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
<b>Project management/pro-activity:</b> The student is able to organize his work in a planned and well-structured manner and is always well-prepared.	X				
<b>Project management/pro-activity</b> The student takes initiative, is pro-active and works independently, reacts adequately to feedback.		X			
<b>Organizational sensitivity/collaboration:</b> The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.					Not. Applic.
<b>Organizational sensitivity/collaboration:</b> The student understands the formal and informal culture of the company, asks support and input from others.					Not. Applic.
<b>Learning skills:</b> The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.		x			
<b>Overall score:</b>	8.5				
<b>REMARKS:</b> Christina work very independently on the data analysis part of the project. With little guidance, she was motivated to learn how to use Tableau for the data analysis, which is NO easy task. In the end she managed to process and present all of the data as we envisioned from the start of the project. Few if any of our IB students could have done this with little guidance. The only area of improvement would have been the approach, and drive to get more field interviews with packaging suppliers.					