

An Export/Marketing Plan:

***How can Dopper
improve its position on
the Belgian Market?***



Written by: Ahalya Ganesh
Student number: 11098198
ES4-A
2015-2016

Supervisor: Mr. Veldman
Second reader: Mrs. Szabo

Date of completion:
11 December 2015

The Hague University of Applied
Sciences

Faculty of Management &
Organisation

European Studies

Executive Summary

The company this export/marketing plan focuses on is the Dutch company Dopper. This social enterprise is founded in 2010 and engages in reusable water bottles. The main objective Dopper has is reducing single use plastic waste. In the Netherlands the company is well positioned in the market. Dopper has made steps in entering other markets. The domestic markets consists of the Netherlands, Belgium, Luxembourg, Germany and Austria. The exporting countries are Scandinavia, USA and Brazil. The sales of the countries excluding the Netherlands account for ten percent of the total sales. The sales of Belgium are accounted for one percent. This means Dopper has to grow a lot to improve its position abroad. The research question of this report is: "How can Dopper improve its position on the Belgian market?". The internal analysis shows the strengths that Dopper is financially stable, has a strong brand identity, has a skilled staff, has a positive working environment and is a learning organisation. Weaknesses are coping with a fast pace of success and not having a strong international position. The external analysis shows that the direct competitors are Bobble, Camelbak, Klean Kanteen, Rosti Mepal, Mizu, Join the Pipe and Retap. Because of Dopper's protective nature direct export (complemented with the use of e-commerce) is recommended. An interesting finding from the PESTEL is that the Belgian population is willing to contribute to a better environment. Also; labelling must be readable in the official languages (Dutch, French and German). Opportunities are that Dopper can increase brand awareness, gain new customers, increase sales and raise awareness on environmental issues. Threats; besides the competitors are the ageing population and the possibility of copycatting. The selected growth strategies are the strategy of the retailer/reseller which involves attracting new customers (increasing sales and reducing threat of competitors) and the strategy of influencers that entails (social) media that have the suitable characteristics to promote Dopper by proclaiming Dopper's message (for example Green Evelien). In the marketing mix the strategies have been linked with the tools of the marketing mix. For product it is important that Dopper maintains and increases its strong brand image. Regarding promotion; Dopper has to pay more attention to newsletters, social media and new ways of promoting via another party (influencer). For place/distribution, personnel, problem solving and process; customer service is of major importance. Important recommendations besides the growth strategies are product development, conducting feedback sessions internally, making more use of the water tap point sticker, proceeding the Facebook page in English, sending out newsletters more frequently and sending out the Dopper catalogue to potential new retailers/resellers.

Table of Contents

<u>Introduction</u>	<u>Page 4</u>
<u>Methodology</u>	<u>Page 5</u>
1. <u>Company Description</u>	<u>Page 6-7</u>
2. <u>Market Definition</u>	<u>Page 8-9</u>
3. <u>Internal Analysis</u>	<u>Page 10-15</u>
• <u>Porter's Value Chain</u>	<u>Page 10-12</u>
• <u>McKinsey's 7S Model</u>	<u>Page 12-14</u>
• <u>Financial Ratio Analysis</u>	<u>Page 14-15</u>
• <u>Internal Analysis Conclusion: Strengths and Weaknesses</u>	<u>Page 15</u>
4. <u>External Analysis</u>	<u>Page 16-27</u>
• <u>PESTEL</u>	<u>Page 16-18</u>
• <u>Competitor Analysis</u>	<u>Page 19-21</u>
• <u>Customer Analysis</u>	<u>Page 22-24</u>
• <u>Distribution Analysis</u>	<u>Page 25-26</u>
• <u>External Analysis Conclusion: Opportunities and Threats</u>	<u>Page 27</u>
5. <u>SWOT/Confrontation Matrix</u>	<u>Page 28-29</u>
6. <u>Strategies for Growth</u>	<u>Page 30-32</u>
• <u>Choice of Strategies</u>	<u>Page 32</u>
7. <u>Research Growth Strategies</u>	<u>Page 33-35</u>
8. <u>Operational/Implementation: Marketing Mix</u>	<u>Page 36-41</u>
• <u>Product</u>	<u>Page 36</u>
• <u>Promotion</u>	<u>Page 36-38</u>
• <u>Place/Distribution</u>	<u>Page 38</u>
• <u>Price</u>	<u>Page 38</u>
• <u>Personnel</u>	<u>Page 38-39</u>
• <u>Problem Solving</u>	<u>Page 39</u>
• <u>Process</u>	<u>Page 39-40</u>
• <u>Physical Evidence</u>	<u>Page 40</u>
• <u>Combining Marketing Mix Tools and Growth Strategies</u>	<u>Page 40-41</u>
9. <u>Conclusion</u>	<u>Page 42</u>
10. <u>Recommendations</u>	<u>Page 43-44</u>

11. <u>References</u>	<u>Page 45-50</u>
12. <u>Appendices</u>	<u>Page 51-75</u>
A. <u>Porter's Value Chain (detailed version)</u>	<u>Page 51-52</u>
B. <u>Financial Data</u>	<u>Page 53</u>
C. <u>PESTEL (unedited)</u>	<u>Page 54-56</u>
D. <u>Competitor Analysis</u>	<u>Page 57-60</u>
E. <u>Current Retailers</u>	<u>Page 61</u>
F. <u>Surveys Retailer/Reseller</u>	<u>Page 62-64</u>
G. <u>Survey Influencer</u>	<u>Page 65-66</u>
H. <u>List of contacted retailers/resellers + influencers</u>	<u>Page 67-69</u>
I. <u>Results MC questions retailer + reseller</u>	<u>Page 69</u>
J. <u>Results open question three</u>	<u>Page 69</u>
K. <u>Starters pack Retailers Home Markets</u>	<u>Page 70</u>
L. <u>Retail Pricelist & Resell Pricelist</u>	<u>Page 71</u>
M. <u>Retail & Resell Transport list</u>	<u>Page 72</u>
N. <u>Informed Consent Form</u>	<u>Page 73</u>
O. <u>Students Ethics Form</u>	<u>Page 74</u>
P. <u>CD-ROM Interviews</u>	<u>Page 75</u>

Introduction

This export/marketing plan has been set up as a final project for the course European Studies at the Hague University of Applied Sciences. The company that has been selected for the project is the Dutch company Dopper. Dopper is a social enterprise that engages in reusable water bottles. In the Netherlands the company is already well established and it has made steps to enter the global market. ¹

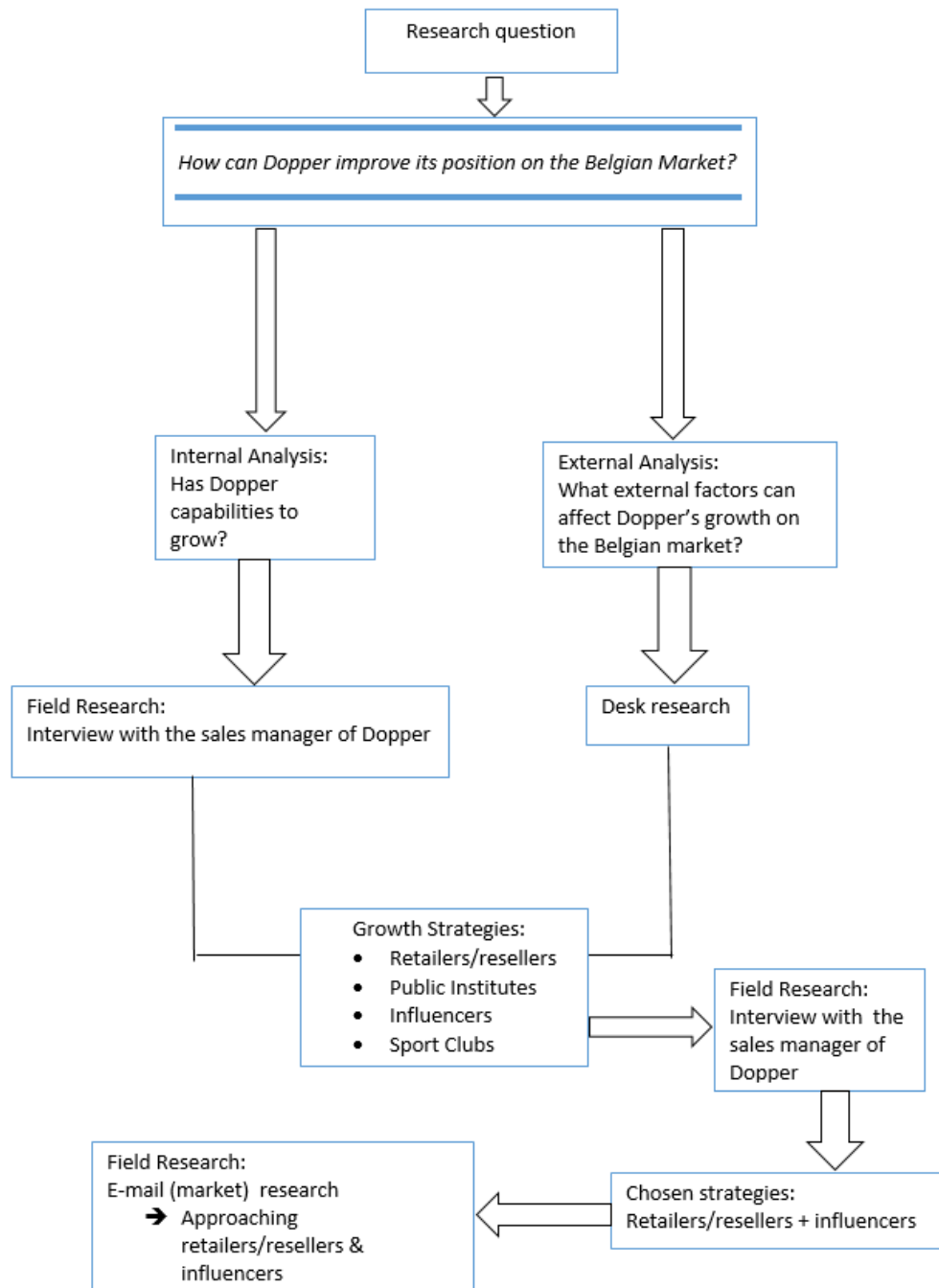
Dopper has been receiving a lot of international attention since the company started (Dopper, 2015) This is why Dopper has the opportunity to grow and should react to this attention. At this point the steps Dopper has made to grow internationally have had a minimal influence on the sales. Even the neighbouring country Belgium, which is considered as a home market, accounts for one per cent of the total sales. (Vries, Internal Analysis, 2015) The purpose of this report is to provide the company sufficient consultation on how Dopper can improve its situation regarding the Belgian market. Belgium is chosen because it is a neighbouring country and it is advisable to start increasing sales and becoming successful in neighbouring countries before entering countries further away. Therefore the following research question has been chosen:

“How can Dopper improve its position on the Belgian market?”

In order to answer this question and subsequently provide sufficient advice for Dopper, this report consists of the following building blocks. Firstly the company description, which describes the history, current situation and mission + goals. Then the market definition of Dopper will be covered by applying the Abell model. Next the internal and external analysis will provide the strengths & weaknesses of Dopper and the opportunities & threats Dopper could face. Then the growth strategies will be explained and applied to the marketing mix. Finally a conclusion and recommendation will be given.

¹ See page six; company description.

Methodology



Company Description

Dopper is a Dutch company founded in 2010 by Merijn Everaarts. Everaarts came up with the idea of the water bottle, the Dopper, after his realization of the major (single-use) plastic waste that is polluting the worlds' oceans. Additionally he noticed how many single-use bottles were thrown away on a daily basis. Everaarts wanted to raise awareness on this worldwide issue, but also come up with a solution at the same time: a reusable bottle. He decided to launch a design contest. (Dopper, sd) From the 100 received designs, the winner of the contest was Rinke van Remortel from Goes. (Omroep Zeeland, 2015) On the national Dutch day of Sustainability, ten October 2010, the first Doppers were sold. (Dopper, sd) The headquarter of Dopper is located in Haarlem, in the Netherlands. (Dopper, s.d.)

Current situation

Since 2010 the Dopper transitioned into a recognizable product in everyday life. Up till now there are over 2 million Doppers sold. (Omroep Zeeland, 2015); (Vries, 2015) In 2014 750000 Doppers were sold (Verschuren, 2015). Besides the popularity of the Dopper in the Netherlands, Dopper is trying to enter foreign markets. It has entered a few new markets (Belgium, Luxembourg, Germany, Scandinavia, USA, Brazil and Austria), but it is not positioned as in the Netherlands. The Benelux, Germany and Austria are the domestic markets and Scandinavia, USA and Brazil are the exporting markets. (Vries, Growth strategies + Comments, 2015) For the domestic markets Dopper takes care of everything from logistics to marketing and sales. For the exporting markets; everything is in the hands of distributors. Dopper does support the exporting countries regarding promotion. Of the sales 90% is derived from the domestic markets and 10% from the exporting markets. The sales of the exporting markets are thus minimal. Of the sales only 1% is derived from Belgium. (Vries, Internal Analysis, 2015);

Since Dopper started in 2010 the product assortment gradually expanded colour wise. Currently there are six colours. Additionally, there is also a bottle made of steel. (Dopper, s.d.) Other products that Dopper offers and contribute to the sales are the sport cap, water cocktail booklet, gift box, and the Dopper shopper. (Dopper, s.d.)

Mission and Goals

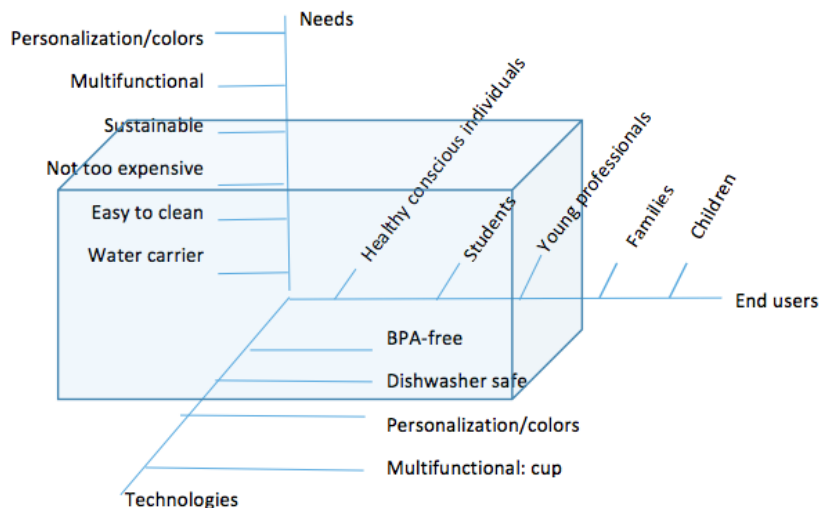
The practices of Dopper are on a high CSR level. Dopper is a certified social enterprise since 2014 (B Corporation) (Dopper, sd). This means the main goal is to improve the worlds' sustainability level. The mission is to raise awareness on environmental issues worldwide, lower single use plastic and expand access to safe tap water on a worldwide level. To achieve its mission Dopper has set up goals closely linked to the mission:

- Inspire people to make a change (environmentally), such as recycling (producing as little plastic waste as possible) (Dopper, s.d.).
- Be innovative regarding the product line of sustainable water bottles (Dopper, s.d.).
- Expand access to safe tap water worldwide with the Dopper Foundation (since 2013) in collaboration with Simavi and local partners in Nepal (Dopper, s.d.). The Dopper Foundation raises funding for the projects by donations, sponsors and 5% of the Dopper sales. (Dopper, s.d.) Additionally the foundation creates educational programs in collaboration with the Dopper Water & Waste Academy. (Dopper, s.d.)

The mission and goals contribute a lot to the marketing of the Doppers. The message of the Dopper is a part of the mission and goals. Also, the message and the product go hand in hand which means that the mission/goals and the product go hand in hand. How Dopper presents itself as a social enterprise attracts a certain type of consumers. These are consumers that care about the fact that the company they buy a product from is a social enterprise and has such a mission and goals (because they care about environmental issues).

Market Definition

Every business has its own market definition. The following market definition is based on the Abell model. This model consists of three dimensions: customer groups², customer functions (needs) and technologies (how are the needs satisfied).



Customer groups/Market segmentation

The customer groups of Dopper can be divided in two groups: retailers and resellers. These customer groups are thus not the end users of the product. Dopper does has established the user cultures to which the communication efforts are oriented. These cultures (urban creative, fun loving rebel and conscious messenger) will be further explained in the customer analysis³. These cultures can be related to different kind of people. Especially people who live a “green” healthy lifestyle are familiar and aware of the products, but this does not mean other groups are excluded from the segmentation. Dopper wants to reach as many people as possible without taking into account differences between segments.

Customer Functions

Drinking water is a daily activity that happens multiple times (if you are living a healthy lifestyle). This means the consumer wants the bottle to be easy to clean after a day of use. For example being dishwasher safe. To re-use a bottle, it also has to be BPA-free and thus sustainable. The most important thing is that it fills the need of wanting a water carrier. Also; consumers prefer an affordable price.

² In this model the customer groups are perceived as end users.

³ See customer analysis: page 22-24.

Technologies

The Dopper is dishwasher safe and BPA-free which makes it easy to clean and sustainable.

The Dopper can be personalized with a text or image via the online shop of Dopper (from 17 euros). Besides this option the Dopper is available in six colors. The two upper parts of the product can be used as a little cup, which makes the bottle multifunctional. The current selling price of a Dopper is 12.50. (Dopper, s.d.)

Product Characteristics

Details

- Hold 450 ml
- Consists of three parts
- Easy to clean
- Dishwasher safe (65 C/149 F)
- Suitable for cold and non-corrosive liquids
- Diameter: 6 cm
- Height: 24 cm
- Weight: 101 gram



(Top Leisure Products, 2015)

Materials

- PP (Polypropylene): bottle + cap
- ABS (Acrylonitrile Butadiene Styrene): white cup
- TPE (Thermoplastic Elastomer): gasket in cap + cup

(Dopper, 2015) (Vries, Growth strategies + Comments, 2015)

In conclusion; the end users are consumers that live a healthy lifestyle. But this does not exclude other demographic groups such as families: e.g. parents that buy the bottles for their children to bring to school. Besides these groups end users can also be found in other groups such as the elderly but perhaps on a lower level than the before mentioned groups. The reason why these end users want to use this product is because they want to use a toxic free bottle they can refill (with water), is easy to clean (dishwasher safe) and is not too expensive. Main users live or want to live a healthy lifestyle and help the environment by for example using sustainable environment friendly products. This is connected to the way the product is positioned in the market. Namely; as a lifestyle brand. By using such an everyday product, the product is implemented in someone's life and makes a statement on how the consumer cares for environmental issues and wants to contribute to a better planet. The marketing strategy additionally involves the foundation and Water & Waste Academy.

Internal Analysis

The goal of the internal analysis⁴ is to find out how Dopper operates. In turn with the information on its operations conclusions can be given on Dopper's strengths and weaknesses. Additionally; give an overall understanding of Dopper's competences. The frameworks that will be applied to make this analysis are Porter's Value Chain and the McKinsey 7S Model. Also, a financial ratio analysis will be given to show Dopper's financial stability.

Porter's Value Chain

The first framework that will be used to analyse the internal situation of Dopper is the value chain⁵. This framework includes all activities inside and around a company. The activities are divided into different categories (primary and supporting) that together can be seen as the ingredients to deliver a valuable product for Dopper's customers.

Support

Activities

	Corporate infrastructure: Self-coordination					
	Human Resource management: Recruitment Procedure, Education					
	Technology Development: Inspections					
	Procurement: Supply Chain Specialist					
Primary Activities		Inbound Logistics: VDL	Operations: VDL	Outbound Logistics: Mondial	Marketing & Sales: Social media, Events	Service: Social media, Zenddesk (filtering)

⁴ The information needed (excluding financial analysis) for this analysis is obtained via an interview with sales manager of Dopper. (Vries, Internal Analysis, 2015)

⁵ For a more detailed version see appendix A: page 51-52.

Primary Activities

- Inbound Logistics

The Dutch company VDL is the supplier of Dopper. It is a plastics manufacturer that collects all the inputs for a Dopper bottle.

- Operations

The production process of the Dopper is also located at VDL. Dopper communicates the purchasing orders to VDL. With the use of special moulds the bottles are being fabricated.

- Outbound Logistics

VDL transports the finished products to Mondial (logistics centre). Mondial is responsible for the packing and transportation to the customers. Additionally it serves as a warehouse where the Doppers are being stored. Currently all orders are being transported by DHL.

- Marketing & Sales

Online Dopper is active via its web shop (sufficient number of orders=successful), Facebook and e-mailings. Dopper adjusts its marketing on special holidays. When a new colour of the Dopper is launched Dopper tries to announce this the best way as possible. The marketing is not always commercially straightforward; Dopper has organized clean up actions (reaching people on beaches to exchange their single use plastic bottle for a Dopper). Additionally Dopper is also active at festivals. For the festival Mysteryland a special Dopper was designed.

- Service

Dopper has two employees working in its service department. Because Dopper is a social enterprise the company feels responsible regarding the service towards its customers. If problems arise the service department wants to take care of this the best way it possibly can. Complaints, remarks and other questions are mostly communicated via e-mail or phone, but it is also possible via social media. Dopper is planning to work with a new program named Zenddesk to improve its service. This program collects and filters all receiving complaints, remarks and other questions.

Supporting Activities

- Procurement

There is one employee, a planner, which takes care of the technical purchasing.

- Technology Development

Improvement of the product and the quality checks are mostly in the hands of the supplier. The headquarter of Dopper does send over a box of Dopper bottles approximately once a month/term to check on quality. Dopper wants to invest more in product development. For example bottles made of glass. This is why Dopper has hired (among other reasons) a new

employee; a supply chain specialist that can take a look at different kinds of materials and the costs of it.

- *Human Resource Management*

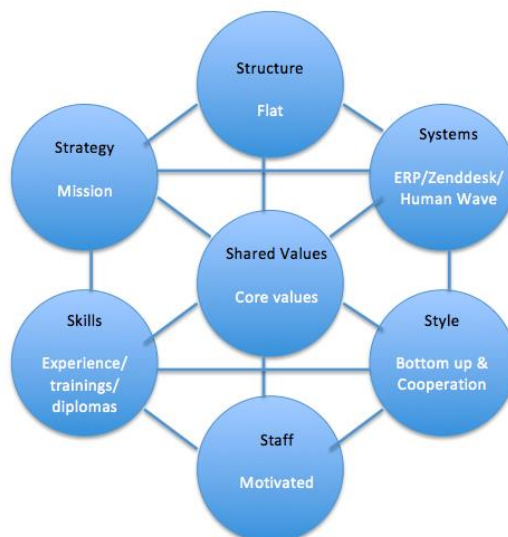
Dopper has written its own recruitment procedures. These include requirements on the function, type of education, personality and skills. The chief operator works together with the financial controller to set up budgets for educational trainings for employees per department. Being a social enterprise Dopper thinks it is of importance for its employees to better themselves and in turn deliver better quality of work

- *Corporate Infrastructure*

The organization of Dopper is flat; bottom up and mostly self-coordinated. There are three different teams: sales team, financial team and marketing team. The managers of the different teams report to the chief operator.

The highest costs involve Dopper's sales and marketing. Thus; marketing the Dopper and proclaiming its message. It has the highest costs because it involves the most employees of Dopper. Sales and marketing are the core business.

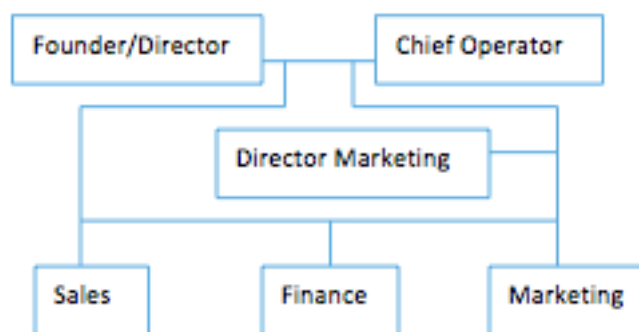
McKinsey 7S Model



The second framework is the McKinsey 7S model. The model shows that all of the components above should be in balance and relate with each other. The factors are divided into two groups: hard and soft. Hard means that the factors are easy to identify and to influence: strategy, structure and systems. Soft means that the factors are hard to identify and to influence: shared values, skills, staff and style. (Herpen, s.d.)

Hard factors*- Strategy*

Dopper wants to sell as many Doppers as possible so it can donate as much as possible for the water projects and reduce single use plastic. During this process Dopper works on other goals, which are promoting tap water and reducing single use plastic waste. Dopper wants to realize these goals with a financial policy and a strategic sales policy. Additionally; work on marketing (the message, which is part of the bottle). Also; keep in mind in what kind of shops the Dopper should be sold. The unique selling points of the Dopper are also important to keep in mind to differentiate Dopper from competitors (be distinctive).

- Structure and Style

Every team (sales, finance and marketing) has one manager. The managers collaborate on making strategic decisions and policy plans with the directors. As a result of Dopper's flat (bottom up) organization there is a lot of freedom for input from all employees, which means there are more opportunities. Also; cooperation is more important than competition.

- Systems

Dopper uses three different systems. Firstly an ERP (Enterprise Resource Planning) system. This system processes orders, saves customer details and invoices etc. Currently an ERP system called Mamut is being used but there are talks on transitioning onto another ERP system. Secondly the Zendesk; this is a system that contributes to improvements of customer service. It filters and collects all receiving remarks/questions/complaints and keeps track on all social media activities. Regarding human resources; Dopper uses Human Wave. This system keeps track on all personal developments, leave/vacation requests and details on the employees (working hours, salaries, education etc.)

Soft factors*- Shared values*

Dopper has four core values: fun, responsibility, connected and proactive. Fun entails having fun in life and doing the job. Responsibility; being responsible regarding the job but also for

the ecological footprint a person leaves behind on the earth. Connected; ability to work together with other co-workers and feeling connected with the product. Proactive; seeking opportunities to better yourself (capabilities) or seeking opportunities for Dopper. These core values are also being used as criterion to select new employees to see if they would fit in the organization.

- *Skills*

Regarding the sales team; mostly experience is important as a skill. Besides this, sales is something to feel passionate about to be good in this field. Dopper does offer trainings to improve employees' skills. For the financial team it is important to have specific knowledge on how certain programs work. Regarding marketing; multiple communication/marketing students started as interns and got hired. Experience is also an important factor for the marketing team. The supply chain manager has expertise on product development and raw materials. To exercise such a function distinctive knowledge is important.

- *Staff*

Dopper does not have a specific competences scheme for every function. Regarding missing competences within the organization; Dopper pays attention on who can contribute to Dopper. When looking for a new employee Dopper does know what it is looking for regarding competences. Because (among other reasons) Dopper offers so many opportunities (freedom and trainings) the motivation level within the organization is high.

Financial Ratio Analysis

To measure if Dopper is financially stable a look can be taken at its annual report⁶. Subsequently, financial ratios can be used to measure the precise position. The ratios that will be used are two liquidity ratios: the current ratio and the net working capital ratio. These ratios show to what the degree Dopper is able to meet its short-term financial obligations. (Veldman, Exportmanagement, 2010)

Current Ratio: current assets/current liabilities

$$2013: 260000/499000 = 0.52$$

$$2014: 1400000/1249000 = 1.12$$

As can be seen there is a growth in the outcomes, which is positive.

Net Working Capital: current assets – current liabilities

$$2013: 260000-499000 = -239000$$

$$2014: 1400000-1249000 = 151000$$

Just as with the current ratio, there is a major growth in the net working capital.

⁶ See appendix B: page 53.

All in all the annual report and these ratios show that Dopper is a positive financially stable company. (Dopper, s.d.)

Internal Analysis conclusion & strengths and weaknesses

The internal analysis shows what processes are involved from making the Doppers to sending the Doppers to the customers. Also; what kind of activities Dopper has regarding the marketing of the bottles. Dopper is occupied with improving the business on different levels: service, product and employees' skills. The fact that the organization has a flat structure makes it possible for all employees to have an input on ways to improve business. It stimulates creativity and motivation. These observations, together with the financial stability, show that Dopper has sufficient qualities to grow and to enter other countries.

Based on the research for the internal analysis the following strengths and weaknesses can be drawn:

Strengths:

- Dopper is financially stable (no borrowed funds): see ratios. (P. 14-15)
- Dopper has a clear mission and goals it wants to achieve. (P. 7)
- Dopper is a strong brand and has brand quality (product with an identity) (P. 6-9)
- Dopper has a positive working environment (flat, freedom, core values). (P.13-14)
- Dopper has a skilled staff. (P. 14)
- Dopper is a learning organization (willing to make adjustments to grow). (P.6-15)

Weaknesses:

- Coping with the fast pace of success. (P. 14)
- No strong position internationally (specifically not in Belgium: 1% of sales). (P. 6)

External analysis

For the external analysis the aim is to give an understanding of external forces that could affect Dopper's position and its strategic options. Subsequently, the opportunities and threats can be defined that Dopper could face. The framework that will be used for this analysis is PESTEL. Furthermore there will be given an analysis on the customers, competitors and distribution.

PESTEL

The PESTEL framework is chosen because it looks at external factors that could influence the business practices of a company and could form opportunities and/or threats when entering Belgium. For the more detailed version of the PESTEL see appendix C⁷.

- **Political**

Regarding the property rights; Dopper could apply for a regional patent (which is valid in Europe), but this entails a long process of approximately four years and is very costly (20000-50000 euros) (Rijksdienst voor Ondernemend Nederland, s.d.). Another option is a trademark; this protects the name of the product. Dopper could choose for a trademark that is only valid in the Benelux. This is possible from 240 euros for a period of ten years (extension is unlimited). (Rijksdienst voor Ondernemend Nederland, s.d.) A trademark, which is valid for the European region, is approximately 1600 euros (Rijksdienst voor Ondernemend Nederland, s.d.). For an international valid trademark the company has to register at the World International Property Organization in Switzerland. (Rijksdienst voor Ondernemend Nederland, s.d.)

- **Economical:**

How an economy functions influences companies operating in that economy (on a long term). The purchasing power parity (GDP) in 2013 was 476.5 billion US dollars and in 2014 481.5 billion US dollars, which means a growth rate of 1%. The unemployment rate in 2013 was 8.4% and in 2014 8.5%, which means unfortunately a little increase. The inflation rate in 2013 was 1.2% and in 2014 0.5%, which is positive. The lending rate in 2013 was 3.49 and in 2014 3.5. The total foreign direct investments in 2013 was 1169 trillion US dollars and in 2014 1196 trillion US dollars. This is a sign that the Belgian economy is positively affected by globalization. (CIA, 2015) According to this information it can be assumed that the current status is stable, maybe even improving. According to the Doing Business Economy Belgium is rated 43 on a scale from 1 to 189. This ranking concerns the pleasantness of the regulatory

⁷ See appendix C: page 54-56.

environment (World Bank Group, 2015). From these economical facts can concluded that the economic environment is positive for Dopper.

- **Social**

Of the Belgian population 58% is Flemish, 31% Walloon and 11% is of mixed or of other ethnicity (CIA, 2015). Belgium has three official languages: 60% Dutch (mainly in Flanders), 40% French (mainly in Walloon) and less than 1% German (East Belgium) (Rijksdienst voor Ondernemend Nederland); (CIA, 2015). These differences in languages are of importance for Dopper for legal (see: PESTEL, legislation) and marketing aspects. The aging population is increasing. It has been estimated that by 2020 the biggest population group will be the one of the retirees. A big part of the middle class consists of people aged 50+. Wellness, health and care related products are of interest for this group. (Rijksdienst voor Ondernemend Nederland, s.d.) Because the retirees are not a main target group for Dopper⁸, this future scenario is something to take into account for future business activities.

- **Technological**

Regarding online shopping; the Belgian population is still reluctant in comparison with the Dutch. On an average 307 euros is spent per inhabitant that orders online in Belgium in comparison with an average of 636 euro in the Netherlands. (Becommerce Market Monitor, 2015). For Dopper this means that it should not put too much focus on online retailers.

- **Environmental**

This factor is of importance to Dopper because Dopper is concerned regarding environmental issues and it is interested in the degree of Belgium's environmental practices. Regarding climate change; three different regions in Belgium have set up a policy plan. On the Environmental Performance Index of 2014 Belgium scores a 66.61 out of 100. This index concerns the following subjects: health impacts (99.65), air quality (69.79), water and sanitation (100), water resources (60), agriculture (65.33), forest (23.64), fisheries (0), biodiversity and habitat (57.56) and climate and energy (64.47). (Yale University, 2015) For the Special Eurobarometer 365 the European Commission initiated a survey on the attitudes of European citizens towards the environment in 2011. Of the total 26825 interviews 1058 have been conducted in Belgium. On the question: "How important is protecting the environment to you personally?" 62% answered "very important", 33% "fairly important" and 5% "not important". When the subject environment comes up 53% first think of the environment children will live in in the future, 39% of scarcity of natural resources, 38% quality of life and 25% of biodiversity. The issue most of the respondents are concerned

⁸ See market definition: page eight.

about is air pollution (42%). Regarding being well informed about environmental issues 59% considers themselves well informed and 41% badly informed. Concerning the willingness to pay a little extra for environment friendly products; 73% agrees and 27% disagrees. On the statement that as an individual you can play a role in protecting the environment (in own country) 88% agrees and 12% disagrees. Regarding the question if citizens themselves do enough to make efficient use of natural resources 67% disagrees. (European Commission, 2011) For Dopper this means that based on this survey Belgians are willing to contribute to better the environment and thus assumingly willing to buy a Dopper bottle.

- **Legal**

According to the rules of labelling; the labels of the products must be composed in the language(s) of the area where the products are being marketed. This means for Belgium that the labels must be composed in at least Dutch and French and possibly in German. It is also important to mention the place of origin of the product. (Rijksdienst voor Ondernemend Nederland, s.d.) These rules are of major importance for Dopper and have to be taken into account.

In conclusion; Dopper has multiple options to protect its name and/or product in other countries, the economic environment is not a threat, Dopper has to take into account the three official languages (Dutch, French and German) and what this means for the labelling. Also; the elderly population is growing, online shopping is not yet well established and the Belgian population is interested in contributing to better environment.

Competitor Analysis

In the industry of reusable water bottles there are a lot of players active. In order to find out what the competitive advantage is of Dopper in comparison with its competitors, present and potential competitors will be analysed. Which of these competitors are for example already active on the Belgian market and could be a threat? To keep the research clear a number of water bottles are selected which are most comparable with Dopper. In appendix D⁹ the full descriptions of the selected competitors can be found.

Criterion for selecting competitors

The following criterion are chosen to select the competitors and to compare their bottles to the Dopper bottles:

Price

Price is an important criteria because it shows if a product is affordable or not. Consumers prefer products that are of good quality and have an affordable price (for the level of quality). From the next table can be seen that Dopper has a very good position regarding its selling price. From the 14 selected competitors nine offer a bottle similar to the Dopper bottle that have a price of 14.99 or higher.

Donation from sales

The criteria that the company has to donate a part of the sales to good causes has been chosen because this is an important part of the brand identity of Dopper. The fact that it donates a part of its sales to water projects in Nepal influences consumers' choice to choose a product from such a company. From the table can be seen that only four competitors donate a part of its sales to a good cause.

Dishwasher safe

The technology that the Dopper bottles offer of being dishwasher safe is of major importance. Consumers want their products to be easy to use. Ten of the bottles of the competitors can be put into the dishwasher.

Globally Active/Belgium

This criteria is chosen because it is good to know which competitors are (also) active on the Belgian market. Nine competitors are known to be active on the Belgian market.

⁹ See page 57-60.

Brand Name/Product	Price/ML ¹⁰	Donation from sales	Dishwasher safe	Globally Active/Belgium
Aladdin One-Hand Water Bottle	+/- 16.50 / 700ml	No	Yes	Yes/ Unknown
Black and Blum Eau Good	+/- 17.95 / 800ml	No	Yes (excluding cork and fabric tag)	Yes/ Yes
Bobble	10.99/ 550ml	No	No	Yes/ Yes
Camelbak Chute	+/- 8.00-12.50 / 600ml	No	Yes	Yes/ Yes
Eva Solo	24.95 / 500ml	No	Yes (excluding the cap)	Yes/ Unknown
Join The Pipe	BOGO bottle: 7.50 / 500ml Small "I" bottle: 15,00 / 330ml "T"/"Y"/"K"/"J", "I" Bottle: 17.50 / 500ml	Yes	Yes	Partially/ Yes
Klean Kanteen 532ml Classic	+/- 18.99 / 532ml	Yes	Yes	Yes/ Yes
KOR Aura	+/- 16.90-18.95 / 500ml	No	Yes (when only put in top rack)	Yes/ Unknown
Made Sustained	22.95 /500ml	No	No	No/No
Mizu	19.95 /600ml	Yes (via partner brands)	No	Yes/ Yes
Montbento Positive M	14.99 /500ml	No	Yes	Yes/Unknown
Retap	11.96-12.50 /500ml	Yes	Yes	Yes/Yes
Rosti Mepal	JustWater: 9.99-12.99(decoration)/ 500ml.Ellipse: 7.99 /500ml	No	Yes	No/Yes
Stelton	19.95 / 750ml	No	No	Yes/Yes
Doppo	12.50 / 500ml	Yes	Yes	Yes/ Yes

¹⁰ Prices via company's web site/online shop. In case of absence, selling prices of partner online shop are used (October, 2015).

The biggest competitors can be categorized in two groups. Firstly the brands that are known to be active on the Belgian market: Bobble, Camelbak and Rosti Mepal. The second group involves a higher level of competition; these brands are known to be active on the Belgian market and they donate to charities: Join the Pipe, Klean Kanteen, Retap and Mizu.

Additionally Made Sustained could also be an important competitor since they also proclaim a message (although without donations) and want to focus on the Benelux market.

The following table¹¹ gives a clear overview of the biggest competitors (=direct competitors) based on the criterion: marketing budget, distribution rate, internal organisation and degree of threat to Dopper.

Brand Name	Marketing Budget	Distribution Rate	Internal Organisation	Degree of Threat
Bobble	++	++	+++	+
Camelbak	+++	++	+++	++
Rosti Mepal	+	+	+	+
Join the Pipe	+/-	+/-	+/-	+
Klean Kanteen	+++	++	+++	++
Retap	++	+	++	+
Mizu	+++	+++	+++	+++

In conclusion; Mizu is the competitor with the highest degree of threat. This is because it has assumingly a big marketing budget and a high distribution rate. Additionally Mizu donates a part of its sales to good causes. In comparison with Dopper, Dopper has a much better price (Dopper= 12.50 and Mizu= 19.95). Also Dopper has a strong brand value for a product with such a price. To cope with such competition it is important for Dopper to (keep on) market(ing) itself as a strong brand that offers bottles for an affordable price.

¹¹ Based on previous research on the customer analysis.

Customer Analysis

Another important part of the external analysis is defining the customers. The main customers of Dopper can be divided into two groups: retailers and resellers/promotional (Dopper, 2015). After describing these two groups a description will be given on the end users; the consumers

Customers: retailers and resellers/promotional

The retailers are the selling points that sell directly to the consumer: online shops and physical selling points. The customers can be found in ten categories that are set up by Dopper: design, gift, Fair trade, depot stores, health stores, kitchen, outdoor, museum, sport and fashion. Key features related to these categories are:

- **Affordable** (design, gift, depot stores, sport)
- **Up- to –Date** (design, kitchen, museum, fashion)
- **Functional** (gift, fair trade, depot stores, health stores, kitchen, outdoor, sport)
- **Social** (fair trade, depot stores, health stores, outdoor, museum)
- **Sustainable** (fair trade, depot stores, health stores, outdoor)

Dopper has defined four types of retailers:

- The independent retailer (one shop)
- Multi retailer (minimum of two shops)
- Department store (multiple selling point and known by a broad public)
- Web shop (no physical selling points)

(Dopper, 2015)

The next table¹² shows the key features of the retailers and the type of retailers in relation to the direct competitors.

Key features	Independent Retailer	Multi retailer	Department Store	Web shop
Affordable	Bobble, Retap, Camelbak,	Bobble, Retap, Camelbak, Rosti Mepal	Bobble, Retap, Camelbak, Rosti Mepal	Bobble, Retap, Camelbak, Rosti Mepal
Up-to-Date	Join the Pipe, Retap,	Join the Pipe, Retap	Retap	Join the Pipe, Retap

¹² Based on previous research.

Functional	Camelbak, Klean Kanteen, Mizu	Camelbak, Rosti Mepal, Klean Kanteen, Mizu	Camelbak, Rosti Mepal, Klean Kanteen, Mizu	Camelbak, Rosti Mepal, Klean Kanteen, Mizu
Social	Klean Kanteen, Retap, Mizu	Klean Kanteen, Retap, Mizu	Klean Kanteen, Retap, Mizu	Klean Kanteen, Retap, Mizu
Sustainable	Retap, Camelbak, Join the Pipe, Retap, Klean Kanteen, Mizu, Rosti Mepal.	Retap, Camelbak, Join the Pipe, Retap, Klean Kanteen, Mizu, Rosti Mepal.	Retap, Camelbak, , Retap, Klean Kanteen, Mizu, Rosti Mepal.	Retap, Camelbak, ,Join the Pipe, Retap, Klean Kanteen, Mizu, Rosti Mepal.

The table shows that in general all competitors can be linked with the same type of retailers. For some there are differences: Bobble is not that sustainable as the others (filter needs to be replaced after three months). Smaller companies such as Join the Pipe are more likely to be found at small retailers in comparison with bigger companies which can be found at all types of retailers. What all brands have in common is that they all are available via web shops. For Dopper this means that its competitors are likely to be “seated” next to a competitor on the shelves. On the other hand Dopper has a lot of types of retailers it can sell to which spreads risk.

The resellers/promotional customer group concerns companies that are involved with corporate and promotional gifts. (Vries, 2015)

End users

Dopper uses the term user cultures for groups the communication endeavours are currently aimed at. Three user cultures are defined: urban creative, fun loving rebel and the conscious messenger.

Urban creative can be seen as early adaptors. Key factors that are related to this culture are:

- Stylish
- Original
- Independent
- Selective
- Intellectual
- Authentic
- Interested in Scandinavian design

The fun loving rebel can be described with the following key words:

- Sportive

- Like festivals
- Like the “beach life” (surfing etc.)

The conscious messenger can be seen as the person that is up-to-date on eco related trends and wants to spread the word and message of these trends. The next key words describe the conscious messenger:

- Practical
- Fair
- Down to earth
- Foodies
- Organic

(Dopper, 2013)

Distribution analysis

This part of the external analysis mentions the different possibilities of entry methods based on whether the entry method is beneficial for Dopper or has more drawbacks. Since Dopper wants to keep a maximum amount of control (protective regarding the company) and has an well-considered attitude regarding risk taking (for example because Dopper is still relatively a small company) and reluctant regarding officially cooperating with another company (to enter a new market together) the following entry strategies are not being considered and thus not being discussed: trading house/wholesale dealer, piggy-backing, joint-selling, licensing, franchising, contract manufacturing, assembly and strategic alliances. (Dopper, 2015) The entry methods that are going to be discussed are: direct export, indirect export (agent and importing re-seller) and e-commerce.

Important to note is that Dopper sees Belgium as one of its home markets (together with Luxembourg, Germany and of course the Netherlands). The reason for this choice is that Belgium is a neighbouring country that partially shares similarities in culture and language. For the markets Brazil, USA and Scandinavia Dopper makes use of a distributor. These distributors are seen as sales and logistic professionals that have knowledge of the markets and have a broad network of retailers. (Dopper, 2015)

Direct Export

Direct export entails that the company has total control over the export process. It is responsible for sales and the marketing of the product. This entry strategy involves low risk and a high level of control. Other advantages are:

- Higher profits because there is no use of an intermediary.
- The company knows its customers and vice-versa. This increases comfort in doing business with each other.

A drawback could be that this entry strategy requires more time and workforce.

(Veldman, Exportmanagement, 2010) ; (Delaney, 2015)

Indirect Export

Indirect export involves the use of an intermediary. Two sorts of indirect export strategies will be discussed: the agent and the importing re-seller.

Agents

Agents represent the company in the new foreign market. Their job is to make deals with new customers in order to increase the profits of the company. This agent works on

commission; he receives this when he succeeds in making deals and thus increasing the turnover. (Veldman, Exportmanagement, 2010)

Advantages:

- Agents are experts on new (local) markets.
- Agents are the driver for an increase of sales.

Drawbacks could be that the company has to pay commission payments and that the company has a small amount of influence on how the agent works the market. (Veldman, Exportmanagement, 2010); (FITTBroadcasts, 2014)

Importing re-seller

The importing re-seller purchases the products on its own expense. Also known as the distributor that makes its own choices on how to market this product and to whom.

Advantages:

- Involves less risk.
- Can get the product into the market very rapid.

The drawbacks are that the company has almost no control. It is unknown who the end consumers are. The company also has no control on the promotion and pricing of the product. (Veldman, Exportmanagement, 2010)

E-commerce

The entry strategy of e-commerce can be seen as a complementary entry strategy and thus not as a sole entry strategy. There are multiple forms of e-commerce. The forms that can be used are business-to-business (B2B) e-commerce: online retailers, and business-to-consumer e-commerce: Dopper's own online shop. (Veldman, Exportmanagement, 2010)

Advantages:

- Low cost
- Access to large markets
- Efficiency
- Direct contact with customers

A drawback could be that this entry strategy involves extra logistic costs. (Veldman, Exportmanagement, 2010)

In conclusion; Dopper states that the company is sufficient in resources such as knowledge, marketing, product innovation and sales. (Dopper Sales Plan, 2015) With these resources Dopper could be in the position to choose the entry strategy of direct export complemented with the use of e-commerce. The channel that would assumingly (also) help with reaching the most retailers is the channel of the agent.

External Analysis conclusion: opportunities and threats

The external analysis shows what external forces could affect Dopper's position. The PESTEL model shows Dopper has to take into account the three official languages (Dutch, French and German), the elderly population is growing, Belgians care for the environment and online shopping is not well established. The biggest competitors are Mizu, Klean Kanteen and Cambelbak. The Dopper bottles have an affordable price in comparison with some of the mentioned competitors. The key factors of the customers (retailers) are: affordable, up-to-date, functional, social and sustainable. Direct export complemented with the use of e-commerce has the most advantages for Dopper. The channel that would assumingly (also) help with reaching the most retailers (and could be considered) is the channel of the agent.

Based on the research for the external analysis the following opportunities and threats can be drawn:

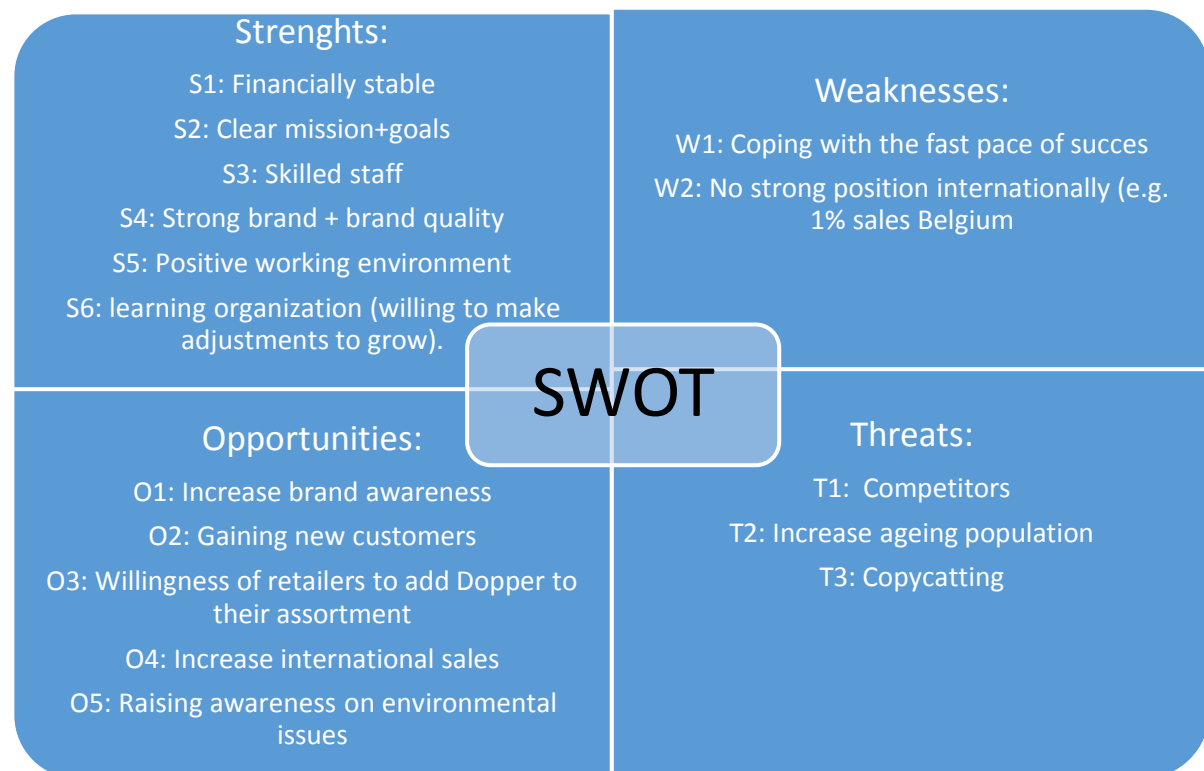
Opportunities:

- Dopper has the opportunity to increase its brand awareness. (P. 16-27)
- Dopper has the opportunity to gain new customers. (P. 16-27)
- Willingness of retailers to add Dopper to their assortment. (P. 17-18)
- In turn, Dopper can increase its sales. (P.16-27)
- Raise awareness on environmental issues (since 41% of the population indicates to be badly informed on environmental issues. (P. 17-18)

Threats:

- As the competitor analysis shows, there are quite a few competitors that can form a big threat to Dopper. (P. 19-21)
- The increase of ageing population; this does not have to be a big threat, but it is not perceived to be a target group of Dopper. (P. 17)
- Copycatting is a possibility, especially by competitors with more resources. (P. 19-21)

SWOT/Confrontation Matrix

**Permanent success factors**

These factors are a combination of the strengths and weaknesses. Due to Dopper's resources (financial stability, experience and skills) the company can successfully seize its opportunities and eliminate its weaknesses. These two factors are the drivers for more profit. (Veldman, 2010)

Fading success factors

These factors are a combination of the strengths and threats. When looking at the threats and the strengths together it can be questioned how a policy could be changed in order to eliminate problems. However, because of Dopper's design and clear mission + goals, the company is differentiated in relation to the competitors. Regarding the ageing population Dopper could consider adding a "senior" group to its target groups.

Wearing off/fading failure factors

These factors are a combination of the weaknesses and opportunities. The importance in this case is how the weaknesses can be eliminated because the weaknesses can form an obstacle to seize the opportunities. The mentioned weaknesses can only be eliminated with experience, time and making use of the opportunities.

Permanent failure factors

These factors are a combination of the weaknesses and threats. If there is a link between these two factors a change in the policy definitely has to be made. It is unsure and difficult to determine if the current position is weak because of the competitors and ageing population. As mentioned before the weaknesses can be eliminated with time, experience, seizing the opportunities and reconsidering adding a “senior” target group.

Strategies for growth

Based on the confrontation matrix a growth strategy has to be chosen and consequently research its implementation. A few options will be discussed, and one or two of the options will be chosen and elaborated on. The following options have the form of the strategic growth option of market penetration. They are forms of market penetration because with these strategies the company stays on the market (Dopper has already established business with a few retailers in Belgium, although the business is on a low) and offering the same products. The aim of this strategy is reaching new customers and/or increasing orders of current customers. This kind of strategic growth that stays close to the core of the organisation (same products and same market) has the highest chance of success. (Veldman, Strategie en management , 2015)

Retailers and Resellers¹³

The first strategic option involves attracting new customers (=retailers). Retailers are one of the main customers. This means it is only more than logic to focus on reaching new retailers. Finding these new customers will be done in mainly two ways. Firstly by looking at the retailers where the competitors are available (such as Kudzu for example). The competitors are a big threat and this is an option to possibly eliminate the threat and also respond to opportunities. Also, as can be seen in the external analysis on the customer analysis: the competitors are comparable with Dopper and share more or less the same key features regarding the kind of retailers they want to reach and where they thus want their products to be sold. Important criterion are sustainability (suits with Dopper's message it wants to spread) and social (suits with the social message such as making the world a better place by for example supporting water projects in Nepal). Via the web site of Youropi, shops in multiple cities in Belgium will be scanned on the criterion mentioned in the customer analysis. In the process of the research for this report other suitable retailers have been recognized: Se Bio, Veggieshop, Surround Lifestyle, Le comptoir des Createurs, Wander and Co and ile-en-ville. When the suitable retailers have been determined they will consequently be approached. This will be done via e-mails and surveys (and or interviews). With the obtained information will be determined if and how doing business with the retailers is feasible. Another important group for Dopper are resellers. The company wants to do business with this group in Belgium since in the Netherlands 60% of the sales derives from

¹³ The part on resellers is added to this strategy after a meeting with Dopper's sales manager (Vries, Growth strategies + Comments, 2015).

resellers. The companies that will be approached regarding the resellers are IGO post, Rivanco, MultiGift and HSG relatiegeschenken.

Public Institutes

The second strategic option involves attracting new customers in a new specific segment. This segment concerns public institutes. First the public institutions would be determined. These are EU institutions, municipalities and the universities/colleges (higher education). EU institutions are chosen for this strategy because they could be interested in giving the right example of promoting tap water and reducing single use plastic by using a reusable water bottle that can be imprinted with the EU logo of that specific institute. Regarding the universities/colleges; these are chosen because students (specifically young people) can be connected to the user cultures. Because not all students are perhaps willing to spend money on this product; only higher education of a bachelor level or higher will be considered. The way of approaching the public institutes will be more or less the same as for the retailers.

Influencers

The third strategic option involves influencers. Influencers mean the following groups: (successful) instagrammers, (successful) bloggers, (successful) magazines and (successful) Facebook pages. These groups must have a link with environmental awareness and ready to proclaim Dopper's message. People in these groups are likely to be the target group of Dopper. Examples are: I love Eco (blog + Facebook page), Green Evelien (web site + web shop) and Bio en Duurzaamheid in België (Facebook page). These are (mainly) non-commercial groups that are interested in proclaiming environment friendly products. These groups can be approached to promote the Dopper bottle on their social media. Another possibility is advertising via Belgian magazines such as: Feeling, Vitaya, Goed Gevoel and Flair. These magazines can also be approached and be compared on costs, interest and popularity.

Sport clubs

The fourth strategy is similar to the strategy of public institutes. The difference is the kind of customers (in a new segment). The customers in this strategy are sport clubs. These customers are involved with health and are perhaps interested in a reusable water bottle imprinted with the logo of their sport club. Via the web site of Bloso (a web site of the Flemish government) sport clubs all over Belgium can be found via a database. Suitable clubs will be determined and will be approached as the public institutes would be.

Choice of Strategies

After meeting with the sales manager (Vries, Growth strategies + Comments, 2015) there has been decided on the strategies of the retailer/reseller as this group is the direct customer of Dopper and perceived to be a strategy that would offer the most gains. The second strategy that is chosen is the one of influencers. For Dopper this is an important marketing/promotion strategy.

Research Growth Strategies

To further research the before mentioned chosen growth strategies the next steps have been taken: first the retailers/resellers that should be approached have been determined. They have been selected on being a retailer of competitors and on the key factors Dopper has established. These retailers/resellers have been approached via an e-mail (or Facebook, if e-mail could not be found) including a survey¹⁴

1. Se bio	2. Veggieshop
3. Surround Lifestyle	4. Le comptoir des Créateurs
5. Wander and Co	6. ile-en-ville
7. Juttu	8. Kudzu
9. Antwerps Kookhuis	10. Ed van de Vijver
11. Callebert design	12. Home of Cooking (Monnaie + Louise)
13. Negresco	14. Lecomte Alpinisme
15. Trakks	16. AS Adventure
17. De Berghut	18. Trekking
19. Kariboe	20. Tarmak
21. The Moose	22. Free Time
23. IMB	24. Cockx
25. Zorro	26. Biotoop
27. Robuust	28. Collishop
29. De Waele en Co	30. ApuurA
31. YOUR	32. Diito
33. At Home Brugge	34. Cartistique by econcept
35. Ex-Centric	36. A'pril
37. Axeswar Design	38. Timmermans 1845
39. IGO post (reseller)	40. Rivanco (reseller)
41. Multigift (reseller)	42. HSG Relatiegeschenken (reseller)

Choice + Results of questions for survey

The following questions have been chosen for the survey:

Question 1: The selling price is 12,50 euros. What is your opinion on the selling price?

This question has been selected because it is important to know what the opinions are of retailers on the (recommended) selling price. From the four respondents three answered "normal" and one answered "low". This is positive for Dopper.

¹⁴ See appendix F: page 62-64.

Question 2: After reading the benefits of this product/company, would you be interested in selling this product in your shop?

This is an interesting question because it gives a straight answer if the retailer is interested in purchasing the product or not. From the respondents three answered no and one (Kudzu¹⁵) answered yes.

Question 3: Please explain why you think this product would, or would not benefit your business.

If the retailer is interested, or not, it is important to know why the retailer thinks the product fits in its shop (or not). Kudzu said “It fits within our vision and matches with the rest of the products we offer”, Biotoop is not interested because it is made of plastic, Wander & Co: “Simply because the aesthetics don’t match with the rest of my assortment. It is a great product though, just not a match with my shop!”, and according to Trakks the retailer already sells brands like Contigo, SIGG and Klean Kanteen which are also “green”.

Question 4: Dopper offers a starting pack. This pack consists of 30 Doppers (mix of different colours), 30 pieces of the sport cap, 30 pieces of the gift box**, 10 flyers, 1 poster, 1 water tap point sticker, 1 display carton for 255,60 euros. Would you be interested in starting with this pack if you are interested in selling the Dopper in your shop?*

Dopper offers a starting pack¹⁶ for (new) retailers. It would be interesting to know if retailers would be interested in purchasing such a starting pack if they are interested in the Dopper bottles. Of the respondents all answered yes with the exception of Trakks. This is positive for Dopper because it means the starter package is interesting for new retailers.

Question 5: The purchase price for 30-480 pieces is 5,25 euros. What is your opinion on the purchase price?

The purchase price is the price for which the retailer purchases the bottles. This price is of importance to the retailers. The respondents answered the question with “normal”.

Question 6: Dopper developed an app “Dopper” that shows free drinking water locations around the world. Would you consider pasting the sticker on your window?

Dopper has a promotional sticker retailers can put on their window to show they are a free tap water location. Retailers do not necessarily have to sell the Dopper to put the sticker on their window. Of the respondents three answered to put the sticker on their window. This shows that Dopper should not only focus on locations that offer the Dopper but on all locations that offer free tap water.

¹⁵ According to Kudzu they already offer Dopper. This was not mentioned in the list given by Dopper’s sales manager.

¹⁶ See Appendix K: page 70.

Question 7: In case you are interested in selling the bottle in your shop and answered "No" on the previous question, please explain why.

This question has been selected to provide an explanation if respondents were not interested. There were not responses on this question.

The following influencers have been selected to approach as they are suitable for promoting the Dopper bottles:

1. I Love Eco.be (blog & Facebook page)	2. Green Evelien (web site/blog & Facebook page)
3. Bio en Duurzaamheid in België (Facebookpage)	4. Feeling (magazine)
5. Vitaya (magazine)	6. Goed Gevoel (magazine)
7. Flair (magazine)	8.

Choice + Results of questions for survey

The following questions have been chosen for the survey:

Question 1: The selling price is 12,50 euros. What is your opinion on the selling price?

This question has been selected to find out what influencers think of the (recommended) selling price.

Question 2: After reading the benefits of this product/company, would you be interested in promoting this product on your web site / blog / Facebook page / Magazine?

This is a straightforward question to obtain an answer if the influencer is interested in promoting the product.

Question 3: Please explain why you would or would not promote the Dopper on your web site / blog / Facebook page / Magazine.

The question is chosen because it gives an explanation of the motive of the influencer.

Question 4: Do you expect something in return for promoting the Dopper on your web site / blog / Facebook page / Magazine?

This is important for Dopper to know beforehand.

Question 5: If you expect something in return; why and what (amount) would it be?

This is important for Dopper to know beforehand.

Question 6: Do you know any other web sites / blogs / Facebook pages / Magazines that would be interested in promoting the Dopper?

This provides Dopper other influencers to approach.

Unfortunately there were no responses on this survey. For the marketing mix prices of Green Evelien and magazines are used.

Operational/Implementation: Marketing Mix

The marketing mix aims to show what choices have to be made by Dopper to execute the growth strategy. It consists of tools linked to the choices that have to be made. The marketing tools that will be discussed are product, promotion, place/distribution, price, personnel, problem solving, process and physical evidence.

Product

The marketing tool 'product' entails how the supply of the Dopper can fill the needs of the customer the best way possible. The value does not only come from the physical product. Of course the beneficial product characteristics¹⁷ of the Dopper bottles are important for the customers to purchase the product but there are also other factors that could influence this decision-making process. For example the unique brand of Dopper. Dopper has its own identity. The name, bottle and message are intertwined. The product is not being referred as just a bottle (in comparison with other water bottles), but as a Dopper. This differentiation can convince customers to choose Dopper over competitors that offer "just a water bottle". Dopper proclaims a clear message. This message is again part of the Dopper bottle as it is a solution/tool for a problem/issue Dopper wants to change. Thus, the strong brand image and the included message are additional factors that influence customers to purchase the Doppers. Customers can feel connected with the message and feel as if the message fits with other products the customer sells. Dopper should keep on maintaining this strong brand image and increasing if possible.

Promotion

The marketing tool promotion involves channels in order to communicate with end user and/or customers. There are different channels advisable for Dopper. Firstly, a form of direct marketing, a mailing list. Dopper does already send out e-mails, but Dopper should this more regularly (to both end users and other customer groups). If Dopper does not have anything new to inform its consumers and customers about regarding its own developments/business it could inform about new developments regarding single-use plastic waste or the water projects they are involved with. This also helps with strengthening and maintaining its brand image.

Another form of direct marketing is the use of social media. The media Dopper is using are Facebook, Instagram and Twitter. Dopper keeps its Facebook page up to date, which is very positive. A downside is that the use of language is Dutch. Only the 'about' is in English. (Dopper, 2015) If Dopper wants to grow internationally it is advisable to make a change of

¹⁷ See page nine.

language and thus continue in English. There exists a Facebook page that only focuses on the USA and Canada, but it is outdated since the last update was made on 24 April 2014 (Dopper US & Canada, 2015). This shows that it is better to have one universal Facebook page.

Regarding social media endeavours; Dopper should also try to work together with its (current and future) customers that are based in Belgium.

Thirdly Dopper has an app; also called Dopper. This app shows free drinking locations around the world. Dopper has not mentioned this app on any of its social media (in the part of about or description). It is advisable to do this. Dopper has promotion material for retailers for these tap water points. This is a sticker the retailer can put on its window. It also mentions the brand name "Dopper". From the survey¹⁸ with retailers it can be concluded that retailers are interested in pasting this sticker (even if they do not want to sell the product). Such a sticker can trigger passing potential consumers (even if the shop does not sell the Dopper).

Fourthly; Green Evelien. Green Evelien is the web site of Evelien Matthijssen. She is located in the Ardennes in Belgium and known for her ecological lifestyle. (Green Evelien, 2015) She has been in the Dutch and Belgian media (radio & tv) multiple times (Green Evelien, 2015). Her web site and social media are well visited: 120000 page views on her web site per month, 30000 unique visitors on the web site per month, 1500 subscriptions for the newsletter and 4876 likes on her Facebook page (Green Evelien, 2015). She makes it possible to promote sustainable products. She does ask a refund for advertisements:

1. Banner web site: 125 euros/term or 450 euros/year.
2. Banner web site + mentioning on Facebook, Twitter and the newsletter: 200 euros/term (once) or 750 euros/years (four times).
3. Mentioning on Facebook, Twitter and the newsletter: 99 euros for one time.
4. Banner and text link for the web shop part of the web site: 25 euros/term or 90 euros/year.

(Green Evelien, 2015).

It is advisable to try the third option and examine if it influences the sales in that period.

Fifthly; magazines. The benefit of this channel is that a big group quickly can be reached. The downside is that it is expensive. Feeling is a magazine that focuses on fashion, beauty, traveling and living. The average circulation is 84104 copies and one copy has five readers. The minimum price for an advertisement of ¼ page is 3618.75 euros. (Sanoma, 2014) This is quite a lot of money without exactly knowing what kind of impact it will have on the sales.

¹⁸ See appendix I: page 69.

Another possibility is advertising on the web site of Feeling; this is possible from 1750 euros (25 euros per 1000 impressions) (Sanoma, 2014). Another magazine that could be considered is Flair, which focuses on a lot of different things that interests women. The average circulation is 91889 copies and one copy has eight readers. The minimum price for an advertisement of ¼ page is 4087.50, which is even higher than the price of Feeling. (Sanoma, 2014). Advertising on its web site depends on the number of impressions, but it is clear that it will not be cost efficient (Sanoma, 2014).

Dopper offers a starter package¹⁹, which includes promotional material that helps retailers with selling the Doppers. According to the survey²⁰ three out of the four retailers would be interested in purchasing the starter package for the price of 255.60 euros if they would be interested in selling the Dopper in their shop.

Place/Distribution

As mentioned before in the distribution analysis²¹, direct export is what is chosen by Dopper and it is also recommended. This means Dopper has a fair amount of control and flexibility regarding the deliveries. Regarding added value on customer service when it comes to the speed of delivery or reliability; Dopper tries to better these factors wherever it can. Dopper informs and updates its customers as much as possible. When looking for new systems to improve logistics Dopper also informs its customers about these matters. (Vries, Growth strategies + Comments, 2015)

Price

The selling price of the Doppers will in all probability not change when exporting. Dopper advises retailers the selling price of 12.50, but they are free to adjust this price. The purchase price also stays the same. For retail and resell pricelists: see appendix J. The opinions of retailers that answered the survey are very positive regarding the selling price and purchase price.²² They all think the purchase price is normal (not high or low). Same applies to the selling price with the exception of one retailer that replied “low”. As mentioned before three respondents would be interested in purchasing the starter package if they want to sell the product in their shop (for the price of 255.60 euros).

Personnel

Personnel is also an important marketing tool because it is the driver for contributing to and executing the growth strategy and opportunities. Dopper has recently hired a worker for the sales department that will specifically focus on the Belgian market. This will presumably

¹⁹ See appendix K: page 70.

²⁰ See appendix I: page 69.

²¹ See page 25-26.

²² See appendix I: page 69.

contribute much to the growth. (Vries, Growth strategies + Comments, 2015) It is important that this new employee has affinity with Belgium and is aware of cultural differences even if these are little. This is important to realise because it can affect business: positively or negatively. Regarding the rest of the Dopper team; from the internal analysis²³ can be reckoned that the working environment has a positive level that will contribute to motivate, inspire and create input from all employees and thus new opportunities to turn into success for the business. To make sure the situation will maintain it is advisable to conduct feedback sessions for all employees. This will also help with improvement of skills and in turn business. Important to note is that the managers are most important when it comes to the responsibility of maintaining a positive working environment. This should be kept in mind at all times.

Problem Solving

The marketing tool problem solving concerns the subjects as legislation, payment arrangement and insurance. As mentioned in the legal part of the PESTEL²⁴ the labels of the products must be composed in the language(s) of the area where the products are being marketed. This means for Dopper that it has to compose the labels in at least Dutch and French and possibly in German. It is also important to mention the place of origin of the product. (Rijksdienst voor Ondernemend Nederland, s.d.) The only payment method Dopper offers is a bank transfer. Retailers have ten days to pay the bill and resellers have to pay beforehand. According to the Retail & Resell Transport Lists²⁵; retailers in Belgium pay 20 euros when they make an order under 500 euros (over 500 euros is for free). Resellers are responsible for the full transport costs. The costs depend on the order size²⁶. Deliveries are not insured. If retailers want this it has to be requested.

Process

The marketing tool process concerns the added value of the deliveries. How can quality be ensured and relations with the customers be improved? As mentioned before²⁷, Dopper tries to inform its customers as much and sufficient as possible and keep them up to date on developments of possible new systems for example to improve logistics. An opportunity for Dopper is showing its appreciation towards its customers and thus also improve customer relationships. This could be done by sending a small gift such as flowers, pie or chocolates when a retailer makes a big order, or when the sales of the Doppers are notably high. Or

²³ See page 10-15.

²⁴ See page 18, or appendix C: page 56.

²⁵ See appendix M: page 72.

²⁶ See appendix M: page 72.

²⁷ See page 38.

even when they promote Dopper or their social media and it is well received by a big audience. Dopper already tries to protect its customers when for example a new customer close to the other one places a big order.

Physical Evidence

The physical evidence tool concerns the fact that the product cannot really be experienced before the delivery of it. What tangible evidence is offered to eliminate the feeling of risk and uncertainty new customers could have? Dopper has of course its own web site (dopper.com) which is accessible in Dutch and English, a Facebook page on which videos from Dopper can be found, Instagram, and a Twitter account. Dopper also has a catalogue that can be sent to new customers.

Combining Marketing Mix Tools and Growth Strategies

The next table shows how the marketing mix can be linked with the growth strategies.

Tools	Strategy	
	Retailers/Resellers	Influencers
Product	Maintain + Increase a strong brand image. That will influence customers to order the product and proclaim the message of Dopper.	Maintain + Increase a strong brand image. This will influence the choice of influencers to promote the product.
Promotion	Communicate regular newsletters to customers. Work together with retailers on social media endeavours. Make sure retailers put the sticker on the window of their shop.	Try option three ²⁸ of the advertisement options Green Evelien offers to examine if it will affect the sales positively.
Place/Distribution	Maintain current customer service and better where possible.	N.A.
Price	Keep on offering the starter package ²⁹ .	N.A.
Personnel	Fitting and proper communication/service towards new and potential retailers/resellers.	Fitting and proper communication towards (potential) influencers.
Problem Solving	Clear communication and customer service to new and potential	N.A.

²⁸ See page 37.

²⁹ See appendix K: page 70.

	retailers/resellers regarding orders, deliveries and payments.	
Process	Show appreciation towards customers and thus improve customer relationships by sending small gifts. ³⁰	N.A.
Physical Evidence	Provide and communicate tangible evidence ³¹ .	Provide and communicate tangible evidence ³² influencers can make use of for their promotional endeavours.

³⁰ See page 39-40.

³¹ See page 40.

³² See page 40.

Conclusion

The main purpose of this report is to provide the Dutch company Dopper sufficient consultation on how it can improve its situation regarding the Belgian market. Therefore the following research question has been chosen:

“How can Dopper improve its position on the Belgian market?”

This research question has been answered by developing growth strategies, with the aid of the results of the internal and external analysis. The growth strategies³³ that have been developed are the strategy of the retailer/reseller which involves attracting new customers (increasing sales and reducing threat of competitors) and the strategy of influencers that entails making use of (social) media that have the suitable characteristics to promote Dopper by proclaiming Dopper’s message.

In the marketing mix³⁴ the strategies have been linked with the tools of the marketing mix. For *product* it is important that Dopper maintains and increases its strong brand image. Regarding *promotion*, Dopper has to pay more attention to its newsletters, social media and new ways of promoting (via another party: influencer). For *place/distribution, personnel, problem solving* and *process*; customer service is of major importance. According to research Dopper’s service is sufficient but could be improved. For a more detailed advice, please see the recommendation³⁵.

³³ See page 32.

³⁴ See page 36-41.

³⁵ See next page.

Recommendation

If Dopper wants to improve its position in Belgium (and internationally in general), it should take into account the following recommendations:

1. In the process of approaching new retailers and resellers; attract these customer groups by for example sending out Dopper's catalogue.
2. Legally it is necessary the labels are readable in the official languages of Belgium: Dutch, French and German and that the place of origin is mentioned.
3. Because the aging population is a situation that keeps increasing in Belgium, Dopper should try to anticipate and respond to this situation. Adding this group as a target.
4. Dopper is active on Facebook. The language it mainly uses is Dutch. If Dopper wants to grow internationally it should proceed as one "universal" Facebook page and make the change of communicating in the English language.
5. Regarding the use of social media, Dopper should try collaborating with retailers/resellers on its social media endeavors.
6. Another way of promoting could be via the influencers. Making use of (social) media that have the suitable characteristics to promote Dopper by proclaiming Dopper's message (for example Green Evelien).
7. Regarding the message of Dopper; this is a big part of the brand identity and helps with differentiating from competitors. Because of this Dopper must maintain this identity and try to increase where possible. By for example sending out newsletters more regularly.
8. In the process of doing the before mentioned; Dopper should focus more on the water app and the water tap point sticker (retailers are willing to put on their window, even though they do not sell the Dopper). Start with the message, the bottle comes next.
9. A way to improve customer relations is to show its appreciation by sending small gifts when a retailer/reseller makes a remarkable influence on Dopper's success promotionally or financially. The level of customer service should be maintained and improved when possible.
10. Internally Dopper should conduct feedback sessions for all employees. This will help with the growth of skills. And in turn benefit business.

11. Because the level of rivalry is high³⁶ Dopper should look at ways to develop its products and innovate by for example using other materials than just plastic. This is of major importance to stay alive in the business.
12. Take a look at the two other growth strategies that have been mentioned and consider these options.

³⁶ See competitor analysis page 19-21 and appendices D (57-60) and J (69).

References

- Becommerce Market Monitor. (2015, 06 26). *Belgium E-commerce Market Update | First Quarter 2015*. Retrieved November 02, 2015, from About Payments:
<https://www.about-payments.com/newsroom/news/30528/belgium-e-commerce-market-update---first-quarter-2015>
- Belgische Federale Overheidsdiensten. (2012). *Hoe wordt de opwarming van de aarde aangepakt?* Retrieved November 03, 2015, from Portaal Belgium.be:
<http://www.belgium.be/nl/leefmilieu/klimaatverandering/aanpak/>
- Black+Blum. (2015). *Eau Good Black*. Retrieved October 20, 2015, from Black+Blum:
<http://black-blum.com/collections/box-appetit/products/eau-good-black>
- Bloso. (n.d.). *Sportclubs per sporttak*. Retrieved November 16, 2015, from Bloso:
<http://www.bloso.be/Sportdatabank/SportclubsPerSporttak/Pages/Home.aspx>
- Camelbak. (2015). Retrieved October 23, 2015, from Camelbak:
<http://www.camelbak.com/en/International/Sports-Recreation.aspx>
- Camelbak. (2015). *Where to buy*. Retrieved October 23, 2015, from Camelbak:
<http://www.camelbak.com/ko/Sports-Recreation/Where-To-Buy/Distributors.aspx>
- CIA. (2015, 11 05). *The World Factbook*. Retrieved November 05, 2015, from CIA:
<https://www.cia.gov/library/publications/the-world-factbook/geos/be.html>
- Delaney. (2015). *Direct Exporting: Advantages and Disadvantages to Direct Exporting*. Retrieved November 19, 2015, from
<http://importexport.about.com/od/DevelopingSalesAndDistribution/a/Direct-Exporting-Advantages-And-Disadvantages-To-Direct-Exporting.htm>
- Dopper. (2013). *User Cultures*.
- Dopper. (2015). *Dopper*. Retrieved November 30, 2015, from Facebook:
<https://www.facebook.com/DopperNL/timeline>
- Dopper. (2015). *Dopper (international) Sales Plan*.
- Dopper. (2015). *Dopper Catalogue 2015*.
- Dopper. (n.d.). *Contact*. Retrieved September 28, 2015, from Dopper:
<https://dopper.com/nl/contact/>
- Dopper. (n.d.). *Dopper Foundation*. Retrieved September 28, 2015, from Dopper:
<https://dopper.com/nl/over-dopper/dopper-foundation/>
- Dopper. (n.d.). *Het Begin*. Retrieved September 28, 2015, from Dopper:
<https://dopper.com/nl/over-dopper/het-begin/>
- Dopper. (n.d.). *Jaarverslag 2014*. Retrieved September 28, 2015, from Dopper:
<https://dopper.com/nl/jaarverslag/>

Dopper. (n.d.). *Missie*. Retrieved September 28, 2015, from Dopper:

<https://dopper.com/nl/missie/>

Dopper. (n.d.). *Shop*. Retrieved September 28, 2015, from Dopper:

<https://dopper.com/shop/>

Dopper. (n.d.). *Soical Enterprise*. Retrieved September 28, 2015, from Dopper:

<https://dopper.com/nl/over-dopper/social-enterprise/>

Dopper US & Canada. (2015). *Dopper US & Canada*. Retrieved November 30, 2015, from

Facebook: <https://www.facebook.com/DopperUS/timeline>

European Commission. (2011, 05). Attitudes of European citizens towards the environment.

Eva Solo. (n.d.). *About Eva Solo*. Retrieved October 23, 2015, from Eva Solo:

<http://www.evasolo.com/About-Eva-Solo/About-Eva-Solo/>

FITTBroadcasts. (2014, 01 15). International Market Entry Strategies: Pros and Cons of

Agents vs Distributors - FITTskills online .

Herpen, J. v. (n.d.). *7s model McKinsey*. Retrieved October 02, 2015, from In for Marketing:

<http://www.informarketing.nl/marketing-modellen/7s-model-mckinsey/>

Join the Pipe. (n.d.). *Join the Pipe*. Retrieved October 24, 2015, from Join the Pipe:

<http://join-the-pipe.org/nl#!>

Klean Kanteen. (2015). *"The Original" Classic Stainless Steel Water Bottle*. Retrieved October

24, 2015, from Klean Kanteen:

<http://international.kleankanteen.com/eu/products/klean-kanteen-classic.php>

Klean Kanteen. (2015). *Our Friends*. Retrieved October 24, 2015, from Klean Kanteen:

<http://international.kleankanteen.com/eu/friends/friends.php>

Klean Kanteen. (2015). *Stores*. Retrieved October 24, 2015, from Klean Kanteen:

<http://international.kleankanteen.com/eu/stores/stores.php>

Kor water Inc. . (2015). *Custom Kor*. Retrieved October 24, 2015, from Kor water:

<http://www.korwater.com/custom-kor>

Kor water Inc. (2015). *About Kor*. Retrieved October 24, 2015, from Kor water:

<http://www.korwater.com/about>

Kor water Inc. (2015). *Distributors*. Retrieved October 24, 2015, from Kor water:

<http://www.korwater.com/distributors>

Kor water Inc. (2015). *Shop all vessels*. Retrieved October 24, 2015, from Kor:

<http://www.korwater.com/shop/vessels>

Made Sustained. (2015). *About*. Retrieved October 24, 2015, from Made Sustained:

<http://madesustained.com/about/>

- Made Sustained. (2015). *Made sustained bottle*. Retrieved October 24, 2015, from Made Sustained: <http://madesustained.com/webshop/product/made-sustained-bottle/>
- Made Sustained. (2015). *Products*. Retrieved October 24, 2015, from Made Sustained: <http://madesustained.com/products/>
- Matthijssen, E. (2015). *Green Evelien*. Retrieved November 30, 2015, from Facebook: <https://www.facebook.com/GreenEvelien>
- Matthijssen, E. (2015). *Plaats een advertentie!* Retrieved November 30, 2015, from Green Evelien: http://www.greenevelien.com/8Contact_6adverteren.php
- Matthijssen, E. (2015). *Video & audio*. Retrieved November 30, 2015, from Green Evelien: http://www.greenevelien.com/4Media_video.php
- Matthijssen, E. (2015). *Wie ben ik?* Retrieved November 30, 2015, from Green Evelien: http://www.greenevelien.com/8Contact_2wij.php
- Mizu Inc. (2015). *Charities*. Retrieved October 24, 2015, from Mizu life: <http://mizulife.com/pages/charities>
- Mizu Inc. (2015). *Dealer Locator*. Retrieved October 24, 2015, from Mizu life: <http://mizulife.com/pages/dealer-locator>
- Mizu Inc. (2015). *M6 Mizu St Army Green W Lime Print*. Retrieved October 24, 2015, from Mizu life: http://www.mizulife.eu/Trinkflasche-M6-Mizu-Army-Green_1
- Mizu Inc. (2015). *Products*. Retrieved October 24, 2015, from Mizu life: <http://mizulife.com/collections/all-products/products/m6-old>
- Montbento. (2011). *About Us*. Retrieved October 24, 2015, from Montbento: <http://en.monbento.com/about-us/>
- Montbento. (2011). *Retail shop*. Retrieved October 24, 2015, from Montbento: <http://en.monbento.com/retail-shop.html>
- Montbento. (2011). *To go bottles*. Retrieved October 24, 2015, from Montbento: <http://en.monbento.com/shop/to-go-bottle.html>
- Omroep Zeeland. (2015, 07 17). *Populaire waterfles maakt Zeeuw niet rijk*. Retrieved September 28, 2015, from Omroep Zeeland: <http://www.omroepzeeland.nl/nieuws/2015-07-17/894709/populaire-waterfles-maakt-zeeuw-niet-rijk#.Vks8dNBXJyZ>
- Organisation for Economic Co-operation and Development. (2015). *Belgium*. Retrieved November 03, 2015, from OECD: <https://data.oecd.org/belgium.htm#profile-government>

- Organisation for Economic Co-operation and Development. (2015). *Belgium*. Retrieved November 03, 2015, from OECD: <https://data.oecd.org/belgium.htm#profile-innovationandtechnology>
- PMI Worldwide. (2013). *Our Brands*. Retrieved October 20, 2015, from PMI Worldwide: <http://www.pmi-worldwide.com/our-brands.aspx>
- Retap. (2015). *Bottles for water campaign*. Retrieved October 24, 2015, from Retap: <http://www.retap.com/bottles-for-water/campaign>
- Retap. (2015). *Contact*. Retrieved October 24, 2015, from Retap: <http://www.retap.com/contact/>
- Retap. (2015). *For your company*. Retrieved October 24, 2015, from Retap: <http://www.retap.com/products/>
- Retap. (2015). *Products*. Retrieved October 24, 2015, from Retap: <http://www.retap.com/products/>
- Retap. (2015). *Where to buy*. Retrieved October 24, 2015, from Retap: <http://www.retap.com/shops-worldwide>
- Reynoso, R. E., & Litner, J. (2015). *2015 Country Rankings*. Retrieved November 02, 2015, from The Global Innovation index: <https://www.globalinnovationindex.org/content/page/data-analysis/>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Do's-and-don'ts in België*. Retrieved November 04, 2015, from Rijksdienst voor Ondernemend Nederland: <http://www.rvo.nl/onderwerpen/internationaal-ondernemen/landenoverzicht/belgië/markttoegang/dos-and-donts>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Etiketteringsvoorschriften België*. Retrieved November 03, 2015, from Rijksdienst voor Ondernemend Nederland: <http://www.rvo.nl/onderwerpen/internationaal-ondernemen/landenoverzicht/belgië/wetgeving/handelswetgeving/producteisen/etiketteringsvoorschriften>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Kosten octrooiaanvraag in Europa*. Retrieved November 01, 2015, from Rijksdienst voor Ondernemend Nederland: <http://www.rvo.nl/onderwerpen/innovatief-ondernemen/octrooien-ofwel-patenten/octrooien-aanvragen/europa/kosten>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Marktkenmerken België*. Retrieved November 04, 2015, from Rijksdienst voor Ondernemend Nederland: <http://www.rvo.nl/onderwerpen/internationaal-ondernemen/landenoverzicht/belgië/markttoegang/marktkenmerken>

- Rijksdienst voor Ondernemend Nederland. (n.d.). *Merkenrecht in de benelux*. Retrieved November 01, 2015, from Rijksdienst voor ondernemend Nederland:
<http://www.rvo.nl/onderwerpen/innovatief-ondernemen/octrooien-ofwel-patenten/octrooi-merk-model/merkenrecht/de-benelux>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Merkenrecht in de wereld*. Retrieved November 01, 2015, from Rijksdienst voor Ondernemend Nederland:
<http://www.rvo.nl/onderwerpen/innovatief-ondernemen/octrooien-ofwel-patenten/octrooi-merk-model/merkenrecht/de-wereld>
- Rijksdienst voor Ondernemend Nederland. (n.d.). *Merkenrecht in Europa*. Retrieved November 01, 2015, from Rijksdienst voor Ondernemend Nederland:
<http://www.rvo.nl/onderwerpen/innovatief-ondernemen/octrooien-ofwel-patenten/octrooi-merk-model/merkenrecht/europa>
- Rosti Mepal. (2015). *Ons verhaal*. Retrieved October 25, 2015, from Rosti Mepal shop:
<https://www.rostimepalshop.nl/over-rosti-mepal/ons-verhaal.html>
- Rosti Mepal. (2015). *Verkooppunten*. Retrieved October 24, 2015, from Rosti Mepal:
<https://www.rostimepalshop.nl/over-rosti-mepal/verkooppunten.html>
- Rosti Mepal. (2015). *Zoeken*. Retrieved October 24, 2015, from Rosti Mepal:
<https://www.rostimepalshop.nl/zoeken.html?s=water>
- Sanoma. (2014). *Feeling Magazine*. Retrieved November 30, 2015, from Sanoma:
<http://advertising.sanoma.be/nl/solutions/feeling-magazine>
- Sanoma. (2014). *Feeling.be*. Retrieved November 30, 2015, from Sanoma:
<http://advertising.sanoma.be/nl/solutions/feelingbe>
- Sanoma. (2014). *Flair VL Magazine*. Retrieved November 30, 2015, from Sanoma:
<http://advertising.sanoma.be/nl/solutions/flair-vl-magazine>
- Sanoma. (2014). *Flair.be/nl*. Retrieved November 30, 2015, from Sanoma:
<http://advertising.sanoma.be/nl/solutions/flairbenl>
- Seventh Generation. (2015). *Products*. Retrieved October 20, 2015, from Seventh Generation: <http://www.seventhgeneration.com/products>
- Simply Colors. (n.d.). *Dopper waterfles met naam*. Retrieved November 26, 2015, from Simply Colors: <https://www.simplycolors.nl/dopper-bedrukken>
- Stelton. (n.d.). *Retailers*. Retrieved October 24, 2015, from Stelton:
http://www.stelton.com/da-DK/Retailers.aspx?sc_lang=en
- Stelton. (n.d.). *To Go water*. Retrieved October 24, 2015, from Stelton:
http://www.stelton.com/en/Category/Products/604_To_Go_Vand.aspx

Stelton. (n.d.). *Vision & Mission*. Retrieved November 24, 2015, from Stelton:

<http://www.stelton.com/en/About/Vision.aspx>

The World Bank. (2013). *Belgium Political stability*. Retrieved November 03, 2015, from The Global Economy:

http://www.theglobaleconomy.com/Belgium/wb_political_stability/

Top Leisure Products. (2015). *Dopper/Doppers gratis verzenden (v.a.3 st.) Meercolli*

Aanbiedings prijzen v.a. 3 stuks t/m 30 stuks. Retrieved November 26, 2015, from

Top Leisure Products: <http://www.topleisureproducts.nl/waterflesjes/dopper-gratis-verzenden-va3-st-super-aanbiedings-m/>

Transparency International. (2015). *Corruption Perceptions Index 2014: Results* . Retrieved November 03, 2015, from Transparency International:

<https://www.transparency.org/cpi2014/results>

Veldman. (2010). *Exportmanagement*. Groningen/Houten, The Netherlands: Noordhoff Uitgevers B.V.

Veldman. (2015). *Strategie en management* . The Netherlands.

Verschuren, C. (2015, 06 18). *Bij Dopper is het flesje zélf de boodschap: 'An S.O.S. to the world'*. Retrieved September 28, 2015, from Omroep Brabant:

<http://www.omroepbrabant.nl/?news/231390682/Bij+Dopper+is+het+flesje+zélf+d+e+boodschap+An+S.O.S.+to+the+world.aspx>

Vries, M. d. (2015, 11 20). Growth strategies + Comments. (A. Ganesh, Interviewer)

Vries, M. d. (2015, 09 30). Internal Analysis. (A. Ganesh, Interviewer)

Waterbobble. (2015). *Where to buy*. Retrieved October 21, 2015, from Waterbobble:

<http://www.waterbobble.nl/pages/where-to-buy>

World Bank Group. (2015). *Economy Rankings*. Retrieved November 02, 2015, from Doing Business: <http://www.doingbusiness.org/rankings>

Yale University. (2015). *Country Profile Belgium*. Retrieved November 03, 2015, from

Environmental performance index: <http://epi.yale.edu/epi/country-profile/belgium>

Appendices

A. Porter's Value Chain (detailed version)

Primary Activities

- Inbound Logistics

The Dutch company VDL, located in Emmen, is the supplier of Dopper. It is a plastics manufacturer that collects all the inputs for a Dopper bottle. Different kinds of plastics are being collected.

- Operations

The production process of the Dopper is also located at VDL. Dopper communicates the purchasing orders to VDL. Through the use of special moulds the bottles are being fabricated. In one week 20.000- 24.000 bottles can be manufactured. These numbers are gradually increasing since there will be a growth of moulds in early 2016.

- Outbound Logistics

VDL transports the finished products to Mondial, which is located in Zaandam. Mondial is a logistics centre. It takes care of the packing and further transportation to the customers (retailers, resellers etc.). Additionally it serves as a warehouse where the Doppers are being stored. Currently Dopper is looking at other logistic centres to look what the most efficient option is (in service and costs). Early 2016 Dopper will as well investigate other possibilities of transport services. Currently all orders are being transported by DHL, but Dopper would like to know which (other) companies (for example PostNL or UPC) could be more efficient (and for what destination).

- Marketing & Sales

The marketing of Dopper is a twofold. On the one hand it wants to make an impact: preaching a messaging regarding promoting tap water and thus lowering the waste of single use plastic. On the other hand marketing is also a matter of brand management and thus looking at what the best way is to present the Dopper in the stores. Online Dopper is active via its web shop (sufficient number of orders=successful), Facebook and e-mailings. Dopper adjusts its marketing endeavours on special holidays such as mothers' day or Valentine's Day. Also when a new colour of the Dopper is launched Dopper tries to announce this the best way as possible. The marketing is not always commercially straightforward; Dopper has organized clean up actions. These actions entail reaching people on beaches to exchange their single use plastic bottle for a Dopper. This is one way of raising awareness on the issue of single use plastic waste. Additionally Dopper is also active at festivals. For the festival

Mysteryland a special Dopper was designed. It was being used by the personnel of the festival and for sale for the visitors of the festival.

- *Service*

Dopper has a separate service department. Two employees are working in this department. Because Dopper is a social enterprise it feels extra responsible regarding the service towards its customers. If there are problems received from the customers the service department wants to take care of this the best way it possibly can. Complaints, remarks and other questions are mostly communicated via e-mail or phone, but it is also possible via social media. Dopper is planning to work with a new program named Zenddesk to improve its service. This program collects and filters all receiving complaints, remarks and other questions.

Supporting Activities

- *Procurement*

There is one employee, a planner, which takes care of the technical purchasing.

- *Technology Development*

Improvement of the product and the quality checks are mostly in the hands of the supplier. The headquarter of Dopper does send over a box of Dopper bottles approximately once a month/term to check. Dopper wants to invest more in product development. For example bottles made of glass. This is why Dopper has hired (among other reasons) a new employee; a supply chain specialist that can take a look at different kinds of materials and the costs of it.

- *Human Resource Management*

Dopper has written its own recruitment procedures. These include requirements on the function, type of education, personality and skills. The chief operator works together with the financial controller to set up budgets for educational trainings for employees per department. Because it is a social enterprise Dopper thinks it is of importance for its employees to better themselves and in turn deliver better quality of work

- *Corporate Infrastructure*

The organization of Dopper is rather flat; bottom up and mostly self-coordinated. There are three different teams: sales team, financial team and marketing team. The managers of the different teams report to the chief operator.

The activities with the highest costs are involved with Dopper's sales and marketing. Thus; marketing the Dopper and proclaiming its message. It has the highest costs because it involves the most employees of Dopper. Sales and marketing are the core business of Dopper.

B. Financial Data



(Dopper, s.d.)

C. PESTEL (detailed version)

The PESTEL framework is chosen to be implemented in this report because it looks at external factors (political, economic, social, technological, environmental, and legal) that could influence the business practices of a company and could form opportunities and/or threats when entering a new market. In this case Belgium. The outcomes of this framework analysis additionally helps with setting up a growth strategy.

Political

The political factor concerns how the government influences the economy. The political form is a federal parliamentary democracy, which operates under a constitutional monarchy (CIA, 2015). The political stability is perceived to be 0.92 on a scale of 0.5 to 1.3 (The World Bank, 2013). The corruption rate is perceived to be 76 on a scale of 0 (highly corrupt) to 100 (very clean) (Transparency International, 2015). The tax on personal income is 12.7% of the total GDP in 2013. The tax on corporate profits is 3.1% of the total GDP (upward trend) in 2013. The tax revenue is 20921 US dollars/capita and the tax wedge is 55.6 % of the total labour costs in 2014. (Organisation for Economic Co-operation and Development, 2015)

Regarding property rights; Dopper could apply for a regional patent, which is valid in Europe, but this entails a long process of approximately four years and is very costly (20000-50000 euros) (Rijksdienst voor Ondernemend Nederland, s.d.). Another option is a trademark; this protects the name of the product. Dopper could choose for a trademark that is valid in only the Benelux. This is possible from 240 euros for a period of ten years (extension is unlimited). (Rijksdienst voor Ondernemend Nederland, s.d.) A trademark, which is valid for the European region, is approximately 1600 euros (Rijksdienst voor Ondernemend Nederland, s.d.). For an international valid trademark the company has to register at the World International Property Organization in Switzerland. (Rijksdienst voor Ondernemend Nederland, s.d.)

Economical:

How an economy functions influences companies operating in that economy (on a long term). The purchasing power parity (GDP) in 2013 was 476.5 billion US dollars and in 2014 481.5 billion US dollars, which means a growth rate of 1%. The unemployment rate in 2013 was 8.4% and in 2014 8.5%, which means unfortunately a little increase. The inflation rate in 2013 was 1.2% and in 2014 0.5%, which is positive. The lending rate in 2013 3.49 was and in 2014 3.5. The total of foreign direct investments in 2013 was 1169 trillion US dollars and in 2014 1196 trillion US dollars. This is one of the signs that the Belgian economy is affected by

globalization. (CIA, 2015) According to this information it can be assumed that the current status is stable, maybe even increasing. According to the Doing Business Economy rankings on a scale from 1- 189, Belgium is rated 43. This ranking concerns the pleasantness of the regulatory environment. (World Bank Group, 2015)

Social

In July 2015 Belgium had a population of 11323973 people (CIA, 2015). Of the population 58% is Flemish, 31% Walloon and 11% is of mixed or other ethnicity (CIA, 2015). Belgium has three official languages: 60% Dutch (mainly in Flanders), 40% French (mainly in Walloon) and less than 1% German (East Belgium) (Rijksdienst voor Ondernemend Nederland, s.d.); (CIA, 2015). The aging population is increasing. It has been estimated that by 2020 the biggest population group will be the one of the retirees. A big part of the middle class consists of people aged 50+. Wellness, health and care related products are of interest for this group. (Rijksdienst voor Ondernemend Nederland, s.d.)

Technological

Of the population 84.7% is an Internet user in 2014 (CIA, 2015) Of the households 77% had Internet access (2012) and 57.7% per 100 citizens has a mobile broadband subscription in 2014. On research and development is 2.3% of the GDP spent in 2013. (Organisation for Economic Co-operation and Development, 2015) On the Global Innovation Index Belgium has a rate of 0.83 (25th place). The Netherlands is on the fourth place with a rank of 0.98. (Reynoso & Litner, 2015) Regarding online shopping; the Belgian population is still reluctant in comparison with the Netherlands. On an average is 307 euros spent per inhabitant that orders online in Belgium in comparison with an average of 636 euro in the Netherlands. (Becommerce Market Monitor, 2015)

Environmental

Regarding climate change; three different regions in Belgium have set up policy plan. The Flemish government has a Flemish Climate Policy Plan, the Brussels-Capital Region has a Brussels Air-Climate Plan and the Walloon region has a Plan wallon air-climate. (Belgische Federale Overheidsdiensten, 2012) On the Environmental Performance Index of 2014 Belgium scores a 66.61 out of 100. This index concerns the following subjects: health impacts (99.65), air quality (69.79), water and sanitation (100), water resources (60), agriculture (65.33), forest (23.64), fisheries (0), biodiversity and habitat (57.56) and climate and energy (64.47). (Yale University, 2015) For the Special Eurobarometer 365 the European Commission initiated a survey on the attitudes of European citizens towards the

environment in 2011. Of the total 26825 interviews 1058 have been conducted in Belgium. On the question: "How important is protecting the environment to you personally?" 62% answered with "very important", 33% with "fairly important" and 5% with "not important". When the subject environment comes up 53% first think of the environment children will live in in the future, 39% of scarcity of natural resources, 38% quality of life and 25% of biodiversity. The issue most of the respondents are concerned about is air pollution (42%). Regarding being well informed about environmental issues 59% considers themselves well informed and 41% badly informed. Concerning the willingness to pay a little extra for environmental friendly products agrees 73% and disagrees 27%. On the statement that as an individual you can play a role in protecting the environment (in own country) 88% agrees and 12% disagrees. Regarding the question if citizens themselves do enough to make efficient use of natural resources 67% disagrees. (European Commission, 2011)

Legal

According to the rules of labelling; the labels of the products must be composed in the language(s) of the area where the products are being marketed. This means for Belgium that the labels must be composed in at least Dutch and French and possibly in German. It is also important to mention the place of origin of the product. (Rijksdienst voor Ondernemend Nederland, s.d.)

D. Competitor Analysis

1. Aladdin One-Hand Water Bottle

Aladdin is one of the three brands owned by the company PMI that is located in the US. It holds two other bottle related brands: Stanley and Migo. (PMI Worldwide, 2013) Aladdin has different kinds of water bottles. The product that relates most to Dopper is the “One-Hand water bottle” which is available in four colours. Although the company is worldwide active, the selling points are not clear enough and therefore only few online shops offer the product.

2. Black and Blum Eau Good

Black and Blum is a British company that offers a wide range of kitchenware products. The design of the products is an important factor. The “Eau Good” water bottle has a traditional ancient filtering system and is available in six colours. The bottle includes charcoal that filters chemicals from tap water. The charcoal can be used for approximately three months. After this period the charcoal can be boiled for ten minutes (and leaving it to dry in the sun) and then it can be used for another three months. (Black+Blum, 2015) The product is available via its own web shop and multiple other online shops. Selling points in the brick and mortar world are not mentioned on the web site of Black and Blum.

3. Bobble Classic 550 ml

Bobble is a trademark that belongs to Seventh Generation, which is an American incorporation. (Seventh Generation, 2015) Bobble offers four different products excluding related accessories. One of these products is the Bobble Classic 550 ml that is available in five colours. This bottle includes a filter that removes organic chemicals. Bobble has (at least) eight selling points in Belgium:

- Antwerps Kookhuis
- Ed van de Vijver, Knokke
- Callebert, Brugge,
- Home of Cooking Monnaie
- Home of Cooking Louise
- Kudzu
- Negresco Herentals

(Waterbobble, 2015)

4. Camelbak Chute

Camelbak is a company founded in the US. It is specialized in multiple outdoor/sports related water bottles, accessories and packs. Additionally it does offer everyday use bottles.

One of these is the “Chute” bottle, which is available in four colours. It is also available in other sizes (and in more colours). This bottle can be purchased via multiple (online) shops worldwide. (Camelbak, 2015) The selling points in Belgium which are listed on the web site of Camelbak are:

- Alpi Sport
- AS Adventure
- Espace Cycles
- FIETS
- Jimmy Cycles
- Lecomte Alpinisme
- Trakks
- Van Eyck Store

(Camelbak, 2015)

5. Eva Solo

Eva Solo is a Danish brand that offers a very broad range of living products (furnishing accessories and kitchenware). The (Scandinavian) design is as well an important factor of this brand. A water bottle is one of these products, which is available in six colours. The products are marketed worldwide. Selling points are not mentioned on its website. (Eva Solo)

6. Join the Pipe

Join the Pipe is a Dutch company. It offers three different kind or bottles: BOGO (seven colours), small “I” bottle (six colours) and another bottle that comes in different shapes (“T”, “Y”, “K”, “J”, “I”). The “J” comes in blue and purple and the “I” in blue, green and pink. The small “I” bottle and the last mentioned bottles are acclaimed with the Dutch Design Award. Join the Pipe donates a third of the selling price to water projects in Asia and Africa. It is mostly active in its domestic market, which is the Netherlands. It does have contact details for Singapore, Canada and Australia but the presence of Join the Pipe in these regions is unknown. There are two selling points in Belgium which are mentioned on the web site:

- Yes! Salon, Boortmeerbeek & Olen

(Join the Pipe, s.d.)

7. Klean Kanteen 532ml Classic

Klean Kanteen is an American Company. It offers a wide range of different water bottles and related accessories. Klean Kanteen is involved with good causes. It is for example a B-certified corporation (like Dopper) and offers a minimum of 1% of its annual gross profit to environmental projects. It collaborates with multiple organizations to raise awareness on sustainability and the environment. (Klean Kanteen, 2015) The Classic 532ml bottle is

available in eight colours (Klean Kanteen, 2015). The products of Klean Kanteen are sold at retailers worldwide. Exact stores can be found via its web site. In Antwerp there are for example seven retailers and in Brussels four. (Klean Kanteen, 2015)

8. KOR Aura

KOR is an American company. It offers five different products; four different kinds of water bottles and one “home water filter”. The bottle that is chosen for this research is the Aura 500ml. This bottle is available in eight colours. (Kor water Inc., 2015) Just as Dopper, KOR offers customized water bottles (Kor water Inc., 2015). Design and sustainability are also two key elements of the message of KOR (Kor water Inc., 2015). KOR has distributors worldwide. Although it is globally active, according to the store locator on the web site there are no stores in Belgium. (Kor water Inc., 2015)

9. Made Sustained

Made Sustained is a Dutch company. It offers three different water bottles (“knight bottle”, “bottle” and “bottle Big Silver”), party cups and lunch boxes (Made Sustained, 2015). The Made Sustained water bottle in 500ml is available in five colours (Made Sustained, 2015). Made Sustained represents itself as a lifestyle brand that supports sustainability with its products. It is mainly represented in the Dutch market but it (wants to) focus on the whole European market (especially Benelux). (Made Sustained, 2015)

10. Mizu Stainless Steel

Mizu is an American company. It offers a variety of water bottles (stainless steel, insulated and glow in the dark), cups and related accessories. It also offers bottles of partner brands. (Mizu Inc., 2015) The stainless steel 600ml bottle is available in four colours (Mizu Inc., 2015). A percentage of some of these brands goes to charities (Mizu Inc., 2015). Mizu has dealers worldwide. In Belgium there are 63 dealers that sell Mizu product. (Mizu Inc., 2015)

11. Montbento Positive M

Montbento is company located in France. It offers a wide range of lunch boxes, related accessories and water bottles. (Montbento, 2011) It offers three kinds of water bottles: “Steel”, “Positive S” (330ml) and “Positive M” (500ml). The “Positive M” bottle is available in four colours. (Montbento, 2011) Montbento sells in over 40 countries, but the exact countries are not mentioned on their web site. (Montbento, 2011)

12. Retap 500ml

Retap is a Danish company. The head quarter is located in Denmark but there is also an office in the US and Sweden. (Retap, 2015) The Retap bottle is available in three sizes: 300ml, 500 ml and 800 ml (and with 12 different coloured caps) (Retap, 2015). It also offers Retap bottles with a company logo (Retap, 2015). Until the end of 2015 Retap has a

campaign: if retailers donate 0.50 cents per bottle they order, Retap will donate 1 euro per bottle to 1001Fountains that is involved with water projects in developing countries (Retap, 2015). Retap retailers are mostly located in North America and Europe. According to the shop locator on the web site there are five stores that sell the Retap in Belgium:

- Hopono Corner, Brussels & Elsene
- Oxfam Wereldwinkel, Gent
- Biotoop, Antwerp
- Robuust, Antwerp

(Retap, 2015)

13. Rosti Mepal

Rosti Mepal is partly Danish and partly Dutch. The company offers a wide range of kitchenware products. (Rosti Mepal, 2015) This includes two different bottles: JustWater and Ellipse. The JustWater is available in four colours (and with decoration). The Ellipse is available in three colours. (Rosti Mepal, 2015) Rosti Mepal is mainly active on the Dutch market (and Danish), but on the web site there are a few Belgian selling points mentioned:

- Paradisio
- Colruyt
- Collishop, Halle
- Dreamland
- De Waele & Co
- A.S. Adventure

(Rosti Mepal, 2015)

14. Stelton

Stelton is a Danish company. It offers wide range of living/home and kitchen products. Scandinavian design is an important factor. (Stelton, s.d.) One of these products is the “To Go water bottle”. The bottle is available in four colours. (Stelton) Stelton has retailers worldwide including 22 in Belgium according to its web site. (Stelton, s.d.)

E. Current Retailers

The Belgium market is responsible for 1% of the sales of Dopper for the past year (2015). The current selling points³⁷ below have ordered from Dopper from the first of January. This does not mean they have ordered recently/frequently.

From the list below the Dopper is only to be found on the web sites of the following companies: Ecuina, Rewind Design, Angel Dreams, Super Goods, Larelle, Life and a Desk, Goed van Doen and Eco-Logisch.

1. *Hopono - home accessories store + web shop*
2. *Solidariteitsfonds voor Oxfam- Giftshop + web shop*
3. *EU-Parliament Shop SPRL- Unclear*
4. *Ecuina - ecological home accessories web shop*
5. *Parfumerie ICI Paris XL- Perfumery + web shop*
6. *De Kampeerder- outdoor shop + web shop*
7. *Rewind Design Bvba - design/ home accessories web shop*
8. *Angel Dreams - Giftshop + web shop*
9. *Comma Group - Unclear*
10. *The Little Ones - Baby specialty store*
11. *Supergoods VOF - Eco design store + web shop*
12. *Matham.be - Unclear*
13. *Larelle - Fashion store + web shop*
14. *OTON? M - Unclear*
15. *Leef-Voel-Groei - Unclear*
16. *Oxfam Wereldwinkel Kortrijk - Fair trade shop +web shop*
17. *Delta Groep - Unclear*
18. *Laura Boccauw (Erkend dietiste) - Dietician*
19. *Oxfam Wereldwinkel Gent-Centrum - Fair trade shop + web shop*
20. *Life & a Desk - Office supplier + web shop*
21. *Zut - Unclear*
22. *Goedvandoen.be - Ecological fair trade web shop*
23. *Eco-logisch - (Environmentally friendly) home accessories web shop*

³⁷ Data derived from Dopper's Sales Manager.

F. Surveys retailer/reseller

Survey Dopper Water Bottle

Dear Sir/Madam,

I am a fourth year European Studies student at the Hague University of Applied Sciences. For my thesis I am researching how the Dutch company Dopper can improve its position on the Belgian market. This company, which is a social enterprise, has the goal to improve the worlds' sustainability level. They want to lower the single use plastic waste, raise awareness on environmental issues and expand access to safe drinking water. In order to do this they have designed a sustainable water bottle and set up the Dopper Foundation (5% of their sales is donated to this foundation that collaborates with Simavo on water projects in Nepal).

Regarding the bottle itself, it is available in six different colours, holds 450 ML, is dishwasher safe. The bottle consists of three parts: bottle, cup and cap. The cup and cap together can be used as a cup. For more information: www.dopper.com



(Top Leisure Products, 2015)

1. The selling price is 12,50 euros. What is your opinion on the selling price?

☐ High ☐ Normal ☐ Low

2. After reading the benefits of this product/company, would you be interested in selling this product in your shop?

☐ Yes ☐ No

3. Please explain why you think this product would, **or** would not benefit your business.

-
-
4. Dopper offers a starting pack. This pack consists of 30 Doppers (mix of different colours), 30 pieces of the sport cap*, 30 pieces of the gift box**, 10 flyers, 1 poster, 1 water tap point sticker, 1 display carton for 255,60 euros. Would you be interested in starting with this pack if you are interested in selling the Dopper in your shop?

☐ Yes ☐ No



*(Dopper, s.d.)



** (Dopper, s.d.)

5. The purchase price for 30-480 pieces is 5,25 euros. What is your opinion on the purchase price?

☐ High ☐ Normal ☐ Low

6. Dopper developed an app "Dopper" that shows free drinking water locations around the world. Would you consider pasting the sticker on your window?

☐ Yes ☐ No

7. In case you are interested in selling the bottle in your shop and answered "No" on the previous question, please explain why.
-

Thank you very much for taking the time to complete this survey. Your feedback is valued and very much appreciated!

Survey Dopper Water Bottle

Dear Sir/Madam,

I am a fourth year European Studies student at the Hague University of Applied Sciences. For my thesis I am researching how the Dutch company Dopper can improve its position on the Belgian market. This company, which is a social enterprise, has the goal to improve the worlds' sustainability level. They want to lower the single use plastic waste, raise awareness on environmental issues and expand access to safe drinking water. In order to do this they have designed a sustainable water bottle and set up the Dopper Foundation (5% of their sales is donated to this foundation that collaborates with Simavo on water projects in Nepal).

Regarding the bottle itself, it is available in six different colours, holds 450 ML, is dishwasher safe. The bottle consists of three parts: bottle, cup and cap. The cup and cap together can be used as a cup. And the cup can be **printed** on. For more information: www.dopper.com



(Simply Colors, s.d.)

1. The purchase price is for 240-480 pieces 5,25 euros. What is your opinion on the purchase price?

☐ High ☐ Normal ☐ Low

2. After reading the benefits of this product/company, would you be interested in purchasing this product for your business?

☐ Yes ☐ No

3. Please explain why you think this product would, **or** would not benefit your business.

.....
.....
.....

Thank you very much for taking the time to complete this survey. Your feedback is valued and very much appreciated!

G. Survey influencer

Survey Dopper Water Bottle

Dear Sir/Madam,

I am a fourth year European Studies student at the Hague University of Applied Sciences. For my thesis I am researching how the Dutch company Dopper can improve its position on the Belgian market. This company, which is a social enterprise, has the goal to improve the worlds' sustainability level. They want to lower the single use plastic waste, raise awareness on environmental issues and expand access to safe drinking water. In order to do this they have designed a sustainable water bottle and set up the Dopper Foundation (5% of their sales is donated to this foundation that collaborates with Simavo on water projects in Nepal).

Regarding the bottle itself, it is available in six different colours, holds 450 ML, is dishwasher safe. The bottle consists of three parts: bottle, cup and cap. The cup and cap together can be used as a cup. For more information see: www.dopper.com



(Top Leisure Products, 2015)

1. The selling price is 12,50 euros. What is your opinion on the selling price?

☐ High ☐ Normal ☐ Low

2. After reading the benefits of this product/company, would you be interested in promoting this product on your web site / blog / Facebook page / Magazine?

☐ Yes ☐ No

3. Please explain why you would **or** would not promote the Dopper on your web site / blog / Facebook page / Magazine.

.....
.....
.....

4. Do you expect something in return for promoting the Dopper on your web site / blog / Facebook page / Magazine?

☐ Yes

☐ No

5. If you expect something in return; why and what (amount) would it be?

.....

6. Do you know any other web sites / blogs / Facebook pages / Magazines that would be interested in promoting the Dopper?

.....

Thank you very much for taking the time to complete this survey. Your feedback is valued and very much appreciated!

H. List of contacted retailers/resellers + influencersRetailers/Resellers

Name	E-mail/ Facebook	Phone	Reply/comments ³⁸
Se bio	contact@sebio.be	0032/84.21.30.43	
Veggieshop	info@veggieshop.be	+32 (0)59 44 27 40	
Surround Lifestyle		09-225.32.03	
Le comptoir des Createurs	Via Facebook messenger	+32(0)498/97.68.53	"Read", but no reply.
Wander and Co	info@wanderandco.com	-	Yes
ile-en-ville	info@ile-en-ville.be	+32 (0) 9 336 33 08	
Juttu	Via Facebook messenger	-	
Kudzu	info@kudzu.be	+32 50 61 54 78	Yes
Antwerps Kookhuis	Info@antwerpskookhuis.be	00322269898	
Ed van de Vijver	Via form on web site	-	
Callebert design	info@callebert.be	+32(0)50 33 50 61	
Home of Cooking (Monnaie + Louise)	info@homeofcooking.com	+32 (0)2 218 8120	
Negresco	info@negrescoliving.be	014 21 93 63	
Lecomte Alpinisme	Via Facebook messenger	+32(0)2/387.12.19	"Read", but no reply.
Trakks	uccle@trakks.be	02 374 67 76	Yes
AS Adventure	Via Facebook messenger	+31 20 261 1833	Pending (forwarded to other department).
De Berghut	info@berghut.be	052/47 85 22	
Trekking	info@trek-king.be	+32 (0)53705 222	
Kariboe	hasselt@kariboe.be	+32 11 23 44 88	
Tarmak	info@tarmakstore.com	03 780 79 45	
The Moose	info@the-moose.be	03 458 68 06	
Free Time	info@free-time.be	016 57 12 12.	
IMB	info@imb-mechelen.be	015/42.30.31	

³⁸ Empty cell = no reply.

Cockx	info@cockx.be	016 22 81 71	
Zorro	info@campingzorro.be	016 65 00 48	
Biotoop	info@biotoop.be	0496 90 75 13	Yes
Robuust	Via form on web site	-	Yes, but no time to respond to survey.
Collishop	Via form on web site	02 363 50 60	Pending (forwarded to other department: klantendienst@colruyt.be).
De Waele en Co	info@dewaelenv.be	09 226 69 64	Pending (conformation of delivery, no data).
ApuurA	antwerpen@apuura.com	+32 (0)3 213 02 41	
YOUR	Via Facebook messenger	-	
Diito	info@diito.be	+32 2 646 16 10	
At Home Brugge	info@giftsathome.be	050 34 80 44	
Cartistique by econcept	Via form on web site	-	
Ex-Centric	info@excentric.be	04 223 49 77	
A'pril	a.pril@skynet.be	+32-92230992	Pending (conformation of delivery).
Axeswar Design	info@AxeswarDesign.be	+32 (0)9 233 42 43	
Timmermans 1845	info@timmermans1845.be	+32 (0)9 223 32 57	
IGO post (reseller)	sales@igopost.be	011559009	
Rivanco (reseller)	info@rivanco.be	+32 (0)15 20 20 95	
Multigift (reseller)	info@multigift.be	(015) 20 33 93	
HSG Relatiegeschenken (reseller)	info@hsg-relatiegeschenken.com	+32 (0) 11 55 34 83	

Influencers

Name	E-mail/Facebook	Phone	Reply
I Love Eco.be	FB		
Green Evelien	adverteren@greenevelien.com		No time.

Bio en Duurzaamheid in België	Facebook		
Feeling	feeling@feeling.be/ advertisingsalesoperations@sanoma.com	(015) 67 80 02/ +32 15 67 86 42	No time.
Vitaya	vitayamagazine@sanoma.com	+32 15 67 80 16	
Goed Gevoel	redactie@goedgevoel.be/ reacties@goedgevoel.be	03/880.84.50	
Flair	advertisingsalesoperations@sanoma.com	+32 15 67 86 42	

I. Results MC questions retailer + reseller

Name	Question 1	Question 2	Question 4	Question 5	Question 6
Kudzu	Normal	Yes	Yes	Normal	Yes
Wander & Co	Normal	No	Yes	Normal	Yes
Biotoop	Normal	No	Yes	Normal	Yes
Trakks	Low	No	No	Normal	-

J. Results open question three

Name retailer	Answer question three
Biotoop	No; because it is made of plastic.
Wander & Co	Simply because the aesthetics don't match with the rest of my assortment. It is a great product though, just not a match with my shop!
Kudzu³⁹	It fits within our vision and matches with the rest of the products we offer.
Trakks	Because we've already brands like Contigo, SIGG, and Klean Kanteen which is also "green".

³⁹ According to Kudzu they already offer Dopper. This was not mentioned in the list given by Dopper's sales manager.

K. Starters pack Retailers Home Markets⁴⁰**Starter pack Retailers Home Markets*****Why?***

To encourage retailers to take on Dopper in their assortment and to simplify their choice, we have developed a starter pack. This starter pack is only available in the home markets (Benelux and Germany).

Contents

- Mix box 30 pcs Dopper Original
 - 30 pcs Sport cap
- 30 pcs Gift box
- 10 Flyers
- 50 Postcards
- 1 Poster
- 1 Water tap point sticker
- 1 Display carton counter or floor model (only if used actively by the retailer)

Quantities and Price

Mix box 30 pcs Dopper Original (5pcs per/colour)	€177.00 (5.90 p/pcs)
30 pcs Sport cap	€63.60 (2.12 p/pcs)
30 pcs gift box	€ 15,- (0,50 p/pcs)
10 Flyers	€ 0.00
1 Poster	€ 0.00
1 Water tap point sticker	€ 0.00
1 Display carton	€ 0.00
Shipping costs	€ 0.00
Total	€ 255.60

Advantage for the retailer

The retailer receives one pack in which contains all colours of the Original model, Sport cap and gift box. The promotional material will help the retailer spread the Dopper message. By buying a starter pack the retailer gets the promotional material, display and as well as the shipping costs for free.

⁴⁰ Received from the sales manager of Dopper.

L. Retail Pricelist & Resell Pricelist

dopper.
The bottle is the message

RETAIL PRICELIST

Benelux, Germany and Austria

Dopper Original RRP € 12,50	30-480 pieces € 5,25	510-960 pieces € 5,10	990-1.980 pieces € 4,95	2.010 or more € 4,75
Dopper Steel RRP € 24,50	15-240 pieces € 10,65	255-480 pieces € 10,33	495-990 pieces € 10,01	1.005 or more € 9,59
Sport Cap RRP € 5,50	30-1.200 pieces € 2,12	1.230-2.400 pieces € 2,06	2.430-4.800 pieces € 1,99	4.830 or more € 1,91
Watercocktail Book (NL) RRP € 4,50	15-1440 pieces € 1,80	1455-2880 pieces € 1,75	2895-5760 pieces € 1,69	5775 pieces € 1,62
Gift box RRP € 1,25	30-5.000 pieces € 0,50	5.001-10.000 pieces € 0,49	10.001-20.000 pieces € 0,47	20.001 or more € 0,45
Mix box	30 pieces € 5,90			

Spare Parts

(Packaging unit 30 pieces)

Dopper Original Bottle RRP € 7,65	€ 3,20
Dopper Original Cup RRP € 2,65	€ 1,11
Dopper Original Cap RRP € 3,30	€ 1,39

Display's

(Packaging unit 1 piece)

Counterdisplay	€ 20,-
Floordisplay	€ 45,-

Minimal order: € 250,- excl Tax.
Transport according to transport list.
Franco from order of € 500,- excl Tax.

dopper.
The bottle is the message

RESELL PRICELIST

Benelux, Germany and Austria

Dopper Original RRP € 12,50	240-480 pieces € 5,25 (B2B € 6,20)	510-960 pieces € 5,10 (B2B € 6,01)	990-1.980 pieces € 4,95 (B2B € 5,83)	2.010 or more € 4,75 (B2B € 5,58)
Dopper Steel RRP € 24,50	120-240 pieces € 10,65 (B2B € 12,57)	255-480 pieces € 10,33 (B2B € 12,19)	495-990 pieces € 10,01 (B2B € 11,82)	1.005 or more € 9,59 (B2B € 11,31)
Sport Cap RRP € 5,50	240-1.200 pieces € 2,12 (B2B € 2,50)	1.230-2.400 pieces € 2,06 (B2B € 2,43)	2.430-4.800 pieces € 1,99 (B2B € 2,35)	4.830 or more € 1,91 (B2B € 2,25)
Watercocktail Book (NL) RRP € 4,50	240-1440 pieces € 1,80 (B2B € 2,12)	1455-2880 pieces € 1,75 (B2B € 2,07)	2895-5760 pieces € 1,69 (B2B € 1,99)	5775 pieces € 1,62 (B2B € 1,91)
Gift box RRP € 1,25	240-5.000 pieces € 0,50 (B2B € 0,59)	5.001-10.000 pieces € 0,49 (B2B € 0,58)	10.001-20.000 pieces € 0,47 (B2B € 0,55)	20.001 or more € 0,45 (B2B € 0,53)

Printing

	240-480 pieces	510-960 pieces	990-1.980 pieces	2.010 or more	Startup costs	Repeat costs
1 color	€ 0,59	€ 0,39	€ 0,31	€ 0,27	€ 65,-	€ 32,50
2 colors	€ 0,99	€ 0,69	€ 0,53	€ 0,48	€ 90,-	€ 45,-
3 colors	€ 1,49	€ 0,99	€ 0,78	€ 0,72	€ 155,-	€ 75,-
4 colors	€ 1,72	€ 1,09	€ 0,93	€ 0,87	€ 195,-	€ 95,-
5 colors	€ 1,80	€ 1,20	€ 0,92	€ 0,85	€ 260,-	€ 130,-

Transport according to transport list.

M.) Retail & Resell Transport list

dopper.
The bottle is the message

TRANSPORT LIST

Retail

Under € 500,- excl BTW

Netherlands
€ 13,-

Belgium
€ 20,-

Germany
€ 21,-

Luxembourg
€ 21,-

Packaging unit

15 Dopper Steels is one box

30 Dopper Originals is one box

30 Sport caps is one box

120 Watercocktailbooks is one box



The bottle is the message

TRANSPORT LIST

Resell & B2B

samples	Netherlands € 5,80	Belgium € 5,80	Germany € 5,80	Luxembourg € 5,80
1 - 8 boxes	Netherlands € 26,-	Belgium € 41,-	Germany € 44,-	Luxembourg € 42,-
9 - 12 boxes	Netherlands € 39,-	Belgium € 61,-	Germany € 65,-	Luxembourg € 62,-
13 - 16 boxes	Netherlands € 51,-	Belgium € 80,-	Germany € 86,-	Luxembourg € 82,-
17 - 48 boxes (1 pallet)	Netherlands € 70,-	Belgium € 90,-	Germany € 105,-	Luxembourg € 115,-
Every next pallet (48 boxes)	Netherlands € 65,-	Belgium € 85,-	Germany € 125,-	Luxembourg € 110,-

Packaging unit
15 Dopper Steels is one box
30 Dopper Originals is one box
30 Sport caps is one box
120 Watercocktailbooks is one box

N.) Informed Consent Form

Informed Consent Form

Informed Consent Form

- 1) Research Project Title: How can Dopper successfully enter the Belgium market?
- 2) Project Description: Researching if Dopper has the potential to further develop and expand their business in Belgium. Additionally; research what the recommended strategic options are to achieve a successful position in the Belgium market.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Signed:  Date: 30-09-2015

O.) Students Ethics Form**Student Ethics Form****European Studies
Student Ethics Form**

Your name: Ahalya Ganesh

Supervisor: Mr. Veldman

Instructions/checklist

Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. ☒ Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. ☒ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. ☒ Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. ☒ Append this signed form as an appendix to your dissertation.

Section 1. Project Outline (to be completed by student)**(i) Title of Project:**

"How can Dopper improve their position on the Belgian market?"

(ii) Aims of project:

Provide the company sufficient consultation on how Dopper can improve their situation regarding the Belgian market.

- (iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)

YES / NO

If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature _____ date _____

If yes: you should complete the rest of this form.

Section 2 Complete this section only if you answered YES to question (iii) above.**(i) What will the participants have to do? (v. brief outline of procedure):**

Open the sent document which includes a survey. Read description and complete questions. Subsequently save the document and send it back to the sender.

(ii) What sort of people will the participants be and how will they be recruited?

Belgian retailers. They will be contacted via e-mail.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?Questionnaires☒; Pictures☒; Sounds []; Words☒; Other [].

- (iv) Consent: Informed consent must be obtained for all participants before they take part in your project. Either verbally or by means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data? Personal data (name, addresses etc.) should not be stored in such a way that they can be associated with the participant's data.

Only the responses of the questions will be used. No personal data is asked for.

Student's signature _____ date: 9-12-2015

Supervisor's signature (if satisfied with the proposed procedures): 14.12 date: 20.15

P.) CD-ROM Interviews:

- Interview Internal Analysis
- Interview Growth Strategies + Comments