A MARKETING COMMUNICATIONS STRATEGY TO INCREASE BRAND AWARENESS OF JP LED

JP LED

DUURZAAM IS DE TOEKOMST

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EXECUTIVE SUMMARY

JP LED is a company that is based in Veendam the Netherlands. The company is specialized in high quality LED lighting for the government (such as Veendam), businesses, and installing of the LED products. Additionally, JP LED has worked together with Valkema Sport 2000 in Veendam, which has created the connection that can be used to contact other Sport 2000 stores. Therefore, this project was written upon the request of JP LED's owner Stephan Peijer, to create online marketing communications strategy to increase brand awareness. Consequently, the goal of this report is to provide recommendations to JP LED regarding a marketing communications strategy for different online tools that will increase brand awareness.

In addition, several research tools were used to gather qualitative data, in order to make recommendations to JP LED. First, the literature review was based on three fields: consumer behavior, online marketing, and media richness. Next, research questions were designed based on the results that were collected from the theoretical framework and the primary research. Next, semi-structured interviews were conducted with seven different clients of JP LED located in different parts of the Netherlands in order to collect insights about the target audience's preferences and different aspects of an online marketing communications strategy.

After the interviews were conducted, they were analyzed based on thematic narrative analysis as well as confronted with the theory, in order to conclude the participants' preferences toward the different research areas. The interviews clearly indicated the preferences of various aspects of online marketing strategies. For example, target group uses the most Facebook and LinkedIn from all the social media platforms. Additionally, the target group prefers a lot of visuals on social media.

Thus, the recommendations based on the collected data are the following. It is strongly recommended for JP LED to include social media channels to its communication strategy to interact with the target group. Especially on Facebook and LinkedIn because they were mentioned to be the most used platforms amongst the target group. Furthermore, it is recommended for JP LED to start and email campaign to attract Sport 2000 store owners to buy LED lights and installation from JP LED. In addition to the email campaign, it is

advised for JP LED to implement a newsletter that is frequently sent to the old clients and the new potential clients of JP LED. Finally, since the research results showed possible recommendations that could be implemented for the website, the advice for the website is also included in this report. Thus, it is recommended for JP LED to improve their website with several steps in order to increase brand awareness.

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1.0. PROJECT CONTEXT

1.1. Problem analysis

JP LED was founded by Stephan Peijer in 2012, and it is headquartered in Veendam, the Netherlands (S. Peijer, personal communication, February 13, 2017). The company is specialized in high-quality LED lighting for governments (such as Veendam), businesses, and installing of the LED products. JP LED aims to save energy, improve the workplace and reduce CO_2 emissions by making enterprises take social responsibility (Kwalitatief hoogwaardige, 2017).

JP LED recently worked together with Valkema Sport 2000 in Veendam. The company changed all their lamps in the new store to LED lights. Through this contact in Veendam, the company has received the email and social media information of other Sport 2000 stores in the Netherlands. The company now has a possibility to contact the sports stores regarding new LED lights. However, JP LED does not have experience in contacting people through email successfully and the company is not familiar with marketing on social media. Therefore, the company is facing the following communication-related problem: **lack of experience in online media marketing communications aimed at increasing brand awareness.**

Currently, JP LED primarily approaches new clients through face to face communication. Peijer also gets calls from people who have been exposed to LinkedIn and Facebook posts. Both Facebook, and LinkedIn page of Peijer, have short update posts about finished projects together with a picture of the location. JP LED does not have an own company page on LinkedIn. Thus, to increase brand awareness, the company needs to find new ways to attract people on social media.

Additionally, Peijer has tried to send emails to different companies to attract them to buy LED lights from JP LED but this has gained no results. JP LED is a small-scale business that is mainly busy only in the Groningen area and therefore, the company's brand awareness among Sport 2000 shop owners in the Netherlands is low.

The goal of this research is to **provide recommendations to JP LED regarding a marketing communication strategy that will increase brand awareness**. The research is practice-oriented and the problem was identified by the company director Peijer. Furthermore, since JP LED works in the Netherlands with Dutch companies, this research does not include sensitivity to intercultural aspects and to international development because they do not play a significant role.

The research areas chosen for this project are consumer behavior, online marketing, and media richness. Consumer behavior has been chosen as a theoretical area to understand the decision-making process and to see what kind of persuasion techniques can be applied. Online marketing helps to understand content marketing on social media and emails and provide insights on how to increase brand awareness. Finally, media richness helps to understand the richness of different channels and it provides more understanding on with which frequency messages should be sent.

1.2. Organizational context

1.2.1. The company

JP LED's mission is to provide high quality LED products aimed at saving energy, improving the workplace and reducing CO2 emissions and making enterprises feel like they can take social responsibility (Kwalitatief hoogwaardige, 2017). Moreover, the vision of JP LED is to deliver high-quality LED products and concepts and replace the current lighting on the spot.

The company is constantly following the trends in the lighting industry and is investing in their own development (S. Peijer, personal communication, February 15, 2017). By this, the company can respond to the changes in the current market and further optimize their products. The company conducts an extensive quality control process where their LED products are checked through various tests (Kwalitatief hoogwaardige, 2017).

1.2.2. The market environment

The interest in environment-friendly and sustainable goods and services has increased in the recent years (McPherson, 2017). Currently, many people feel like taking care of the

environment is a responsibility that they should feel accountable for (McPherson, 2017). Because of this, also the LED lights have become more significant and popular for the consumers. In 2012, LED light market was worth about 2 billion dollars (Vrinda Bhandarkar et al., 2012). In 2016, the global LED lighting market accounted for 26.09 billion dollars and is expected to reach 54.25 billion dollars by 2022 (Global LED Lighting Market, 2017). So, in the past 5 years, the LED market has grown about 53 billion dollars.

Currently, LED lights are the most energy-efficient and one of the fastest developing lighting technologies in the world (GCC LED Lighting Market, 2017). LED lights have a longer lifespan than a traditional lightning and it consumes up to 90% less electricity. They are also highly efficient with minimum radiation or heat emission. Because of this, LED lights are quickly replacing incandescent and fluorescent lights (GCC LED Lighting Market, 2017).

Furthermore, Daelen (2017) states that because of a new directive the EU member states are obliged to set environmental standards for public buildings, including the lighting. Because of this, the governments in the Netherlands are setting requirements for non-residential buildings to be more environment-friendly which can be done, for example, with LED lighting.

1.2.3. Communication activities

The current brand image of JP LED was established by working together with other small companies, using social media as well as sending emails. As described in the project context, JP LED primarily approaches new clients through face to face communication. The company has also created flyers but they did not help to get more customers but they are helpful during client meetings and in fairs as an extra source of information. Moreover, the company has a Facebook page that mainly has short posts about finished projects together with a picture of the location. These updates are also posted on the LinkedIn page of Peijer. On Facebook, the company page has 72 likes (JP LED, 2017) and on LinkedIn, Peijer has +500 connections (Stephan Peijer, 2017). Additionally, the company is constantly participating in various exhibitions and events which are related to LED products and concepts to stay up to date with current trends in the LED industry.

JP LED executes business to business (B2B) marketing rather than business to consumer (B2C) marketing. The first step of developing a marketing strategy for both is the same but from there on the marketing activities diverge (Murphy, 2007). B2B companies use marketing to educate various players in the target audience because the decision to purchase something is usually a multi-step process that involves more than one person. According to Murphy (2017), in B2B marketing the company needs to focus on relationship building and communication using marketing activities that generate leads that can be nurtured during the sales cycle.

1.2.4. Target group

The current target audience and customers of JP LED can be defined as businesses located in Groningen area who are interested in saving money and acting more sustainably. This research mainly focuses on boosting brand awareness through emails and social media. From a meeting, Peijer mentioned that he wants to reach Sport 2000 stores who would be interested in changing their current lightning to greener and money-saving alternative: LED lighting.

Sport 2000 Nederland is part of a European sports store franchise Sport 2000 International GMBH (Over ons, 2017). Currently, the chain has 89 stores spread all around the Netherlands.

Therefore, the target group of this research is Sport 2000 stores in the Netherlands. Furthermore, the target group is divided into five different sub-groups based on the location (See Figure 1 on the right): north, east, south, southwest, and northwest region. This, so that the results can be better aimed at the stores located in the different parts of the country.

Figure 1: Sub-group regions

1.2.5. Sport 2000

Sport 2000 Nederland is part of Sport 2000 International GMBH (About us, 2017). It was founded in 1999 and it is headquartered in Mainhausen in Germany (Company overview, 2017). According to the Sport 2000 website (About us, 2017), the company has a turnover of more than €6.3 billion. Sport 2000 stores have a close relation to the geographical and social environment. The stores are integrated part of the town with the manager and staff members that are rooted in the specific region. This creates the promise of individual and empathetic assistance at any time at the stores.

According to the website, Sport 2000 Nederland is part of the European sports store chain which has more than 3000 stores in 19 different countries (Over ons, 2017). Currently, the chain has 89 stores spread all around the Netherlands. The Dutch chain is part of ANWR-GARANT Nederland BV. All the stores in the Netherlands are run by independent entrepreneurs. The stores sell a broad collection of different brands and their products include clothing, accessories, and footwear for football, running, fitness, outdoor, hockey, and tennis. All the stores have a recommended core collection that is supported with their own range of items that are selected by the needs of the customers. Furthermore, Sport 2000 has a website that includes the whole collection of the sold products. Locations of the Sport 2000 stores in the Netherlands are presented on a map in Figure 2 on the right.
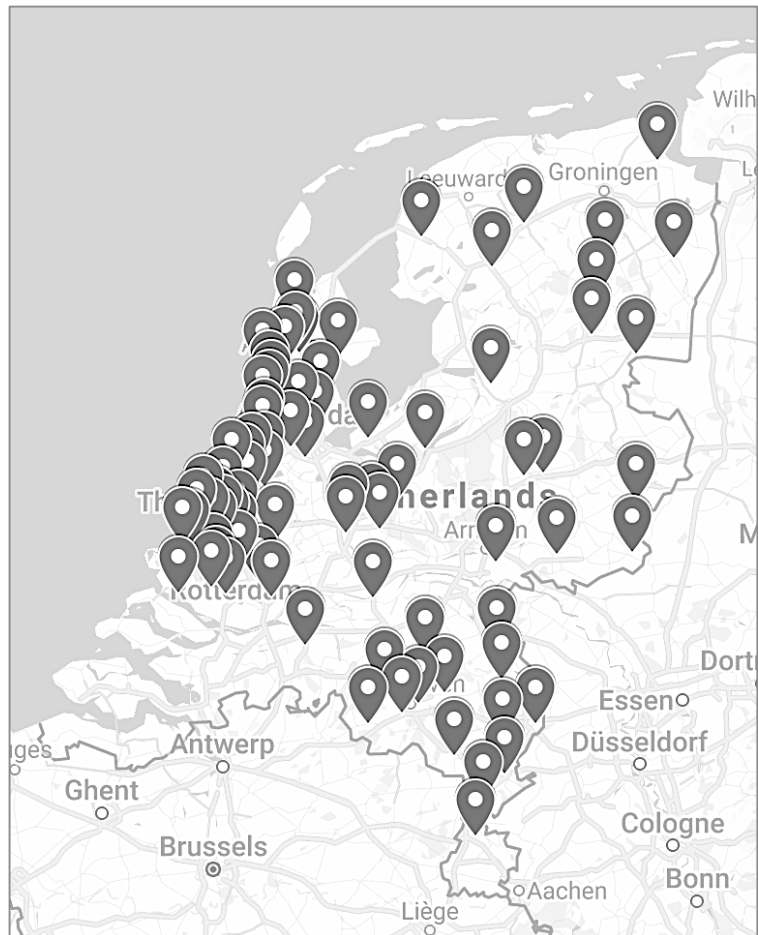
Figure 2: Sport 2000 store locations in the Netherlands

2.0. THEORETICAL FRAMEWORK

This section is going to include and explain the theories and concepts that are going to be used in this research and how it will contribute to the general research process. Additionally, preliminary research was conducted in order to collect necessary knowledge about the LED industry, market, competitors, and the organization's communication tools, as well as about social media.

2.1. Theory on consumer behavior

Consumer behavior describes how consumers make purchase decisions and how they use and dispose of the purchased goods or services (Lamb et al., 2009). According to Rani (2014), many factors influence a person in what he is, and the consumer in his decision-making process. Consumer behavior is influenced by internal and external factors (Lawrence, 2012). Internal factors are for example personality and perception. Factors such as culture and family are external. Rani (2014) claims that if a company wants to successfully procure consumers, they should work as a psychologist. In addition, the grounding principle of Cialdini (1984) is that people can be influenced, and they will be influenced.

Elmo Lewis (1898) developed the AIDA model that is used to describe the different cognitive stages of an individual before he reaches the final goal, purchasing the product or service. AIDA stands for attention, interest, desire and action. The model can be used to help to make tailored and targeted content that makes sure the purpose of it is as effective as possible. Similarly, Kotler (2009) introduced five stages of the decision process when a consumer is purchasing a product or service. These five stages are problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.

According to Azhar (as stated in Cohen, 2012), influence marketing is going to be huge and will become an essential part of the marketing over the coming years. Persuasion requires the ability to alter action but also attitude (Entis, 2016). Cialdini (1984) introduced the six principles of persuasion: reciprocity, consistency and commitment, social proof, liking, authority and scarcity. These principles affect every area of digital marketing

experience (Smith, n.d.). These six principles are powerful because they bypass our rational minds, appealing to our subconscious instincts (Hum, 2015). Furthermore, these principles can help to bring more brand awareness.

Thus, utilizing appropriate persuasion techniques for the target group and understanding the decision-making process of Sport 2000 stores will help JP LED to determine the potential way to increase brand awareness.

2.2. Theory on online marketing

According to Wainwright (2015), content marketing centers on creating, publishing, and distributing content for your target audience usually online with the goal of attracting new customers. Content marketing is important because it increases brand development and creates revenue, expertise, and growth (Abrosimova, 2015). Steimle (2014) states that content marketing taps into the first two stages of the buying process by raising awareness of solutions and educating consumers about a product or service.

The popularity of social media has rapidly increased over the past few years (Fita, 2012). Russell (2015) emphasizes that we are not speaking anymore but rather talking more than ever. This talking happens on social media. Social technographics ladder established by Li & Bernoff (2008) contains six different types of users that can be found online. The more the person does online, the higher on the ladder he will position. This model gives a better understanding of the target group's online behavior and communication activities.

According to Hashim & Ariffin (2016), factors influencing consumer's electric word of mouth (eWOM) engagement is becoming more important because the essential part of advertising and marketing strategies is on social media. Successfully making contact with consumers via social media is predicted to show great returns for marketers in the coming years (Okazaki et al., 2007).

Social media is mainly used for acquiring information about a service or product (Cotterell, 2007). This means that social media has an influence on brand awareness. Interaction through digital media with customers and well-placed advertisements increase the

exposure of customers to the brand which leads to a higher brand recognition (Keller, 2003).

Email is still the most frequently used form of non-vocal communication (Russell, 2015). Roesler (2014) states that companies should pursue email marketing, for example, because emails are easy to customize and integrate into other marketing tactics, and it is inexpensive. Zarei (2014) claims that email marketing increases brand awareness. With each email sent, consumers are exposed to the business and the brand.

Therefore, to increase the brand awareness, JP LED should focus on content marketing on social media and emails.

2.3. Theory on media richness

Media Richness Theory (MRT) framework is used to describe a communication medium's ability to reproduce information that is sent over it (Daft & Lengel, 1986). MRT explains that richer, personal communication mediums are in most cases more effective for communication. According to Higgs and Polonsky (2012), new media tend to be richer due to interactivity, with inflexible traditional media trending to be considered leaner. Likewise, Ekström & Svensson (2016) argue that the internet is considered a very rich media type since it enables the advertiser to transmit a wide variety of different context cues such as audio, video, text, and interactive features that engage the target audience.

Mandal & McQueen (2013) present that in terms of richness, the social media interface of the Facebook business page is considered richer than email in its capacity to express by photos and to transmit web links. In contrast, Bidin et al. (2011) present that email is the richest media perceived. Brewer (2001) suggests using audio, video, and animations in emails to make them richer.

Zajonc's (1968) research states that the more exposure we have to a stimulus, the more we will tend to like it. However, he emphasizes that after a certain number of exposures, the customer will ignore the message. If the exposures keep going, the consumer will react negatively to the message. According to Bidin et al. (2011), both the media richness and

social influence factors in planning communication strategies should be considered to ensure that the technology chosen can contribute most effectively to the planned activity. Ledbetter (2016) states that the longer the customer goes without engaging with a brand, the less likely he is to be retained. He presents that a customer engagement has a significant impact on customer retention.

Thus, to increase brand awareness, JP LED should pay attention to the richness of the different channels and that the messages are shared with a great frequency that does not chase away the customers but rather keeps them interested and engaged with the brand.

3.0. RESEARCH DESIGN

3.1. Stage of research-intervention cycle

It can be stated that current research is in the diagnostic stage of the research-intervention cycle, presented by Verschuren & Doorewaard (2010). The type of diagnostic research is opinion research. This, because sometimes it is less important to indicate the exact causes of a problem than to learn more about the opinions shared by different stakeholders with regarding the background and the causes of the problem.

3.2. Research objective

a) The research objective of this report is to provide recommendations to JP LED regarding a marketing communications strategy for online media that will increase brand awareness
b) By identifying how consumer behavior – in terms of persuasion techniques and decision-making process – influence brand awareness and to determine how brand awareness can be achieved by understanding consumer behavior, online marketing, and media richness, through collecting opinions from clients and studying literature on how richness and frequency influence media richness as well as how content marketing and different platforms affect online marketing.

3.3. Research framework

The research framework (See Figure 3, page 15) shows the different phases that will be carried out throughout the process of the research. It can be formulated that (A) the study

of theories in the field of consumer behavior, online marketing, media richness, and preliminary research, (B) will result in concepts which will be examined together with JP
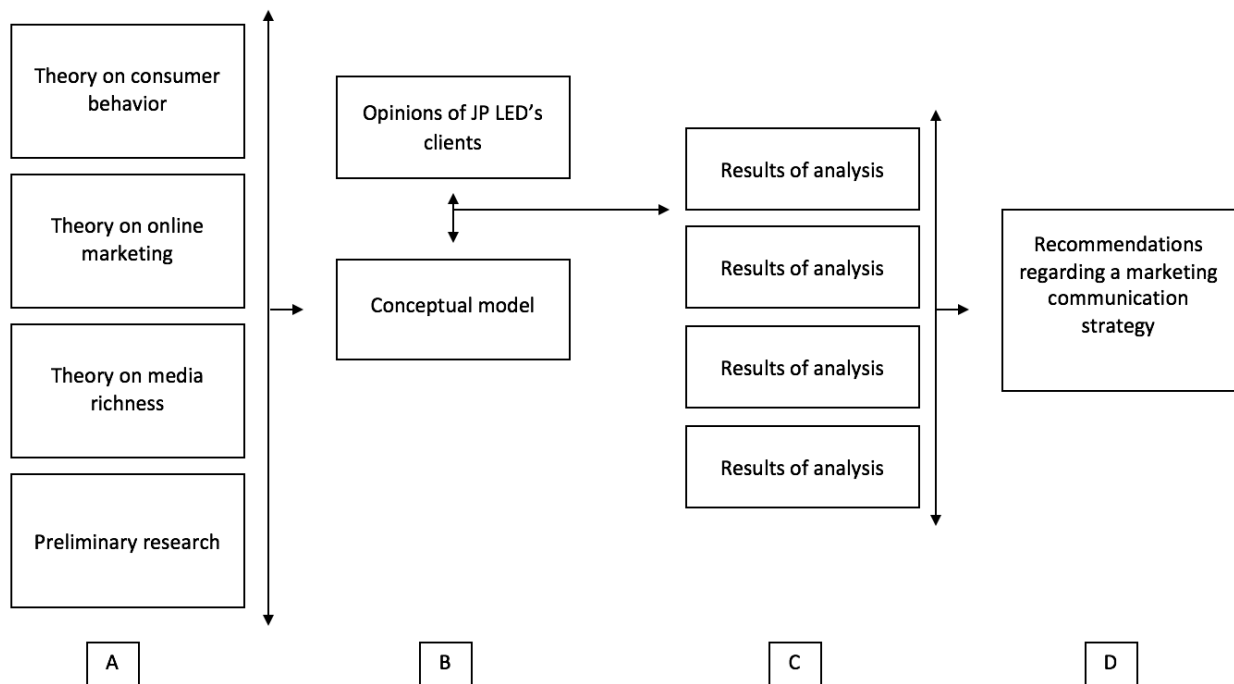
Figure 3: Research framework

LED's clients. (C) The results of the analysis will be evaluated (D) which will lead to providing recommendations to JP LED regarding a marketing communication strategy for email and social media that will increase brand awareness.

3.4. Conceptual model

The conceptual model (See Figure 4, page 15) includes independent and dependent variables that have a causal relationship between each other which means that they are affecting each other. The independent variables are persuasion techniques, decision-making process, content marketing, platforms, richness, and frequency. The dependent variable is brand awareness.

- Persuasion techniques is a concept that can provide knowledge for the research about the different persuasion techniques that can be used to influence the customers.
- Decision-making process is a concept that is important for the research to provide knowledge about the different factors that influence customer's decision-making process.

- Content marketing is a concept that is necessary when determining the adequate content marketing strategies for the target group when boosting brand awareness.
- Next, platforms help to understand which platforms are preferred by the target group.
- Richness is an important concept because it is necessary to determine the richness of different channels. It is important concept to understand when improving our information processing knowledge, media competencies, and email processing skills.
- Frequency is a concept that can be related to both social media and the emails and the frequency of the platform usage by the customers. For instance, how often people comment or share posts on Facebook or LinkedIn.
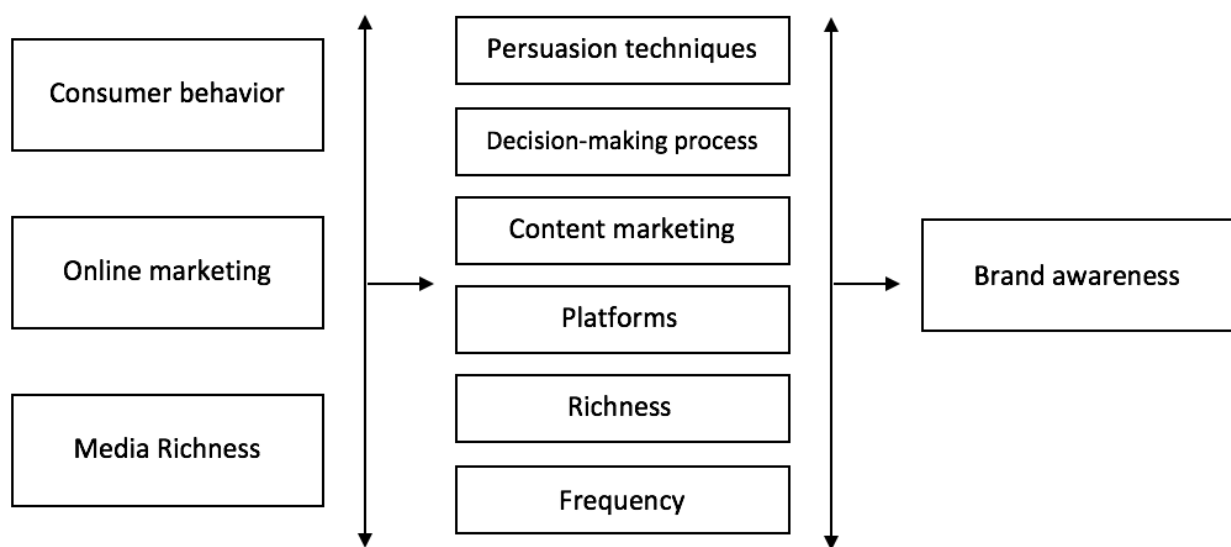
Figure 4: Conceptual model

3.5. Research questions

3.5.1. Theoretical central question

The theoretical question and the sub-questions are aiming to find out what is already known from the preliminary research and theory on consumer behavior, online marketing, and media richness when creating a marketing communication strategy to increase brand awareness.

1. What is known from the theory and preliminary research about consumer behavior, online marketing, and media richness?

a) Which aspects have the biggest impact on consumer behavior, in terms of persuasion techniques and decision-making?

b) Which aspects have the biggest impact on online marketing, in terms of content marketing and platforms?

c) Which channels are used for which purposes, in terms of richness and frequency?

3.5.2. Empirical central question

The empirical central questions and the sub-questions are aiming to find out what opinions are held by the clients of JP LED about consumer behavior, online marketing, and media richness when creating a marketing communication strategy to increase brand awareness.

1. How do different persuasion techniques affect the decision-making process?
    a) Which persuasion techniques are preferred?
    b) What part of the decision-making process is most crucial when it comes to creating brand awareness?

2. What is the opinion of the customers regarding the social media and email communication strategy of the company to create stronger brand awareness?

3. What is the main platform used to search for information about a product/service and what makes the customer choose a certain company?
    a) What is the main platform used to search for information about a brand?
    b) What aspects influence the decision to choose a certain company?

4. Which medium, frequency, and style of communication are preferred?
    a) How often is email used?
    b) How often social media channels, such as Facebook and LinkedIn, are used?
    c) What frequency of communication is preferred?
    d) What style of communication is preferred?

3.5.3. Analytical central question

The analytical central question is used to compare and contrast the collected data which is gathered by answering the theoretical and empirical questions.

1. What are the differences and similarities between the theories and the clients of JP LED?

3.6. Research strategy & methodology

The research strategy and methodology presented in this research project are based on the strategies presented by Verschuren & Doorewaard (2010) and Saunders et al. (2009). For this project, the case studies are chosen as a strategy. This is because the more in-depth view is favored instead of a breadth view. According to Verschuren & Doorewaard (2010), through observations and semi-structured interviews in combination with studying different documents, the researcher will gain a deep insight into the way various processes take place and the reason why they develop in one way instead of another. Due to the small amount of research units, case studies will provide qualitative data.

In addition, Saunders et al. (2009) explain that there are different types of interviews. In this research, semi-structured interviews were used because they allow the opportunity to probe answers. Semi-structured interviews allow the interviewee to explain or build on their responses (Saunders et al., 2009). Furthermore, the opportunity to probe different meanings will add significance and depth to the obtained data. In this type of interviews, there is a list of subjects and potential pre-determined questions that the interviewee is not restricted to answer. Thus, there is a freedom to extend or restrict the interview.

To ensure the accuracy of the answers, the interviews were recorded (Saunders, et al. 2009). The interviews were recorded and transcribed if the interviewees gave permission to that. If the interviewees did not give permission for recording, a transcript was presented in the form of notes taken by the interviewer during the meeting. The interviews took place in public restaurants or at respondent's offices to ensure a comfortable environment.

In this research, the qualitative data has been gathered through a qualitative mono method. In this project, only one data collection method has been used: semi-structured interviews. In this research project, the researcher opted for an inductive reasoning. The inductive approach aims to generate meanings from the data set collected to identify patterns and relationships to build a theory (Saunders, et al., 2009). Inductive reasoning is

based on learning from experience which is observed through patterns, resemblances, and regularities to reach conclusions.

3.7. Limitations and risks

3.7.1. Quality issues

There are quality issues that are associated with semi-structured interviews. These issues influence the way the research project is conducted and prepared. One of the first issues related to the research was reliability. Reliability refers to replication and consistency of the research study (Saunders, et al., 2009). According to Saunders, if the findings from the research are replicated consistently, they are reliable. The reliability issues were overcome by coding the interviews and identifying themes to guide the meetings. In addition, notes were written down related to the research design and justification of all the steps was made. Other researchers can use the records to understand the conducted research and they will be able to reanalyze the collected data.

Both interviewer and interviewee bias were avoided by having enough preparation before each of the interviews. The interviewer made sure that she looked professional and prepared a set of questions and themes beforehand to ensure the collection of best possible data from the interviews. Furthermore, to ensure attentive listening skills, skills such as asking follow-up questions and summarizing were used.

The third issue related to the quality of the research is validity. Validity refers to the appropriateness of the measures used, the accuracy of the analysis of the results and generalizability of the findings (Saunders, et al., 2009). The validity of this research project was achieved by keeping the scope in mind when conducting the interviews. This way the interviewer can ask for clarifications, explanations and build on when it is considered being necessary during the interview. This allows that the answers can be explored, and the themes and patterns could be identified (Saunders, et al. 2009).

The final issue related to the quality of this research project is generalizability. It is also mentioned as one of the limitations. There are a small number of cases which makes it difficult to generalize a whole population because the research is gathered from a small non-probability sample.

3.7.2. Sampling methods

Since there are time and budget constraints, sampling will help. It is impossible for the researcher to survey the entire population. According to Saunders et al. (2009), the sample is taken from the full set of cases, the population. In this research project, the population is the clients of JP LED. A non-probability technique called purposive sampling was chosen for this research project.

According to Saunders, et al. (2009), the non-probability sample technique will provide the researcher with an information-rich case study in which the researcher explores the research questions and gains theoretical insights. Thus, the interviewees are chosen from the clients of JP LED to provide the researcher the best possible information to meet the objective of this research. Additionally, the minimum sample size for semi-structured interviews is 5-25. For this research seven interviews were conducted, which means that the criterion is met.

3.7.3. Data collection method

In this research project, semi-structured interviews were used to gather qualitative data. Semi-structured interviews will provide the researcher the opportunity to 'probe' answers (Saunders, et al., 2009). The interviewer can ask the participants to explain and build on their responses. When it is essential to understand the reasoning behind the different decisions, semi-structured interviews are especially suited. All the interviews in this research project were conducted face-to-face. Afterward, these interviews were transcribed, and then analyzed based on the thematic narrative analysis.

The participants for the interviews were selected since they were clients of JP LED. Furthermore, the location of the company in the Netherlands played a role in the selection process. To allow and easy comparison and analysis of the different interviews, all the participants were given almost identical questions. All the interviews can be found in Appendices 7-13.

For the interviews, a list of questions was first set up in a way that they will lead an answer to the research questions and that they meet the objective. Furthermore, these questions were divided into different categories based on the research areas: consumer behavior, online marketing, and media richness.

The interview participants include Jack Schepers, Nick Klein, Gerard Hartgers, John Helmans, Beene Bles, Julia Kranen and Henry Holwerda.

The first interviewee, Jack Schepers is the owner of Allure Verlichting. When he looks at the map of the Netherlands, he identifies himself at the east part of the country. Allure Verlichting is a lighting company located in Wierden. Schepers has more than 30 years of experience in the lighting industry and he has done a lot of business with Stephan Peijer, the owner of JP LED.

The second interviewee, Nick Klein is a system administrator at Bencom Group BV. He identifies himself in the north part of the country when he looks at the map of the Netherlands. Bencom Group BV is a company that offers services in the field of telecom, internet, digital television, energy, and hotel stays. The company has a rich history of over 15 years. The company has two office locations in the Netherlands. The employees prefer LED lighting to stay motivated at the offices.

The third interviewee, Gerard Hartgers is already a retired account manager and sales engineer. He has worked a lot for AEG, a German company producer of electrical equipment. Currently, Gerard is the chairman of Parkappartementen Reitdiephaven where he makes important decisions for the apartments, for example, about LED lighting. He identifies himself on the north part of the map.

The fourth interviewee, John Helmans is a laundry and facility responsible at Grand Hotel Opduin. When he looks at the map of the Netherlands, he identifies himself in the northwest part of the country. Helmans was working for Grand Hotel Opduin in de Koog. He was responsible for laundry and facility services. Working in small corridors and dark cleaning cabinets, he has realized how important a proper lighting for a company can be.

The fifth interviewee, Beene Bles is a sales executive at Mango Mobility. He identifies himself in the southwest part of the Netherlands. Mango Mobility is a specialist in electric transportation. The company has stores and experience centers across the country. Being environment-friendly is important to Mango Mobility. To showcase the products in the stores, the company values a good energy saving lighting.

The sixth interviewee, Julia Kranen is a psychologist at Human Concern. She identifies herself in the southern part of the country. As a psychologist, Kranen works a lot in an office in the health care department. Thus, LED lights are very important for her when she is busy working.

The seventh and final interviewee, Henry Holwerda is the owner of Henry's Eten en Drinken restaurant in Veendam. The restaurant has special LED lighting in the restaurant to make the atmosphere feel and look nice. Holwerda has worked together with Peijer in many projects that involve LED lights.

3.7.4. Limitations

The first limitation of this research is the time frame. The project takes place from February 2017 till May 2017 for 14 weeks. The second limitation of this research is the generalization. Since the interviews were conducted with seven participants, it is impossible to examine the research findings as conclusive for the whole population. Generalization should be kept in mind when analyzing the results of this research project and future replications of this research.

The third limitation was the language barrier between the researcher and the target country: the Netherlands. Having interviews with Dutch-speaking clients is somewhat limited by the language barrier. Some interviewees found it difficult to express themselves in English. Because of that reason, some of the interview material was also translated into Dutch by an external person. Furthermore, finding and interpreting relevant sources was limited by the language barrier.

Lastly, case studies contain the study of observations and perceptions of one person. Thus, there are chances that the person presenting the case study may completely present it in one manner missing other aspects completely. A way to overcome this is by complement the interviews with studied documents and further interviews to ensure the full picture.

4.0. RESEARCH RESULTS & DISCUSSION

In this section, the research results will be discussed. The data has been collected through semi-structured interviews with seven clients of JP LED. These interviews have all been set up in a way that all the seven clients answer a list of key questions based on the theoretical areas: consumer behavior, online marketing, and media richness. The clients that were interviewed were:

- o Jack Schepers – Interview 1 (Appendix 7)
- o Nick Klein – Interview 2 (Appendix 8)
- o Gerard Hartgers – Interview 3 (Appendix 9)
- o John Helmans – Interview 4 (Appendix 10)
- o Beene Bles – Interview 5 (Appendix 11)
- o Julia Kranen – Interview 6 (Appendix 12)
- o Henry Holwerda – Interview 7 (Appendix 13)

4.1. Theoretical central question

1. What is known from the theory and preliminary research about consumer behavior, online marketing, and media richness?

a) Which aspects have the biggest impact on consumer behavior, in terms of persuasion techniques and decision-making?

According to the theoretical results, when a company utilizes appropriate persuasion techniques for their target group and understands the decision-making process of its customers, it will help to determine potential ways to increase brand awareness. The consumer behavior of a target group is influenced by both external and internal stimuli (Lawrence, 2012).

There are many factors that influence a person in his decision-making process (Rani, 2014). According to the theoretical results, the AIDA model of Elmo Lewis (1898) and the decision-making process model of Philip Kotler (2009) are the most important theories that explain the stages of the decision-making process of an individual. In both models (See

Figure 5, page 23), the most important aspects in terms of increasing brand awareness are the stage where the customer is caught by a message and where the customer realizes the need for something, the stage where the customer starts to generate interest and starts to further research, and finally, the stage where the consumer evaluates the different alternatives and chooses the one that he wants the most.

AIDA Model by Lewis (1898)   Decision-making process by Kotler (2009)

Attention	⟷	Problem recognition
Interest	⟷	Information search
Desire	⟷	Evaluation of alternatives
Action		Purchase decision
		Post-purchase behavior
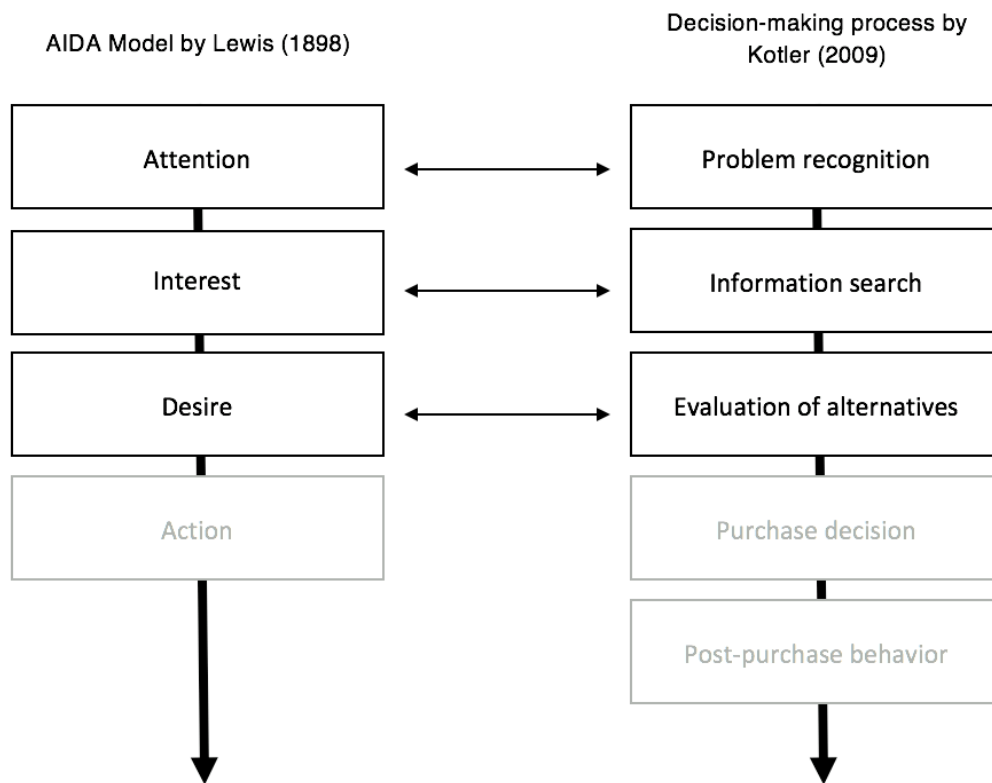
Figure 5: AIDA model by Lewis (1898)

and the decision-making process by Kotler (2009)

The first stages of both models are significant because at the first stage the brand awareness is created. This stage is important because if the consumer does not recognize the need for something, then purchase cannot take place. The second stages of both models are important because at the second stage the consumer's interest is generated and he is encouraged to start further research. The second stage is almost the most challenging stage because the consumer needs to be engaged in a way that he wants to spend his valued time understanding the message of the company. The third stage of both models is important because then the consumer is moved from 'liking' something to wanting it. At this stage, the consumer evaluates the different product or service attributes that will deliver the best benefits that the consumer is looking for.

Furthermore, according to Cialdini (1984), people can be influenced, and they will be influenced. Entis (2016) states that persuasion is used for altering actions and attitudes of consumers. Cialdini (1984) has presented six principles of persuasion that can be used to persuade customers. These six principles affect every area of digital marketing experiences (Smith, n.d.). These six principles are called: reciprocity, consistency and commitment, social proof, liking, authority, and scarcity. These persuasion techniques can be used for the target group to pursue them in different ways based on what type of aspects they value the most. Additionally, these six principles will help to determine the potential ways to increase brand awareness of a company.

In conclusion, the biggest aspects that have an impact on consumer behavior in terms of decision-making are the first three steps of Lewis' (1898) AIDA model and the first three steps of Kotler's (2009) decision-making process. These stages are the ones that marketer should pay the most attention when trying to increase brand awareness and eventually to make sales. At these three stages, the customer starts to form the final decision to buy something, which can be affected by different persuasion techniques. Consequently, the biggest aspects that have impact on consumer behavior in terms of persuasion techniques are the six principles of persuasion of Cialdini (1984). These principles can be used to form, for instance, certain types of marketing materials to persuade customers to be drawn in to a company.

b) Which aspects have the biggest impact on online marketing, in terms of content marketing and platforms?

According to the theoretical results, content marketing is important when it comes to increasing brand development, and creating revenue, expertise, and growth (Abrosimova, 2015). Content marketing is about creating, publishing, and distributing content to a target audience online with the goal of attracting new customers (Wainwright, 2015). Since customers have to be aware that a brand exists, content marketing has a big impact on online marketing. Content marketing taps into the first stages of the buying process by raising awareness and educating consumers about different products and services.

Moreover, different online platforms have an impact on online marketing because, for example, social media is used for getting information about different products and services (Cottrell, 2007). According to the theoretical results, the biggest social media platforms are:

- o Facebook
  - ➢ The biggest social media network where user can connect with people from all over world and use targeted ads (Patel, 2014; Maina, 2016).

- o Twitter
  - ➢ Businesses can use Twitter to interact with new customers, answer questions, release the latest news and use targeted ads (Bendror, n.d.: Maina, 2016).
- o LinkedIn
  - ➢ Platform for professionals where a person can make connections to advance their career with local professionals and display business related information (Maina, 2016).
- o Google+
  - ➢ Platform which is popular for its SEO value for smaller businesses (Maina, 2016).
- o YouTube
  - ➢ The biggest platform where everyone goes to watch and share video content online (Maina, 2016).

Furthermore, according to the theoretical results, customers are no longer speaking but rather talking online, and especially on social media (Russell, 2015). What customers are saying online is becoming more important because the essential part of advertising and marketing strategies is on social media (Hashim & Ariffin, 2016). According to Li & Bernoff (2008), there are six different types of users that can be found online. The most relevant users for this research project are:

- o Creators
  - ➢ Refers to the users who publish and upload content online

- o Conversationalists
    - ➢ Refers to the users who update their statuses and post on social networks
- o Critics
    - ➢ Refers to the users who contribute to someone else's posts, and who add reviews and comments online

When the goal is to increase brand awareness, the inactives and spectators become irrelevant because they are not sharing any information on their online platforms. In contrast, creators, conversationalists, and critics are active online and they are constantly engaging with people. This is also what makes them important to an online marketing strategy.

Moreover, emails are the most frequently used form of non-vocal communication (Russell, 2015). Emails create brand awareness because with every email the customer is exposed to the business and the brand (Zarei, 2014). According to Tschabitscher (2017), there were 4.4 billion email accounts in 2015. Thus, because of the popularity of emails, it has a big impact on online marketing as a communication platform.

In conclusion, content marketing is an important branch of online marketing because it plays a role in raising awareness of different solutions and it educates consumers about different products and services. The biggest social media platforms are Facebook, Twitter, LinkedIn, Google+ and YouTube. These platforms should be considered when trying to increase the brand awareness of a company online. Additionally, it is important to realize that there are different types of users that are found online. The most important users for this project are creators, conversationalists, and critics. These users can help to raise awareness of a company online. Finally, email should not be neglected because of its popularity and because it can be easily integrated to different marketing tactics.

c) Which channels are used for which purposes, in terms of richness and frequency?

According to the theoretical results, social media is used for staying in touch with what friends are doing, staying up-to-date with news and current events, to fill up spare time, to find entertaining content, to share opinions and content, networking with people and

meeting new people (Desreumaux, 2015). Furthermore, social media is a very important platform when it comes to searching for information (Duvauchelle, 2014; Brandtzaeg, 2009). Emails are used for non-urgent communication, follow-up communication, and for praising. Furthermore, email is a great tool for time-shifting, filtering, one-to-many communications, mobility and to sending documents and pictures.

Richer and more personal communication mediums are effective for communication (Daft & Lengel, 1986). What makes something rich is the capacity to include personal focus, immediate feedback, conveyance of multiple cues and the variety of language that is carried. New media is rich because of its interactivity (Higgs & Polonsky, 2012). This is because the new media enables to transmit a wide variety of different cues that engage the target audience (Ekström & Svensson, 2016). The Facebook company page is considered rich because a company can share photos and transmit links (Mandal & McQueen, 2013). Email is considered rich because it can contain audio, video, and animations that make it richer (Brewer, 2001).

According to the theoretical results, if the frequency is too high, the subscribers will unsubscribe (Chaffey, 2016). Similarly, Zajonc (1968) states that if consumers have too much exposure it can cause them to react negatively to messages. Finding the most suitable frequency is significant for a company because if the time between exposures is too long, the customer will not continue engaging with the brand (Ledbetter, 2016). Too little contact is not good for the brand awareness of the company (Chaffey, 2016). In addition, to find the best possible frequency to send emails, a company should choose a random control group and test different frequencies (Chaffey, 2016).

The theoretical results present that when it comes to Facebook, if a company post fewer than two posts per week, the company will not engage enough with the audience to maintain a social connection (Rezab, n.d.) Thus, the company will lose engagement. According to Rezab (n.d.), the ideal number is between 5-10 posts per week. When it comes to LinkedIn, 20 posts per month allow a company to reach 60% percent of their audience (Lee, 2014). This suggests that the company should post once per each weekday.

In conclusion, both social media platforms and email are used for multiple different things. Additionally, both channels can be considered rich because they include visuals, such as videos and photos and personal focus, and a variety of language. Moreover, frequency plays an important role because there is a very fine line between chasing the customers away and keeping them engaged with a brand. The best frequency for Facebook is to post 5-10 times per week and to LinkedIn 5 times per week. Finally, to find the best frequency for email is to gather a control group and test different frequencies to find the best fit.

4.2. Empirical central question

1. How do different persuasion techniques affect the decision-making process?

a) Which persuasion techniques are preferred?

To evaluate the preferences on different persuasion techniques, the participants were first shown a screenshot of an email inbox where they see headings from different LED companies. These headings were designed based on the six principles of persuasion of Cialdini. The respondents were not told anything about the different persuasion techniques. The participants were asked to indicate which one of the headings were the most attractive to them and why.

Most of the participants indicated that the heading three (See Figure 6, page 31) was the most attractive heading to them. Heading three was based on Cialdini's technique *liking*. The participants overall demonstrated that the heading makes them curious and that it does not pressure them to buy anything. Furthermore, the majority explained that environment and being sustainable was important for them and the company. As one interviewee said: "It is also good for me and not only for the company." (Appendix 11, interview 5). Interestingly, Holwerda (Appendix 13, interview 7) chose the heading five because he said that when he opens the email, he will eventually also get the information of email three, which he also likes. Lastly, Schepers (Appendix 7, interview 1) was the only one that indicated that he would prefer opening the email four. Heading four is based on Cialdini's persuasion technique *social proof*. He chose that because it is in the neighborhood and then he can easier ask experience of the company from other people.

1)	Beëindigd in 12 uur: Alle LED verlichting met 15% korting!
2)	U LED problemen opgelost: Maak kennis met Jan, onze gecertificeerde LED monteur.
3)	Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!
4)	Wist u dat deze winkels in *stad* ook LED verlichting hebben?
5)	Schrijf u in om op de hoogte gebracht te worden wanneer de nieuwe LED verlichting besch...
6)	U bent uitgenodigd: Laat u LED verlichting gratis installeren!

Figure 6: Email headings - based on Cialdini's persuasion techniques

Overall, these results indicate that the most preferred heading for an email from a LED company would be the heading number three, *liking*, when targeting customers in the Netherlands. Thus, when choosing appropriate headings for the clients, it should contain something that both the company and the target group value or are interested in. It should not be ignored that in the east, the preferred technique is *social proof*. In the heading, the target audience is shown companies around them that enjoyed the LED company's products and services. The heading example raises the curiosity of stores that have bought LED lights nearby the respondent.

To further evaluate the preferences on different persuasion techniques, participants were shown different examples of emails that were designed based on Cialdini's principles of persuasion. These examples of emails can be found in the Appendix 6, page 101. Respondents were briefly asked to look at each example of an email one at the time. The participants were asked to indicate whether the emails feel positive, negative or neutral and whether they would ignore or read the emails. Furthermore, the respondents were asked to indicate what aspects of the email they liked and what they did not like.

The first example of an email (Appendix 6.1) was designed according to Cialdini's first principle *reciprocity*. In this example, the focus was on a free, unexpected gift which in this case was a free installation that you can get when you make a purchase of LED lights.

Almost half of the people said that they would not read this email. Only a small number of respondents indicated that this email felt positive or neutral. Schepers (Appendix 7, interview 1) indicated that he does not get triggered by this email because it is not special

enough. Both Kranen (Appendix 12, interview 6) and Holwerda (Appendix 13, interview 7) agreed that getting something for free is not an option. Moreover, Holwerda (Appendix 13, interview 7) mentioned: "When you get it for free, it's not for free." In addition, there were some different interesting opinions about the free installation that the email offers. Klein (Appendix 8, interview 2) argues that he cannot trust the email because the little star after the text in the heading gives him a feeling that there is something hidden behind the deal. In contrast, Hartgers (Appendix 9, interview 3) argued that the working hours are expensive and therefore, the free installation would work better than a discount. The most surprising comment was when Bles (Appendix 11, interview 5) mentioned that he thought that free installation was normal and part of the deal. Furthermore, he gave an interesting solution for the mail to make it better: "I think it's better to get a discount, for example, if I bring in friends."

The second example of an email (Appendix 6.2) was designed according to Cialdini's second principle called *commitment & consistency*. In the email, the highlight was on making people commit to something small and getting them to answer "Yes". The email asked the respondent to sign up for a special email about new LED products.

When the participants were asked about opinions on this email, the majority commented that this email was neutral. Only Schepers (Appendix 7, interview 1), Hartgers (Appendix 9, interview 3) and Holwerda (Appendix 13, interview 7) indicated that they like this mail. Schepers (Appendix 7, interview 1) stated that he likes the email because it does not have too much text. He says that if he needs a lot of time to read an email, then he will delete it and not read it. Hartgers (Appendix 9, interview 3) thinks that it is a good eye catcher. Holwerda (Appendix 13, interview 7) mentions that the picture is the one that gets his attention in this mail. In addition, Holwerda suggests that the company needs to be careful with the button. Bles (Appendix 11, interview 5) states that the mail is too kind and would go to the trash. He also explains that the email is nice but you cannot really get anything out of it. Similarly, Kranen (Appendix 12, interview 6) explained that it has too little information though she liked that the email was not so forced. Surprisingly, Klein (Appendix 7, interview 2) mentioned that he cannot trust this email easily. In his opinion, the mail feels very pushy. Like Klein, Helmans (Appendix 11, interview 4) feels that the mail is more on the negative side and it feels like spam.

The third example of an email (Appendix 6.3) was designed according to Cialdini's third principle *social proof*. In this example, multiple companies around the respondent were chosen to show that similar people have enjoyed the products of the sender of the email. In the email example, a variety of different companies around the respondent's area were showed together with a picture and a little story.

Half of the respondents indicated that the email was too long. Holwerda (Appendix 13, interview 7) mentioned that he would read the email because it is from his own area. Hartgers (Appendix 9, interview 3) states that he is not sure if he would buy from the company but he says that it does trigger him to make further research. Interestingly, he also points out: "We sometimes get brochures here in the mailbox and you think, hey, that's interesting but you can't see it: who is the company?!" Klein (Appendix 8, interview 2) and Kranen (Appendix 12, interview 6) both mentioned that the email feels negative and unprofessional. However, Kranen likes that the email does not have the "for free" aspect of it. From this email, Bles (Appendix 11, interview 5) was missing the information on how much money he can save if he changes to LED lights. Moreover, the single most striking observation to emerge from the responds to this email was when Klein (Appendix 8, interview 2) said: "I'm thinking how this is acting in my brain now and I think the color green has an effect on me, like it's good for the environment, the LED lights." In his opinion, green feels positive. However, with this email, he just feels peer pressuring.

The fourth example of an email (Appendix 6.4) was designed according to Cialdini's fourth principle *liking*. In this email, the contrast was to highlight and share something similar with the email respondents. This email was focused on environmental values that the company supports and which they think that the respondents also care about. The email really highlighted the environmental benefits of LED lights.

Most of the respondents indicated that the email has great photos and they like the environmental aspects that are presented in the mail. Only Klein (Appendix 8, interview 2) mentioned that he does not like the stock photos and he felt like the company is posing with something that they really do not have. He would like the mail more if the photos were the company's own photos and he suggests that he would rather see pictures of, for

example, the stock of products. Furthermore, Klein states that the email does not make sense in terms of thinking green because he is already doing that since he is considering to buy LED lights. Bles (Appendix 11, interview 5) argues that instead of the photos, he would rather see, for example, an infographic. Moreover, he also argues that: "Money is more important than being green." In addition, unexpectedly, Kranen mentions that she does not like the subtle marketing with the color green.

The fifth example of an email (Appendix 6.5) was designed according to Cialdini's fifth principle called *authority*. In this email, an imaginative Jan was presented as a certified LED light technician who has years of experience in the industry and has worked several years for the company. The reader is asked in the email to personally contact Jan for further advice about LED lights.

There were some negative comments about Jan. According to Helmans (Appendix 10, interview 4), the email feels shady and he mentioned that Jan looks too young to be trustworthy. However, he explains that if Jan would be an old guy, then he could trust him. Bles (Appendix 11, interview 5) would not contact Jan. He explains that he expects Jan to come to him and not the other way around. Furthermore, Bles would rather see a picture of Jan's car and his services than a picture of him. Holwerda (Appendix 13, interview 7) states that he is not interested in meeting people who have skills because it only costs him time. For him, this mail feels like spam. In contrast, Schepers (Appendix 7, interview 1) mentions that someone with experience is nicer than the reviews from his neighborhood. Additionally, Klein (Appendix 8, interview 2) thinks that the email feels very personal which he says is a good thing. He likes that he can get in contact with Jan directly. Klein mentions that he would store this email and get later in touch with Jan. Similarly, Kranen (Appendix 12, interview 6) also mentions that the email is nice because it is personal. Lastly, Hartgers (Appendix 9, interview 3) argues that if the company is good, then the technicians are also good. In his opinion, the company all together is more important than a single technician.

The last example of an email (Appendix 6.6) was designed according to Cialdini's sixth principle *scarcity*. This email was not focused on marketing the benefits of new LEDs but instead, it emphasized the potential wasted opportunity and the limited availability. In this

email, the reader has the possibility for an offer of 15% discount which is only valid for a limited time of 12 hours.

Nearly all the participants indicated that they did not like this mail. In their opinion, this mail did not trigger them and it feels like spam. However, when it came to the actual content besides the discount in this mail, many respondents indicated that the email looked professional. Klein (Appendix 8, interview 2) together with Holwerda (Appendix 13, interview 7) argued that in a company the 15% discount does not matter. Furthermore, Hartgers (Appendix 9, interview 3) explained that he does not get attracted by the discount because of his background in a trading company. He also commented: "This is totally tricking!" and "For the most people, I think it doesn't work anymore." In addition, both Helmans (Appendix 10, interview 4) and Bles (Appendix 11, interview 5) had something to say about the limited time of the offer. Helmans states that the short time makes it feel shady and negative. Additionally, Bles suggested that instead of 12 hours the time should be a week or a month.

Lastly, the participants were asked: "Which one of these emails would be the most attractive to you and would make you consider buying products and services from a company?" a range of responses was elicited, as can be seen from the table 1.

Email 1: Reciprocity	Email 2: Commitment & Consistency	Email 3: Social proof	Email 4: Liking	Email 5: Authority	Email 6: Scarcity
✓✓	✓✓✓	✓✓	✓✓	✓	

Table 1: Favorite emails of the interviewees

Schepers (Appendix 7, interview 1) states that his favorite emails are number one and two. The reason why he chose these as the best ones were because they do not have too much text, they look nice and they showcase the products. Next, Klein (Appendix 8, interview 2) says that his favorite is email one because of the layout and the good content. However, he suggests that the email should be longer with smaller images. Next, Hartgers (Appendix 9, interview 3) states that his favorite emails are two and three. He does not

want to combine the emails but he would rather first get email two and afterward email three in his inbox. Next, Helmans (Appendix 10, interview 4) explains that his favorite emails are number three and four. He suggests that the ideal email would be the combination of these two. In four, he likes the environmental aspects. When he thinks about the email three, he likes the photos but he thinks it is a bit too much in one email. Next, Bles (Appendix 11, interview 5) mentions that his favorite mail is number five. In his opinion, it is short and simple. Next, Kranen (Appendix 12, interview 6) states that her favorite mail is number four because it feels positive and the text and the content are good, and it has more explanation than the other emails. Lastly, Holwerda (Appendix 13, interview 7) explains that his favorite emails are two and three because they are eye catchers and because they include nice products that are good for the environment. Furthermore, he suggests combining these two emails to make the ideal one.

In summary, the preferred technique for the content in the north would be *commitment & consistency* and *social proof*. Furthermore, *reciprocity* could be considered. Thus, the emails should contain a focus on making people sign up for something, show what companies around them have bought from the company and provide free unexpected gifts. In the east, the preferred technique for emails is *reciprocity* and *commitment & consistency*. Therefore, the emails should contain unexpected gifts and try to make the people sign up, for example, for a newsletter. In the south, the preferred technique is *liking*. Thus, the email content should be about similar values and interests that the LED company and the customer have together. In the northwest, the most preferred techniques are *social proof* and *liking*. The content should be focused on showing the target audience that similar people have enjoyed the company's products and services, and sharing similar values and interests with the people that the company and the customers like. Lastly, in the southwest the preferred technique is *authority*. Thus, testimonials, for instance, uniforms and job titles from authorities, can help to persuade them.

b) What part of the decision-making process is most crucial when it comes to creating brand awareness?

When the participants were asked whether they would buy LED lights from a company without doing any research, all the respondents answered that they would not. Hence, the

respondents were asked why they would search for different alternatives and where they would go to research about different companies.

Schepers (Appendix 7, interview 1) mentions that he needs to first see if other people have experience with the company that he is drawn into. Similarly, Hartgers (Appendix 9, interview 3) wants to know if other people have experience with the company he is buying LEDs from. Helmans (Appendix 10, interview 4), Bles (Appendix 11, interview 5) and Holwerda (Appendix 13, interview 7) all want to search for different alternatives and to find out the price and how the quality of products and services of the company are. Similarly, Klein (Appendix 8, interview 2) wants to make sure that he is buying lights that fit perfectly for his office. He is afraid that he might end up getting something that is "stupidly bright, or fake yellow".

Furthermore, the participants were asked how much time they think they would need to make a decision to buy LED lights from a company. A variety of perspectives were expressed. Klein (Appendix 8, interview 2), Hartgers (Appendix 9, interview 3) and Helmans (Appendix 10, interview 4) would all ask from other people about their experiences with different companies. Klein (Appendix 8, interview 2) would pull up several different options and compare these between each other. He says that he can make a decision within a day. Hartgers (Appendix 9, interview 3) and Bles (Appendix 11, interview 5) would ask offers from several companies and then make the decision of which one is the best one. Furthermore, Hartgers indicates that he does not want to hurry unless it is necessary. In contrast, Holwerda (Appendix 13, interview 7) states that he needs to make decisions fast. He says that he either makes the decision very fast or he does not do it all.

Overall, the results indicate that the most crucial part of the decision-making process when creating brand awareness is the stage where the customers are searching for information. Additionally, it is important to notice that there are drastic differences in the amount of time needed between the target groups when it comes to making a decision. This indicates that the LED company should be constantly up to date to serve information for the potential clients.

2. What is the opinion of the customers regarding the social media and email communication strategy of the company to create stronger brand awareness?

When the clients were asked if they have seen the social media pages of JP LED, surprisingly all the respondents answered that they have not seen any. However, Schepers (Appendix 7, interview 1) did mention that he is a connection with Peijer on LinkedIn. In addition, the participants were asked whether they have received any emails from JP LED. All the respondents answered no, except Holwerda (Appendix 13, interview 7). He said that he has received many emails from the company. Both Schepers and Holwerda explained that because they know Peijer so well, they prefer that making phone calls and using WhatsApp is a better form of communication.

In summary, the qualitative data illustrates that the online brand awareness of JP LED is very low. The research shows that the clients of the company are not aware of the social media channels of JP LED and most of them have not received any emails from the company. Additionally, the results show that some of the clients are using phone calls and messaging apps as a form of communication.

3. What is the main platform used to search for information about a product/service and what makes the customer choose a certain company?

a) What is the main platform used to search for information about a brand?

When the participants were asked where they would go to look for information about different brands and companies, a range of responses was elicited. Most of the participants indicated that they would go online and do a Google search for LED lights. In addition, the experiences of other people were also considered important. Schepers (Appendix 7, interview 1) and Hartgers (Appendix 9, interview 3) both explained that they would ask from other people what kind of experiences they had with different LED companies. Moreover, Klein (Appendix 8, interview 2) stated that he would search on Google for different brands and try to find what other people are discussing about them. Interestingly, Schepers (Appendix 7, interview 1) explained how he would go the website of a LED company and find from there the people who are responsible for the sales. Then, he would go and search these people from LinkedIn and see if any of his connections know them. Facebook was used by Hartgers (Appendix 9, interview 3) to search for

information, and surprisingly, Klein (Appendix 8, interview 2) mentioned that he uses Tweakers forums to search for the best alternatives for himself.

In summary, the research results indicate that the main platforms used to search information about a brand are Google and different websites of the potential LED companies. In addition, LinkedIn, Facebook and Tweakers forums were mentioned as platforms to search for information about different brands and companies. For a company, this means that content marketing can be very crucial.

b) What aspects influence the decision to choose a certain company?

In response to the question: "What aspect do you think would make you choose a certain company over another company?" a range of responses was elicited. Over half of the respondents indicated that quality is an aspect that would make them choose a certain company. Both Helmans (Appendix 10, interview 4) and Holwerda (Appendix 13, interview 7) stated that the price-quality ratio was a significant factor in decision-making. In addition, Holwerda explains that he would like to support the nearby entrepreneurs. Thus, the location of a company can be an important factor to him. Schepers (Appendix 7, interview 1) and Bles (Appendix 11, interview 5) both indicated that a professional looking website is very important when choosing one company over another one. Furthermore, Bles and Helmans (Appendix 10, interview 4) stated that good reviews can also be the most important factor in decision-making. Surprisingly, Kranen (Appendix 6, interview 12) stated that the most important aspect was the level of sustainability of the company. Additionally, surprisingly Klein (Appendix 8, interview 2) was the only one to mention warranty. He explains that the warranty and the expected lifespan of the lights are important to him. Hartgers (Appendix 9, interview 3) mentions that good craftsmanship, good technicians and different solutions are some aspects next to the quality that plays a role when making a decision.

Overall, the most important aspects that influence the decision to choose a certain company where the quality of the products and services as well as the prices. Thus, a company should highlight these aspects on their online communication. Furthermore, professional looking website and reviews from other people are considered important.

Thus, a LED company should invest in a good looking and working website as well as gather opinions from clients.

4. Which medium, frequency, and style of communication are preferred?
a) How often is email used?

In all cases, the participants reported that they use email as a form of communication. When the participants were asked how often they check their email inbox, the majority commented that they check their inbox multiple times a day.

Schepers (Appendix 7, interview 1) mentions that on Monday and Friday when he is the whole day at an office, he has his email open and he keeps checking it throughout the day. Midweek he says that he checks the email six to seven times a day. Klein (Appendix 8, interview 2) says that he checks his email three times a day. Hartgers (Appendix 9, interview 3) states that he is trying his best to check email two-three times a day. Helmans (Appendix 10, interview 4) indicates that he checks his email inbox at least 5 times a day. Bles (Appendix 11, interview 5) is a more frequent email checker. He states that he checks his email every hour. Kranen (Appendix 12, interview 6) explains that she checks her email a few times a day. Lastly, Holwerda (Appendix 13, interview 7) states that he keeps checking his email from his phone every now and then during the day.

b) How often social media channels, such as Facebook and LinkedIn, are used?

Respondents were asked to indicate which social media channels do they use and how often. All the interviewees indicated that they use Facebook. All the respondents indicated that they use Facebook multiple times a day. Furthermore, all the respondents besides Holwerda mentioned that they use LinkedIn (Appendix 13, interview 7). LinkedIn is not used as frequently as Facebook. Most of the participants are using LinkedIn somewhere between once a week to a couple of times a month. In addition, many of the interviewees mentioned that they are using YouTube. However, the platform is rarely checked. Additionally, some of the respondents indicated that they use other social media platforms, such as Instagram, Twitter, Snapchat and Pinterest but these are not used as much as, for example, Facebook.

Furthermore, the participants all read posts on social media and many of the interviewees said that they like posts when they see them. The respondents that explained that they create content for social media, indicated that they do it for their company pages. However, some also prefer to post on their own personal pages. Bles (Appendix 11, interview 5) and Holwerda (Appendix 13, interview 7) mentioned that they also like to share posts to their connections. Klein and Bles explained that they leave comments on someone else's posts. Finally, Helmans (Appendix 10, interview 4) said that he tags often his friends to interesting posts.

c) What frequency of communication is preferred?

When the respondents were asked to indicate how often they would want to receive emails from a company, over half of those interviewed reported that they do not want to receive any emails from a company at all. Helmans (Appendix 10, interview 4) argued that the emails are only accepted if they contain very good deals. Holwerda (Appendix 13, interview 7) stated that he just simply does not have time to read emails. Furthermore, Schepers (Appendix 7, interview 1) mentioned that some companies send way too many emails. In his opinion, a newsletter every five to six weeks is enough. Hartgers (Appendix 9, interview 3) prefers a bit more frequent communication with emails. He would like to receive an email once a month. Finally, the most emails would want Klein (Appendix 8, interview 2). He would be alright if emails were sent once or twice a week.

Furthermore, the participants were asked to indicate how often they would want to see social media pages of a company to be updated. Many of those interviewed suggested that the social media pages can be updated more frequently than sending emails. Both Helmans (Appendix 10, interview 4) and Kranen (Appendix 12, interview 6) think that once a week is enough for a company. Bles (Appendix 11, interview 5) indicates that once a day is enough. Klein (Appendix 8, interview 2), Hartgers (Appendix 9, interview 3) and Holwerda (Appendix 13, interview 7) all think that the company can update as many times as they want in a day because, for example, Facebook will filter out the irrelevant posts and if they keep seeing posts that they are not interested in afterward, they can just easily scroll past them. Finally, interestingly both Schepers (Appendix 7, interview 1) and Bles (Appendix 11, interview 5) explained that they do not like the Facebook advertisements.

They both state that it is very annoying when you click on a company page once and afterward the company keeps popping up everyone on the platform.

d) What style of communication is preferred?

The participants were asked whether they prefer text, photos or videos as a style of communication. Everyone interviewed answered that they would prefer to see photos. Klein (Appendix 8, interview 2) and Kranen (Appendix 12, interview 6) both would like to see some text together with the photos because otherwise the post is too boring and to get a description of the picture. Furthermore, over half of the respondents indicated that they would also like to see videos. The reason for videos was that they are more triggering (Schepers, Appendix 7, interview 1), they get your attention (Hartgers, Appendix 9, interview 3) and they are interesting (Holwerda, Appendix 13, interview 7). Furthermore, Hartgers and Holwerda would both prefer to see a text after watching an interesting video.

In addition, the interviewees were asked whether they prefer formal or informal communication. Most of the respondents either prefer both formal and informal communication or the style does not matter to them. Klein (Appendix 8, interview 2) argues that very formal communication looks childish and very informal communication just simply does not appeal to him. Hartgers (Appendix 9, interview 3) explains that for him the style does not matter if the content is interesting and relevant. Even though Helmans (Appendix 10, interview 4) does not have a preference, he argues that formal communication looks professional and more serious. Surprisingly, Kranen (Appendix 12, interview 6) prefers formal communication and specifically, evidence-based. Both Schepers (Appendix 7, interview 1) and Holwerda (Appendix 13, interview 7) prefer informal communication. Schepers (Appendix 7, interview 1) thinks that informal communication feels more personal. Holwerda (Appendix 13, interview 7) explains that informal communication gets his attention over formal communication.

Lastly, the interviewees were asked whether they prefer direct or indirect communication. All the interviewed preferred direct communication except Schepers (Appendix 7, interview 1). However, Schepers argues that he is aware that Dutch people prefer direct communication but in his opinion when Dutch do business, it is not done directly. Furthermore, direct communication was preferred because it is easier to read (Klein,

Appendix 8, Interview 2), then the reader knows exactly what it is about and what you can do with the information (Helmans, Appendix 10, Interview 4), it is short and simple (Bles, Appendix 11, Interview 5) and it is straight to the point (Klein, Interview 2, Appendix 8; Holwerda, Appendix 13, Interview 7).

4.3. Analytical central question

1. What are the differences and similarities between the theories and the clients of JP LED?

The most notable similarities between the theoretical and empirical results are the following. According to Lewis' AIDA model and Kotler's decision-making process, the consumer goes through different stages before reaching the final goal of making a purchase. The interviewees also indicated that they need to go through similar steps before they can make their final decision to buy something from a company.

Furthermore, according to the research both Lewis and Kotler's second stages, interest and information search, are the most challenging and the most important stages of the decision-making process. From the interviews, it can be seen that consumers indeed need to make further research before confirming their purchase. The research that they make and the results that they find after doing research will give them a confirmation whether to choose a certain company or not. Thus, it can be confirmed that the second stages of these two models are very significant in the decision-making process.

Consequently, since customer will look for information online about different companies, the content marketing plays an important role. According to Cotterell (2017), social media is used for acquiring information about a service or product. Both theoretical and empirical results showed that Facebook and LinkedIn are used to search for information about different companies. Moreover, both theoretical and empirical results show that customer prefers to see visuals, such as photos and videos, on social media and on emails. This also makes the messages richer. According to the theoretical results, a brand should post on Facebook 5-10 posts per week. The empirical results show that generally, the target group prefers the same frequency.

Furthermore, both theoretical and empirical results show that the most relevant users, described by Li & Bernoff (2008), found online are creators, conversationalists, and critics. Thus, these are also the users that a company should try to further engage when it comes to increasing the brand awareness of the company.

The most significant differences between theories and empirical results are the following. According to the theoretical results the biggest social media networking sites are Facebook, Twitter, LinkedIn, Google+ and Youtube. The theoretical results present that these platforms should be considered when trying to increase the brand awareness of a company online. However, the empirical results show that only Facebook and LinkedIn should be considered for this research project since those are the most used platforms within the target group.

In addition, the theoretical results indicate that because of the popularity of email, it should be considered as a platform to raise brand awareness. However, according to the empirical results, many of the interview participants prefer not to receive any emails from a company unless the content of it is very carefully chosen and appeals to them.

5.0. CONCLUSIONS AND RECOMMENDATIONS

The following section will focus on conclusions and recommendations regarding a marketing communications strategy for JP LED to increase brand awareness. Both the conclusion and the recommendations are based on the results that have been gathered by conducting semi-structured interviews. Additionally, theories that have been described in the theoretical framework and the preliminary research will be taken into account. This section is based divided based on the research areas, which are consumer behavior, online marketing, and media richness.

5.1. Conclusions

The overall conclusion on consumer behavior is that, in order to create brand awareness, JP LED needs to align their communication efforts with the behaviors of the target groups. The first three stages of Lewis (1898) and Kotler's (2009) models are the most important when it comes to consumer behavior. These different stages suggest that JP LED should

be constantly trying to create brand awareness, make sure that the company provides answers to potential customers' further research, and finally keep the customers engaged with the company.

According to the target group, the majority search for information about different brands and companies by doing a Google search and by going through the website of a company. In addition, the target group checks the social media pages of a company. Furthermore, the results show that some consumers choose a company easier if their website looks professional. Moreover, the price-quality ratio, and the reviews and testimonials on the website and social media channels play a role when deciding a LED company. This suggests that website of JP LED should be up-to-date with information at all times and the SEO ranking should be high.

The overall conclusion on online marketing is that the research results proved that content marketing is important for a company. This means that JP LED should be constantly creating, publishing and distributing content online. Furthermore, the results showed that the online platforms that the customers of JP LED spend time on the most are Facebook and LinkedIn. Additionally, according to the theoretical results, emails should be used as a strategy because of its popularity.

Furthermore, even though the empirical results show that emails are not a preferred method of communication when it comes to marketing, it should not be completely ignored because the theoretical results prove that emails should be used as a marketing tactic and when the target group was shown examples of marketing emails, their curiosity level was high. In addition, the empirical results prove that there are some differences between what the different regional areas of the target group prefer in terms of email headings and email content. Thus, the best strategy for JP LED is to formulate different emails by using the six different persuasion techniques presented by Cialdini (1984) to attract customers from each regional area of the Netherlands.

According to Li & Bernoff (2008), there are different users that can be found online. The research results showed that creators, conversationalists, and critics are the most

important users when it comes to raising awareness. Thus, social media users are important to an online marketing communications campaign.

The overall conclusion on media richness is that the research results proved that social media and email are important tools for a company to increase brand awareness. Social media is used for many things, such as searching for information, and emails are used frequently for a variety of different purposes. Moreover, the empirical results showed that the frequency of sending messages on social media and through email is crucial because it can either make the company lose their customers or keep them engaged, and thus, increase brand awareness. According to research results, the Facebook page of a company should be updated daily and the LinkedIn page should be updated five times per week and emails should be sent to customers approximately once a month.

When it comes to the style of communication, the majority of the target group prefers to see photos and videos on social media together with a little text. The target group is especially interested in posts of different projects, innovations, and products with a list of specifications. Additionally, the communication is preferred to be a mixture of both informal and formal communication. Based on the empirical results, the communication should be direct.

5.2. Recommendations

This research examined consumer behavior, online marketing and media richness with the objective of developing online marketing strategies for JP LED to increase brand awareness among the Sport 2000 store owners. This section presents a number of recommendations that are based on the research results that the company should take into consideration.

➢ The website of JP LED should be professional looking and it should be kept up-to-date at all times to serve information for potential consumers. In addition, the website should include the latest projects that the company has done as well as the LED products that the company is offering

- o The layout of the website should be clear and it should contain all the relevant information
- o The website should not contain any dead links
- o The website should be updated with visuals, such as photos and videos, of different projects on the website
- o Update on the website a page of different products that the company is offering
- ➢ The quality of products and reviews and testimonials from other customers should be highlighted on the website and on social media to make the customers more interested
  - o Ask clients to send in their experiences with JP LED and include these reviews and testimonials on JP LED website as well as on the social media channels together with appropriate photos and/or videos.
- ➢ It is advised to check that the website ranks high on Google search results and that the SEO of the company website is up-to-date
- ➢ It is advised to send emails to both old and new clients of JP LED based on the six principles of persuasion
  - o Commercial emails should be sent to new potential clients to increase the brand awareness
    - ▪ For north, the emails should
      - • Use persuasion techniques commitment and consistency and social proof
      - • Focus on making consumers sign up and show the clients what other companies have bought from JP LED
    - ▪ For east, the emails should
      - • Use persuasion techniques reciprocity and commitment and consistency
      - • Focus on providing unexpected gifts and showing the new potential clients what other companies have bought from JP LED
    - ▪ For south, the emails should
      - • Use persuasion technique liking

- Focus on showing the consumers similar values and interests that JP LED as a company has, such as environmental values
    - For northwest, the emails should
        - Use persuasion techniques social proof and liking
        - Focus on showing the new potential clients what other companies have bought from JP LED and show the consumers similar values and interests that JP LED as a company has, such as environmental values
    - For southwest, the emails should
        - Use persuasion technique authority
        - Focus on showing testimonials of authority
  - Newsletter emails should be sent to old clients to keep them engaged with the company
- Update social media platforms Facebook and LinkedIn frequently
  - It is advised that Facebook is updated daily, preferably 5-10 times a week, by sharing photos with a short text, videos, and products with specifications
  - It is advised that LinkedIn is updated five times a week, by sharing photos with a short text and products with specifications
  - It is recommended that the style of communication that is used on social media is a mixture of formal and informal communication
  - It is recommended to use direct communication
  - It would be advisable to try to create engagement with creators, conversationalists, and critics by posting content that requires them to take action (such as, commenting, and liking and sharing the post) since this can help to increase brand awareness of JP LED

The following section puts into practice these conclusions and recommendations into online marketing communications strategy to finally achieve the goal of this report which is to increase the brand awareness of JP LED through online marketing strategies.

6.0. ADVICE

6.1. Introduction

The main purpose of this advice is to serve JP LED, and the client Stephan Peijer, with advice that will help to increase the brand awareness of the company within the target group of Sport 2000 store owners in the Netherlands. In order to attract these store owners, JP LED has requested that the researcher investigates into how different online platforms, such as social media and email, can be helped to use to create brand awareness, as it is generally known, and proved by the research results in this project, that people go first online to look information about different brands and companies. The advice also takes into consideration the mission and vision statement, the organizational goals and the marketing goals of JP LED while planning the recommended activities.

The strategic goal of JP LED is to attract the rest of the Sport 2000 store owners to buy LED lights from the company. Next, the company's current marketing goal is to increase brand awareness of the company. This goal also aligns to the goal of this research report which is to create an online marketing communications strategy to increase the brand awareness. More information about the organization's goals and marketing strategies can be found in Section 1 - Project context.

Based on previously executed semi-structured interviews and desk research, the researcher has finally come up with several online communication instruments that will aid JP LED in increasing brand awareness within the Sport 2000 store owners. Among the recommendations given, the researcher has settled on the following aspects for the main advice:

- Social media channels: Facebook and LinkedIn
- Emails dedicated to different regional areas of the Netherlands
- The company website

This advice provides the client a detailed online marketing communications strategy which can be used to increase brand awareness of JP LED. The following plan explains further in detail why the recommended media instruments adhere to the findings and how they

should be implemented based on the results, conclusions, and recommendations of the previous sections. This advice can be implemented and facilitated with the support of deliverables. For each deliverable, the relevance and link to the advice and to the research are explained.

6.2. Barriers

There are several barriers that should be considered if all the following suggestions for the online marketing communications strategy to increase brand awareness are going to be implemented:

- **Lack of interaction**: it is possible that the target group might not engage with the posts on social media
- **Spam**: it is possible that the target group might consider the sent emails as spam mail, which may show that some of the emails might end up in trash and the emails will not be opened
- **Unsubscribing customers**: it is essential to consider the possibility that some of the customers may want to unsubscribe from the new mailing list
- **Resistance towards the changes**: the company and the client might be resistant to implement the recommended steps regarding the online marketing communication strategy.
- **Budgeting**: the company has a limited budget and therefore most of the advised steps are low-cost investments

6.3. Advice for social media

It is strongly recommended for JP LED to include social media channels to its communication strategy to interact with the target group. Especially, Facebook and LinkedIn because they were mentioned to be the most used platforms amongst the target group. Furthermore, according to the research results, social media is used as one of the platforms where potential consumers go to look for information.

6.3.1. Facebook

To raise awareness of JP LED and its products and services, it is highly recommended to update the company Facebook page daily, and preferably 5-10 times a week based on the research results. The Facebook posts are recommended to be photos with a short text, videos, or products with products with specifications of different features. It is also highly advised that the texts on the posts are a mixture of formal and informal communication since that is preferred by the target group. In addition, the communication on the posts should be direct. Furthermore, the Facebook posts should try to engage and trigger the users to comment and like the posts, share the posts and tag their friends. Since this awakens the users explained by Li & Bernoff (2008) called as creators, conversationalists, and critics. These users further aid to increase the brand awareness of JP LED.

In addition, it is recommended to include reviews and testimonials on JP LED's Facebook company page. This is because a majority of the target group are looking for information on social media and many of them indicated that they find reviews from other people important when making a decision. Thus, it would be useful to ask the loyal customers of JP LED to give their opinion about the company's products and services and the reason why they keep repurchasing. In the next pages (Figure, 7, 8 and 9), some examples of potential Facebook posts are presented.

JP LED
May 26 at 11:44am · 🌐

Bakkerij Riedstra in Veendam is overgestapt naar nieuwe energiebesparende LED verlichting! 💡 Zien deze taarten er niet heerlijk uit? 🍰 Voor dit project hebben wij LED buizen gebruikt met 2700K.

👍 Like   💬 Comment

Write a comment...

Figure 7: Example of a post with a photo

Figure 8: Example of a post with a video

Figure 9: Example of a post of a product

6.3.2. LinkedIn

To further raise awareness of the company and its products and services, it is highly recommended to update the LinkedIn page of Peijer five times a week. This suggests one post for each weekday. The number of posts that should be posted on LinkedIn is based on the research results. As for Facebook, also the posts for LinkedIn should be photos with a short text and products with specifications of different features. Videos cannot be posted on LinkedIn. In addition, it is advised that the communication that is used on LinkedIn is direct. Furthermore, the communication should be a mixture of formal and informal communication because it is preferred by the target group. Finally, besides just gaining impressions on Linkedin, the posts should also engage the customers to leave a reply or a like to a post. Thus, it is advised to incorporate in the post, for example, questions that the reader can answer. In the next pages (Figure, 10, 11 and 12), some examples of potential Facebook posts are presented.

Stephan Peijer JP LED Veendam
Wij verkopen besparing!
5d

Bakkerij Riedstra in Veendam is overgestapt naar nieuwe energiebesparende LED verlichting! 💡 Zien deze taarten er niet heerlijk uit? 🍰 Voor dit project hebben wij LED buizen gebruikt met 2700K.

👍 Like   💬 Comment   ➦ Share

Figure 10: Example of a post with a photo

Stephan Peijer JP LED Veendam
Wij verkopen besparing!
5d

Kop Van Oost in Groningen is overgestapt naar nieuwe energiebesparende LED verlichting! 💡 Voor dit project hebben wij verschillende LED spots en LED buizen gebruikt. Zou jij in dit appartement willen wonen? 🏢
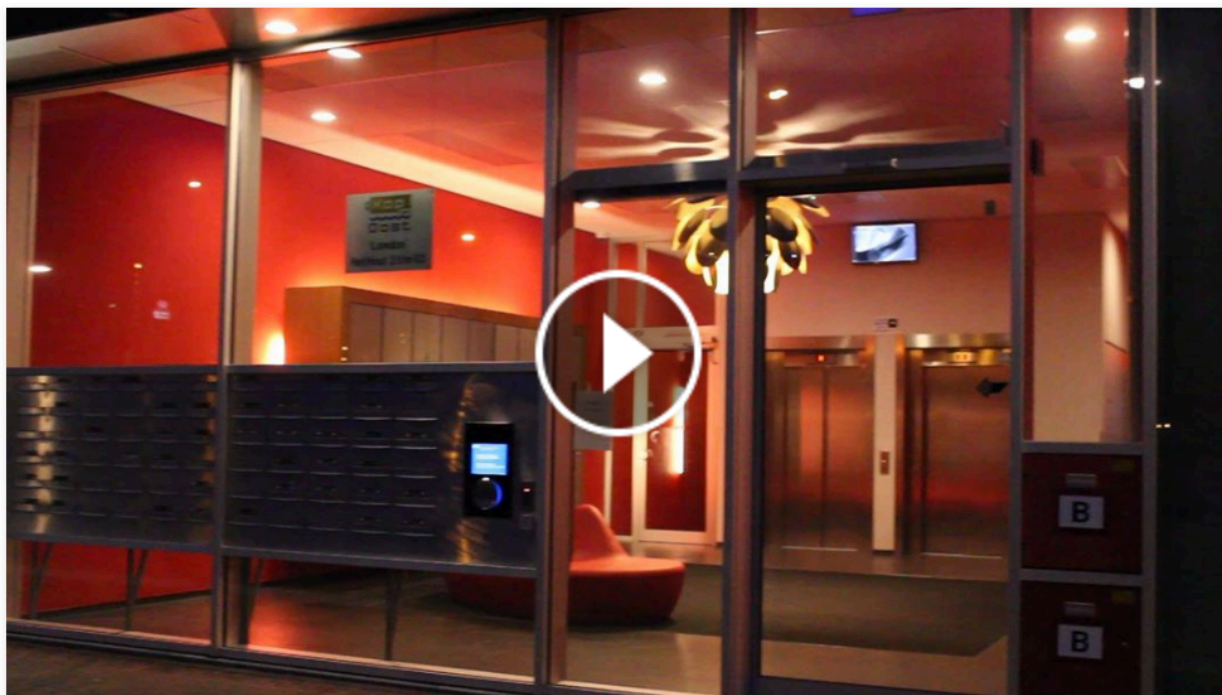
👍 Like   💬 Comment   ➡️ Share

Figure 11: Second example of a post with a photo

Stephan Peijer JP LED Veendam
Wij verkopen besparing!
5d

JP LED heeft de nieuwe wolken LED panelen geïnstalleerd in de Valkema Sport 2000 winkel in Veendam! Deze LED panelen maken deel uit van onze nieuwe innovative collectie. Wij zijn constant bezig deze collectie te verbreden   …see more

👍 Like   💬 Comment   ↗ Share

Figure 12: Example of a post of a product

6.4. Advice for email

In order to raise awareness of JP LED among the target group, it is recommended for JP LED to start an email campaign to attract Sport 2000 store owners to buy LED lights and installation from JP LED. The following section X includes details on how this email campaign should be carried out.

In addition to the email campaign, it is advised for JP LED to implement a newsletter that is frequently sent to the old clients and the new potential client of JP LED. In the section X details on how this newsletter should be created and carried out are included.

6.4.1. Email campaign

It is recommended for JP LED to start an email campaign for new potential clients of Sport 2000 store owners. This email campaign is recommended to implement together with the other media instruments one month after the advice has been received. One month leaves enough time for JP LED to discuss the advice and choose which one of the specific elements it wants to implement.

Frequency

According to the research results, the company is advised to gather a control group and test different frequencies to find the best suitable fit for each specific target group.

Persuasion

The research results and conclusions indicated that the new potential customers of JP LED could be influenced and persuaded with the six principles of persuasion by Cialdini (1984). Since the research results prove that there are different preferences on which techniques are the most preferred, the emails should be designed differently based on the different regional areas of the Netherlands that were first mentioned in Section 1 - Project Context, of this report. The different emails based on the different regional areas are further explained later in this section.

Tool

It is advised for JP LED to use an online tool to design all the different emails that the company is sending to the customers. This, because with the online tool it is easy to create different and professional looking emails. In addition, with the online tool it is easy to measure and evaluate which of the emails work and which do not. The consultant recommends using MailChimp which is a free email marketing platform tool that provides free templates and easy options for designing, sending, and saving the templates (What is it?, 2017).

Email targeted for north of the Netherlands

The north of the Netherlands includes big cities, such as Groningen, Assen and Leeuwarden. According to the research, important factors when deciding a company for the northern people are the different solutions and innovations that the company has to offer. Moreover, prices and quality play an important role as well as whether products and services have a warranty. Additionally, good craftsmanship is appreciated because it creates trust towards a company. Consequently, when creating an email for this target group, these are some of the aspects that should be also incorporated in the commercial email.

The heading that should be used for this target group should be based on the persuasion technique called *liking*. Furthermore, for this email, it is recommended to use a persuasion techniques *commitment and consistency* and *social proof*. This means that the focus of the content should be on making customers to sign up and show the clients what other companies have bought from JP LED. In the next page, example (See Figure 13) of an email that is targeted for north is presented.

Figure 13:
Example of an email targeted for north with a heading: "Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!"

Email targeted for east of the Netherlands

The east of the Netherlands includes big cities, such as Zwolle, Arnhem and Almere. According to the data gathered, important aspects when deciding a company for the eastern people are how the company's website looks. Thus, a connection for the website and the email should be made clear.

The heading that should be used for this target group should be based on the persuasion technique called *social proof*. Moreover, for this email, it is recommended to use a persuasion techniques *reciprocity* and *commitment and consistency*. This means that the focus of the content should be on providing unexpected free gifts and showing the new potential clients what other companies have bought from JP LED. In the next page, example (See Figure 14) of an email that is targeted for east is presented.

Figure 14:
Example of an email targeted for east with a heading "Wist u dat deze sport winkel in *Zwolle* ook LED verlichting heeft?"

Email targeted for south of the Netherlands

The south of the Netherlands includes big cities, such as Eindhoven, Nijmegen and Maastricht. According to the research results, people in southern part find it important when deciding a company that they have a good level of sustainability. Thus, JP LED is advised to highlight the environment friendliness of the LED lights for the commercial email.

The heading that should be used for this target group should be based on the persuasion technique called *liking*. Furthermore, for this email, it is also recommended to use the persuasion technique *liking* for the content of the email. This means that the focus of the content should be focused on showing the consumers similar values and interests that JP LED as a company has, such as environmental values. In the next page, example (See Figure 15) of an email that is targeted for south is presented.

Figure 15:
Example of an email targeted for south with a heading: "Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!"

Email targeted for northwest of the Netherlands

The northwest of the Netherlands includes big cities, such as Amsterdam, Haarlem and Alkmaar. In northwest, it is important that the potential customer can easily find something that fits in the budget but is still good quality. The price-quality ratio of a company and its products is considered significant when making a decision. Furthermore, northwestern people like to see good reviews. Thus, these are some aspects that should be incorporated to the emails targeted for northwest.

The heading that should be used for this target group should be based on the persuasion technique called *liking*. Moreover, for this email, it is recommended to use a persuasion techniques *social proof* and *liking*. This means that the focus of the content of the email should be on showing the new potential clients what other companies have bought from JP LED and show the consumers similar values and interests that JP LED as a company has, such as environmental values. In the next page, example (See Figure 16) of an email that is targeted for northwest is presented.

Figure 16:
Example of an email targeted for northwest with a heading: "Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!"

Email targeted for southwest of the Netherlands

The southwest of the Netherlands includes big cities, such as The Hague, Rotterdam and Gouda. According to the research results, important aspects when deciding a company for the southwestern customers are the reviews on the website and how professional the website looks in general. The research proves that if the website is considered professional, then the customer can trust rest of the company as well. Thus, this is why it is also recommended for JP LED to incorporate a direct link from the mail to the website as well as highlight customer testimonials.

The heading that should be used for this target group should be based on the persuasion technique called *liking*. Furthermore, for this email, it is recommended to use a persuasion techniques *authority*. This means that the focus of the content of the email should be on showing the new potential clients testimonials of authority. In the next page, example (See Figure 17) of an email that is targeted for northwest is presented.

Figure 17: Example of an email targeted for southwest with a heading: "Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!"

6.4.2. Newsletter targeted for all the clients

Besides the recommended email campaign, it is strongly advised for JP LED to send a newsletter for the old clients and the new potential clients of the company. Based on the research results, the newsletter should be sent once in every month. This newsletter is advised to send to the clients in order to keep them further engaged with the company. The newsletter email should contain updates of new innovations of JP LED, updates on new products that are available for purchase and installation and news related to the company, such as an overview of exhibitions were JP LED will be present. In the next page, example (See Figure 18) of a newsletter that is targeted for all the clients is presented.

Figure 18: Example of a newsletter

6.5. Advice for the website

Since the research results showed possible recommendations that could be implemented for the website, the advice for the website is also included in this final section. Thus, it is recommended for JP LED to improve their website with several steps in order to increase brand awareness.

General layout

JP LED should make sure that the company's website looks professional at all times because customers are constantly looking for new information and the most popular platform that is proven to be the websites of companies. This means, that the layout should be clear and it should contain all the relevant information that the potential customers might possible need.

Projects

It is advised for JP LED to all the time keep the website up-to-date with the different projects that the company does. The projects should include information about the different lights that are used, the product specifications, visuals, such as photos and videos, and finally a testimonial from the company for who the project was done.

Testimonials and reviews

As mentioned in the previous section, testimonials should be mentioned together with the different projects of JP LED. Furthermore, these testimonials should be highlighted preferably on the website on the home page to really reach the attention of the new potential customers. This should be done because the research indicated that the customers usually search for reviews and experiences of other companies when they are choosing the ideal company for them.

Search Engine Optimization (SEO)

Finally, it is advised for JP LED to make a comprehensive Search Engine Optimization (SEO) check for the website. SEO allows free and organic search results on search engines which also helps to eventually raise the brand awareness of JP LED for a low cost. For example, with a free tool it can be already seen that the website is missing keywords that could help the page position higher on search results.

6.6. Planning and organizing

In order to implement the advice, a Gantt chart (See Table 2, page 74) has been created to show the different steps that need to be taken in order to increase the brand awareness of JP LED through an online marketing communications strategy. This chart makes the implementation and facilitation of the advice clearer and more realistic. In the chart, the different steps, the time frame and the milestones can be seen that should be considered.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Discuss the advice	■	■				
Meeting regarding the advice	■	■				
Looking for a designer	■	■				
Updating the website	■	■	■	■		■
Decide on newsletter content	■	■				■
Select designer		■				
Write newsletter content			■			
Meeting regarding the emails			■			
Designing the emails			■	■		
Finalizing the media instruments				■		
Selecting the email recipients				■		
Changes to the website have been implemented				■		
Distributing the emails					■	
Communicating with audience on Facebook	■	■	■	■	■	■
Communicating with audience on LinkedIn	■	■	■	■	■	■
Planning content for social media	■					■
Creating content for social media		■	■	■	■	
Posting content for social media	■	■	■	■	■	■

Table 2: Gantt chart of all the different steps that need to be taken

In addition to the Gantt chart, a table (See Table 3 below), of different activities and implementation suggestions has been created to easier keep on track what needs to be done regarding the implementation of the emails and the website.

	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
IMPLEMENTATION	Discussing the advice	Discussing the advice, searching a designer	Commercial emails and the newsletter are designed	Finalizations of all the media instruments	Distribution of the emails and the newsletter	Designing the emails
ACTIVITY	Meeting and discussion concerning the advice ----- Looking for a designer	Meeting and discussion concerning the advice ------ New website content needs to be defined ----- Newsletter content is decided ----- Designer is selected	Meeting to discuss the different emails and the newsletter ----- Newsletter content is written	The different emails are designed and finalized ----- The email recipients are selected ----- Changes to the website have been implemented	Emails are sent to the customers	Newsletter is sent to clients every month

Table 3: Implementation and activities for an email campaign and the newsletter, and the website

In addition to the email campaign, Table 4 below is created to show the steps that need to be taken to update the social media. It can be seen from the table that some of the steps need to be constantly repeated and maintained. For example, posting content on Facebook needs to be done daily to increase the brand awareness.

	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
Facebook	Communicate with the audience ----- Plan future posts ----- Post daily posts	Communicate with the audience ----- Post daily posts ----- Manager approves or disapproves posts	Communicate with the audience ----- Post daily posts ----- Create content for the posts	Communicate with the audience ----- Post daily posts ----- Create visual content for the photos (photos, videos)	Communicate with the audience ----- Post daily posts ----- Ask customers to leave reviews	Communicate with the audience ----- Plan future posts ------ Post daily post
LinkedIn	Communicate with the audience ----- Plan future posts ----- Post daily posts	Communicate with the audience ----- Post daily posts ----- Manager approves or disapproves posts	Communicate with the audience ----- Post daily posts ---- Create content for the posts	Communicate with the audience ----- Post daily posts ----- Create visual content for the photos (photos)	Communicate with the audience ----- Post daily posts ----- Ask customers to leave reviews	Communicate with the audience ----- Post daily posts -----

Table 4: Implementation and activities for social media

Lastly, the budget estimation is presented in the Table 5 below.

MEDIA INSTRUMENT	ACTIVITY	COSTS	NOTES
Social media: Facebook, LinkedIn	a) Communicate with the audience on Facebook, communicate with the audience on LinkedIn, write and create posts on Facebook, write and create posts on LinkedIn	a) 150-300€ per month	a) If the company wants to hire an intern to reduce the workload, it would cost approximately 150-300€ per month.
Commercial emails	a) Hire a designer b) Distribute the emails	a) 22€ per hour b) 0€	a) If the company wants to use a designer to design the commercial emails, it would cost the company an estimate of 22€ euros per hour (Marquit, n.d.). b) It is advised for JP LED to use MailChimp to distribute commercial emails to customers. MailChimp is a free email marketing platform tool that is free to use until the company reaches 2000 subscribers, which in JP LED's case is unrealistic.

Newsletter	a) Hire a designer b) Distribute the emails	a) 22€ per hour b) 0€	a) If the company wants to use a designer to design the commercial emails, it would cost the company an estimate of 22€ euros per hour (Marquit, n.d.). b) It is advised for JP LED to use MailChimp to distribute commercial emails to customers. MailChimp is a free email marketing platform tool that is free to use until the company reaches 2000 subscribers, which in JP LED's case is unrealistic
Website	a) Update the website with new projects and testimonials b) Search Engine Optimization (SEO)	a) 150-300€ per month b) 67€ per hour, or 0€ in the beginning	a) If the company wants to hire an intern to reduce the workload, it would cost approximately 150-300€ per month. B) if the company wishes to update their SEO, it would cost the company an estimate of 67€ per hour (). However, JP LED can start improving the site's SEO by first using a free online tool for it, such as SEO SiteCheckup.

Table 5: Budget estimation

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APPENDICES

APPENDIX 1: PRELIMINARY RESEARCH

1.1. The company

JP LED's mission is to provide high quality LED products aimed at saving energy, improving the workplace and reducing CO_2 emissions and making enterprises feel like they can take social responsibility (Kwalitatief hoogwaardige, 2017). Moreover, the vision of JP LED is to deliver high-quality LED products and concepts and replace the current lighting on the spot.

The company is constantly following the trends in the lighting industry and investing in their own development (S. Peijer, personal communication, February 15, 2017). By this, the company can respond to the changes in the current market and further optimize their products. The company conducts an extensive quality control process where their LED products are checked through various tests (Kwalitatief hoogwaardige, 2017).

1.2. Organizations' current communication tools

JP LED uses the following communication tools for internal communication: email, Facebook, QQ and phone calls. The communication between the director Stephan Peijer

and employees usually happens through phone calls because it is fast and therefore effective. When the company is in contact with Chinese suppliers, the used tool is QQ. QQ is used because most of the Western social media applications will not work in the mainland of China. Thus, QQ allows fast communication between the Netherlands and China.

External communication helps JP LED to reach existing and potential clients. For external communication, the company uses the following communication tools: email, phone calls, flyers, QQ, Facebook, LinkedIn, face-to-face communication and newspapers. JP LED primarily approaches new clients through face to face communication. The new clients usually come from social media or they are connections of previous clients. Additionally, the company is constantly participating in various exhibitions and events which are related to LED products and concepts where they can use face-to-face communication to create connections. The company uses flyers during client meetings and in fairs as an extra source of information. Moreover, JP LED has a Facebook page that mainly has short posts about finished projects together with a picture of the location. These updates are also posted on the LinkedIn page of Peijer. On Facebook, the company page has 72 likes (JP LED, 2017) and on LinkedIn, Peijer has +500 connections (Stephan Peijer, 2017). Furthermore, JP LED is busy with a big project in Veendam about Christmas lights which shows in the Media. For example, Dagblad Van Het Noorden has written articles about the company and their projects (Broesder, 2017).

An example of JP LED's Facebook business page and a post presented below:

An example of JP LED's flyer presented below:

An example of JP LED's email presented below:

Geachte heer Hijmering, Beste John,

Onder verwijzing naar ons gesprek afgelopen woensdag bij de Sport 2000 te Veendam mail ik u hierbij het beloofde filmpje.

https://youtu.be/ppnTceWL9ko

Deze mag u gebruiken.

JP LED is gespecialiseerd in LED verlichting voor allerlei doeleinden, waarbij lichtadvies een belangrijk onderdeel is van het traject. Als lichtadviseur heb ik al meer dan 25 jaar ervaring en sinds 2011 heb ik me gespecialiseerd in de LED verlichting.

LED wordt rechtstreeks gekocht bij de fabrikanten, JP LED importeert zelf en draagt ook bij aan de nieuwste technieken in overleg met de fabrikanten.

Heeft u vragen? Neemt u dan gerust contact met mij op.

Met vriendelijke groet,

Stephan Peijer
JP LED Veendam
Mobiel: 06-54613256

1.3. Stakeholders

Internal stakeholders:

- Owner Stephan Peijer
- Employees

External stakeholders:

- Suppliers
    - o Chinese LED companies
    - o Dutch LED companies
- Customers
    - o Apartment building owners
    - o Stores (sports shops, bakeries, opticians, electronic stores…)
    - o Stables and farms
    - o Warehouses and workshops
    - o Museums
    - o Offices

- Competitors
    - See Table 7, page 91
- Government
    - E.g. Veendam, Groningen
- Media

1.4. LED industry

For the first 10 years of existence LED lights were red and they were used as battery indicators (Baldwin, 2012). Now there is a rainbow of available LED colors. LED lights have been used in calculators, watches and TV screens. According to Baldwin, in the past 5 years LED lighting has been used a lot in urban planning, light bulbs, and cars to replace the incandescent lights.

LEDs are lighting sources for general lighting applications with ten times as efficient as compared to incandescent lighting (Global LED Lightning Market, 2017). Efficiency, long working life, and reliability have made them the suitable choice for next generation of lighting systems. Some of the most common applications for LED lighting are outdoor, residential and architectural (Yu, 2015). According to Yu (2015), outdoor LED lighting is quickly gaining popularity for tunnels, roadways, traffic lights, parking lots, and garages. A cousin to LED's, the organic light-emitting diode (OLED) is also making a splash on the lighting market. Researchers have begun to use OLED technology to create entire sheets of light, meaning that there is a possibility that in a few years there are walls and ceilings that can act as their own light source (A Short History of the Light Emitting Diode (LED), n.d.).

1.5. LED market

Europe is the largest share of the global LED lights market and is set to continue to dominate the world marketplace within the forecast period (Global LED Lightning Market, 2017). This growth is attributed to the rising demand for outdoor application paired with stringent energy efficiency regulation. The significant demand for LED lighting for the residential purposes such as lighting for bathrooms, hallways, dining rooms and kitchens is the major factor in surging the market growth in this region (Global LED Lightning Market,

2017). Implementation of the EU Green Paper can lead to new opportunities for the European LED market in near futures. Europe accounted for over 31% of market share in 2016 (Global LED Lightning Market, 2017).

According to the article Global LED Lightning Market will reach USD 54.28 Billion by 2022: Zion Market Research (2017), Asia is considered to be the fastest growing market for LED lighting and it is expected to hold important market share in years to come. Developing infrastructure of roads, upcoming development projects, the booming construction industry in developing countries (such as China, India, and Indonesia) is expected to create a massive demand for LED lights for residential as well as outdoor application. It will include roadways, traffic lights, tunnels, parking lots, garages, lightning in bathrooms, hallways, dining rooms, and kitchens.

LED is becoming more popular because its energy-efficient, they last much longer and use far less electricity (Cardwell, 2013). Because the light in LED bulbs comes from chips, companies have been able to develop software applications that let the user control the bulbs, even change the color of the light, with tablets and smartphones (Cardwell, 2013). LED lights are more expensive than regular lights but offer better light quality and more flexibility (Cardwell, 2013). Thanks to heavy marketing by retailers, customers are beginning to discover their appeal. According to Diane Cardwell (2013), the use of LED lights is more common in the commercial and industrial sectors than in homes because companies are more likely to do the long-term cost-benefit analysis of buying lighting than homeowners, who are still largely driven by the upfront price.

Big companies and governments are also getting interested in LED lighting. In 2016 IKEA announced that by 2016 the only lighting products it will sell will be LED-based ones (Ikea stores will only sell LED lighting by 2016, 2012). In north Delhi, India all the street lights are being replaced with LED lights. North Delhi Municipal Corporation has decided to undertake one of the largest conventional street lighting replacement program in the country by replacing over 2 lakh street lights with LED lights (Mishrai, 2017). According to Adolfo Diaz (2017), in America, about 10% of the street lights have been converted from sodium lights to LEDs in the past few years. In Columbia, the change of 71,000 street lights will reduce almost 14,000 tons the amount of fuel used. Furthermore, the

Department of Energy estimates that if the whole country uses LED lights over the next two decades, it could save up to 120 billion dollars over that period (Diaz, 2017).

In 2015, the Dutch LED market was worth €1.1 billion (LED Trendrapport 2017, n.d.). The Netherlands is one of the frontrunners in electronic lighting innovations (Electronic Lighting, n.d.). Because Dutch companies are involved in multiple EU projects that aim to develop new lighting solutions, it gives the market players and international suppliers opportunities to grow. In addition, because the EU banned the sale of all traditional incandescent lamps, the energy-efficient LED lights will have a boarder market to replace the old lighting.

Van Daelen (2017) states that because of a new directive the EU member states are obliged to set environmental standards for public buildings, including the lighting. Because of this, the governments in the Netherlands are setting requirements for non-residential buildings to be more environment-friendly which can be done, for example, with LED lighting.

According to the Dutch Ministry of Foreign Affairs (Electronic Lighting, n.d.), the Netherlands is one of the leading electronic lighting suppliers. LEDs are widely used in both indoor and outdoor lighting by the residential and public sectors. Furthermore, the Netherlands is one of the key contributors to EU lighting programs. This is because of the skilled labor, know-how, and intensive involvement in lighting research and development.

1.6. SWOT Analysis

	Helpful	**Harmful**
Internal	Strengths • Many years of experience • Strong customer base • High quality products • Environment-friendly products • Broad experience with Chinese suppliers	Weaknesses • Low brand awareness • Not tech-savvy: establishing reputation online will be challenging • Lack of social media marketing experience • Location in the north can cause problems when expanding
External	Opportunities • Growing market • Government: promotion of LED lights • New LED products • Continuous innovation of products • Demand for sustainable and energy-saving products • Partnering with key suppliers	Threats • Many competitors • Innovative competitive products • Shifts in consumer tastes • Increasing supplier cost • Client dissatisfaction

Table 6: SWOT Analysis

1.7. Sport 2000

Sport 2000 Nederland is part of Sport 2000 International GMBH (About us, 2017). It was founded in 1999 and it is headquartered in Mainhausen in Germany (Company overview, 2017). According to the Sport 2000 website (About us, 2017), the company has a turnover of more than €6.3 billion. Sport 2000 stores have a close relation to the geographical and social environment. The stores are integrated part of the town with manager and staff members that are rooted in the specific region. This creates the promise for individual and empathetic assistance at any time at the stores.

According to the website, Sport 2000 Nederland is part of the European sport store chain which has more than 3000 stores in 19 different countries (Over ons, 2017). The chain is part of ANWR-GARANT Nederland BV. All the stores in the Netherlands are run by independent entrepreneurs. The stores sell broad collection of different brands and their products include clothing, accessories and footwear for football, running, fitness, outdoor, hockey and tennis. All the stores have a recommended core collection that is supported with their own range of items that are selected by the needs of the customers. Furthermore, Sport 2000 has a website that includes the whole collection of the sold products.

1.8. Competitors

The current biggest competitors of JP LED are presented in the Table 7 on the next page. The table includes both companies that only sell LED products and companies that also offer installation services.

Company	Website	Social Media Platforms	Location
Philips	http://www.lighting.philips.nl/home	Twitter, Facebook, YouTube, LinkedIn	Netherlands
Vaatstra B.V.	http://vaatstra.nl/	Twitter, Facebook, YouTube	Bedum
D&W Elektrotechniek	http://installateur-in-groningen.nl/	LinkedIn	Veendam
Wielsma Verlichting	http://wielsmaverlichting.nl/	Facebook, Google+	Leek
Energie besparen doen wij zo BV	http://energiebesparendoenwijzo.nl/index.html	Facebook	Den Haag
De Fluitketel	http://defluitketelverlichting.nl/	Twitter, Facebook, Google+	Assen
Jonkers Lichtgroep	http://jonkerslichtgroep.nl	Twitter, Facebook, Google+	Assen
Lampenier	http://www.lampenier-groningen.nl/		Groningen
Lighthouse Groningen	http://www.lighthouse-groningen.nl/	Twitter, Facebook	Groningen
Lumen ledverlichting	http://www.lumenledverlichting.nl/	Facebook, LinkedIn	Amsterdam
Ledworld.nl	http://ledworld.nl/		Monnickendam
Ledsko	http://www.ledsko.nl/	Twitter, Facebook, Google+, LinkedIn, Pinterest	Uitgeest
Sterrenhemel Verlichting	https://www.ledverlichting.nl/		Almere
Eco-led Verlichting	http://eco-ledverlichting.nl/		Wateringen
Led Techniek Nederland	http://www.ledtechnieknederland.nl/	Facebook, Google+	Tilburg
Euro Led Shop	https://www.euroledshop.nl/	Twitter, Facebook, Google+	Panningen
Mylamp	https://www.mylamp.nl/	Twitter, Facebook, Pinterest, YouTube	Geleen
Led Verlichting Eindhoven	http://www.led-verlichting-eindhoven.nl/		
Ledverlichting Soest	http://www.ledverlichtingsoest.com/	Facebook	Soest
Signleds ledverlichting	https://signleds.nl/		Arnhem
Deboled Led-verlichting	https://www.deboled.nl/	Twitter, Facebook	Hallderen
Led-Voordeel.nl	https://www.led-voordeel.nl/	Twitter, Facebook	Zevenaar
De Led Leverancier	http://www.deledleverancier.nl/	Twitter, Facebook, Google+	Doetinchem
WLC Weyn Lichtconcepten	http://wlc-ledverlichting.nl/	Twitter, Facebook, LinkedIn	Nijverdal
emmlight	http://emmlight.com/	Twitter	Emmen
LED factory	http://www.ledfactory.nl/	Twitter, Facebook	Leeuwarden

Table 7: Competitors

Appendix 2: Research framework

A	B	C	D
Theory on consumer behavior	Opinions of JP LED's clients	Results of analysis	Recommendations regarding a marketing communication strategy
Theory on online marketing	Conceptual model	Results of analysis	
Theory on media richness		Results of analysis	
Preliminary research		Results of analysis	
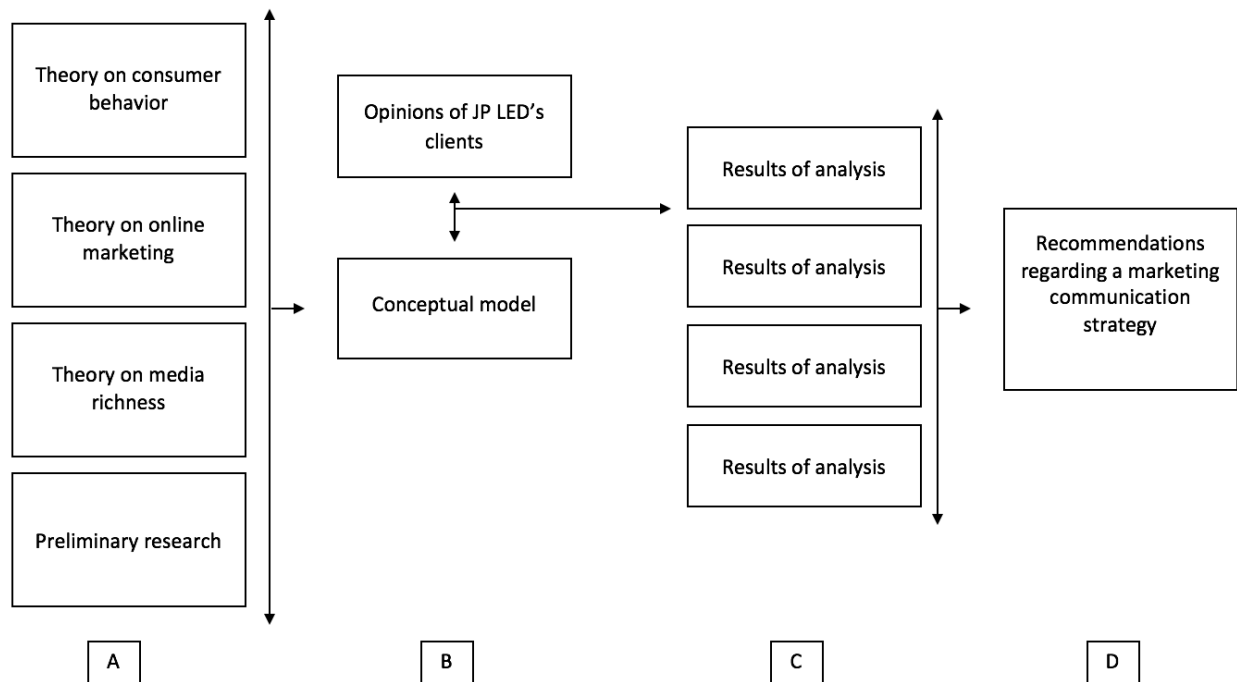
Appendix 3: Conceptual model

Consumer behavior	Persuasion techniques	Brand awareness
Online marketing	Decision-making process	
Media Richness	Content marketing	
	Platforms	
	Richness	
	Frequency	
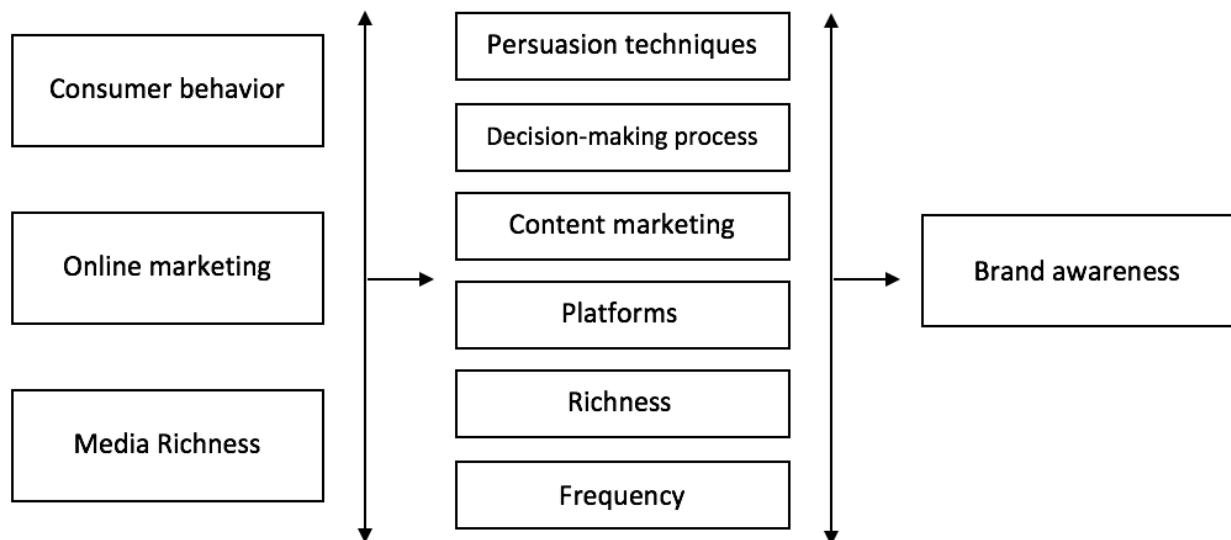
Appendix 4: Full theories as used for theoretical framework

4.1. Li & Bernoff: Social technographics ladder

According to Li & Bernoff's (2008) social technographics ladder, presented in Figure 19, there are six different types of users that can be found online. This model classifies people according to how they use social technologies. The more the person does online, the higher on the ladder he will position. This model gives a better understanding of the target group's online behavior and communication activities. To raise brand awareness of JP LED, only a part of this model will be used. The most significant users are spectators, joiners and critics because they are the people who are active on social media and are looking for interesting content to see and react to.
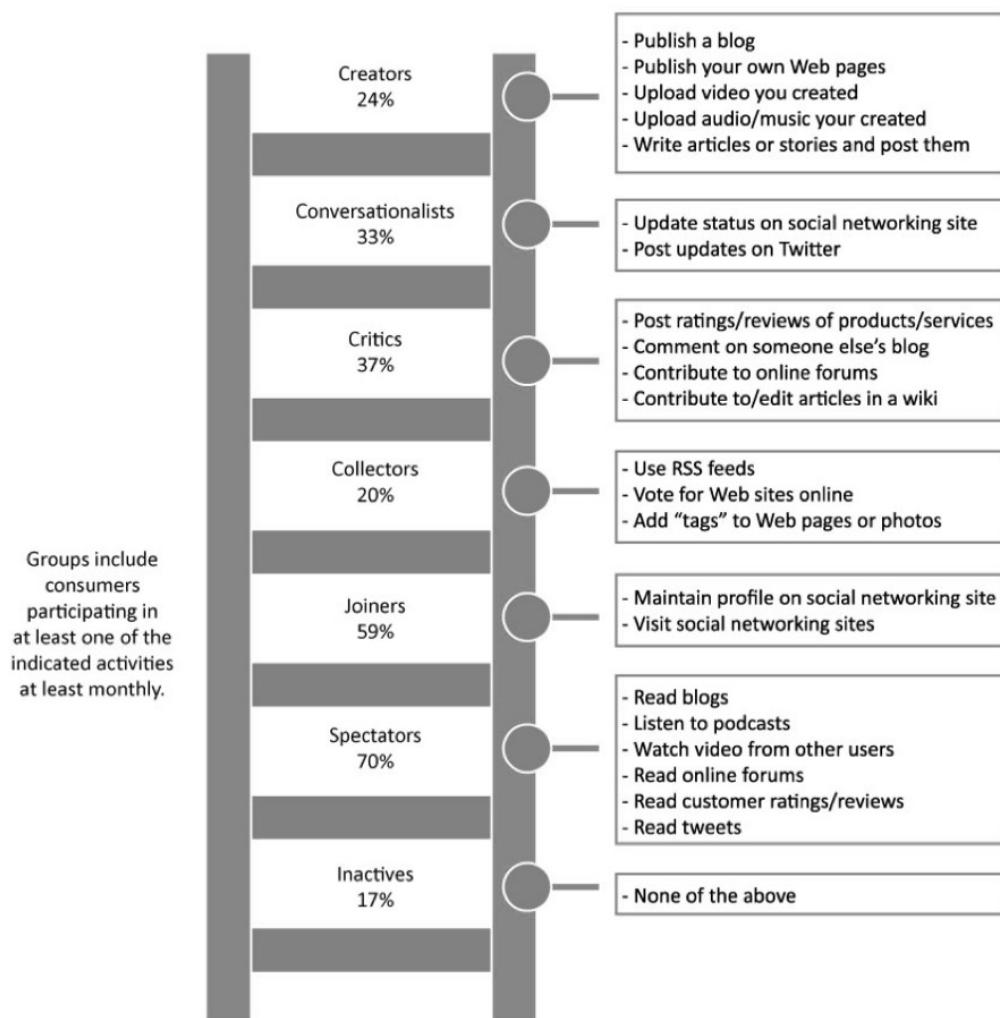
Figure 19: Li & Bernoff's Social technographics ladder

4.2. Daft & Lengel: Media Richness Theory

Media Richness theory (MRT) is introduced by Daft & Lengel in 1986. It is a framework, presented in Figure 20, that is used to describe a communication medium's ability to reproduce information that is sent over it. MRT explains that richer, personal communication mediums are in most cases more effective for communication. The communication is less rich because some communication media cannot reproduce visual social cues. According to Daft & Lengel (1986), the media richness function requires handling various information cues simultaneously, facilitating fast feedback, establishing personal focus and utilizing natural language.
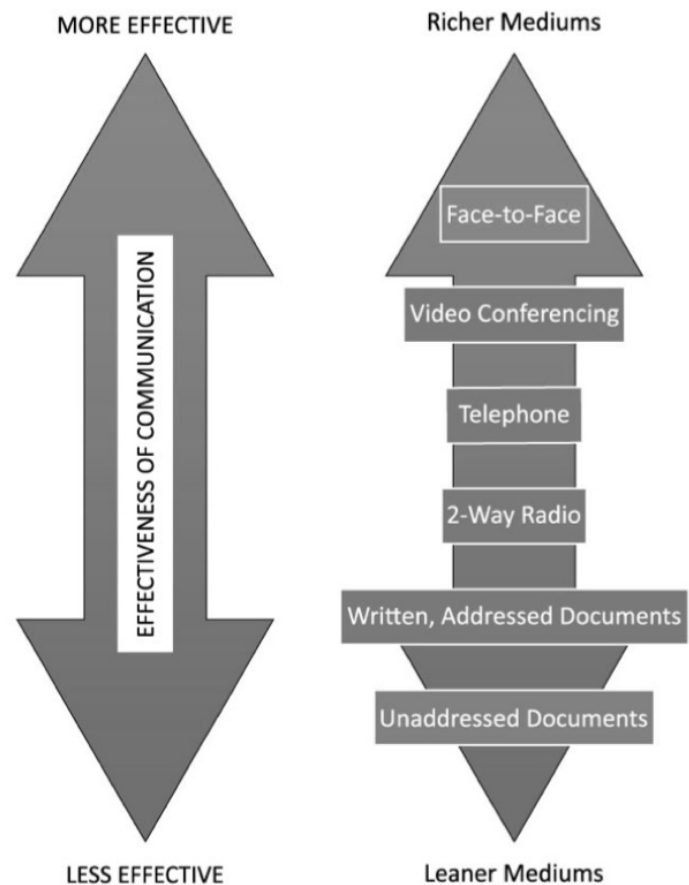
Figure 20: Daft & Lengel's Media Richness framework

4.3. Mandal & McQueen

It is found by Mandal & McQueen (n.d.), that in terms of richness, the social media interface of Facebook business page is considered richer than email in its capacity to express by photos, and to transmit web links but it does not necessarily lead to greater use of the tool. Moreover, MRT can be linked to online communication. Different online communication tools can be effective when it is done appropriately, but when it is done wrong, it can be very ineffective. It is important to notice that, for example, social media can have both written communication and visual communication which both have different types of response. Thus, when creating a new online content for JP LED, it is important to see whether to use written or visual communication and on which platforms.

4.4. Zajonc: Mere exposure theory

According to Zajonc's (1968) mere exposure theory, the more exposure we have to a stimulus, the more we will tend to like it. Zajonc argues that things grow on us and we acquire tastes for things over time and repeated exposure. It is also important to take into account that exposure can be overdone. After a certain number of exposures, the customer will ignore the message. If the exposures keep going, the consumer will react negatively to the message. This should be taken into account when creating online marketing strategies. For instance, the continuous repetition of certain type of advertisements on social media might cause the potential customers to ignore the message, and possibly the whole company.

4.5. Lewis: the AIDA model

The AIDA Model is developed by Elmo Lewis (1898). The model, presented in Figure 21, is an approach used to describe the different phases of consumer engagement before he reaches the final goal, purchasing the product or service. AIDA stands for attention, interest, desire and action. In the first stage, brand awareness is created and the potential customer is caught by a message. In the second stage, interest is generated and the customer is encouraged to start to research further. In the third stage, consumer is moved from 'liking' to 'wanting it'. In the final stage, the buyer is moved to interacting with the company and taking the next step, purchasing the product or service.
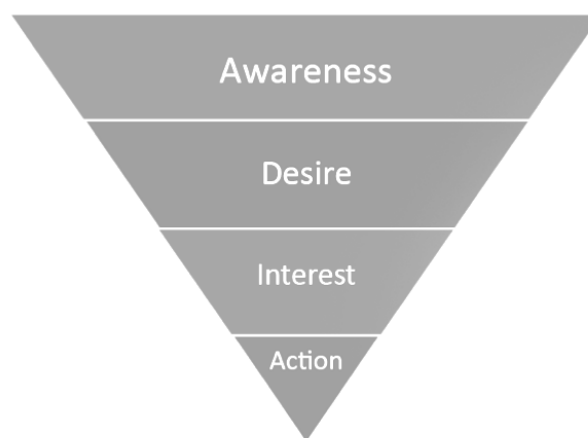
Figure 21: Elmo Lewis' AIDA Model

4.6. Hashim & Ariffin: Electronic word of mouth

According to Haslinda Hashim and Mohd Fadzil Ariffin (2016), there are important factors that influence the electronic word of mouth (eWOM). Factors influencing consumer's eWOM engagement is becoming more important because the essential part of advertising and marketing strategies is on social media. Companies should leverage eWOM in social

networking sites as a cost-less platform to boost marketing strategies when penetrating the market. Companies can leverage the engagement of consumer on eWOM to their advantage by taking into account the importance of trust, involvement and perceived usefulness in their strategy to influence engagement. Therefore, these factors of online communication contribute to the research by giving insights of

4.7. Cialdini: 6 principles of persuasion

Cialdini introduced in 1984 the six principles of persuasion: reciprocity, consistency, commitment, social proof, liking, authority and scarcity (Table 2, page 35). The grounding principle is that people can be influenced, and they will be influenced. He also states that people's ability to understand the factors that affect their behavior is surprisingly poor.

The first principle, reciprocity, means that people feel obliged to give back to people who have given to them. In this kind of situation, a person does not need to limit their request to something equivalent value. He can ask for things that are much bigger than what they gave.

The second principle, consistency and commitment, means that people feel that they must always align their outer actions and promises with their inner choices and systems, such as their beliefs and values.

The third principle, social proof, explains that people copy what other people do, especially when they are unsure. Thus, a person should show people how others already do things, and what he wants them to do. In this kind of situation, a person should emphasize the credibility and the number of people who are acting in the way he wants the target person to follow.

The fourth principle, liking, explains that people need to be friendly and show that they like them and act interested in them and their world. Moreover, a person should sell them when they are friendly, otherwise he needs to change their minds. There are two things that increase liking: similarity and praise.

The fifth principle, authority, means that people defer to people who seem superior. This means that if they believe a person knows more than he does, then they are far more likely to accept what they say as true without question.

The last principle, scarcity, explains that people want now what they may not be able to get in the future. This means that when things become less available, they also become more desirable. If people have the choice of getting something now or only possibly in the future, then they choose getting it now.

Thus, when you can identify the underlying factors that influence decisions then you can also understand how to use them to get more positive responses.

Principle	Application
Reciprocity	Free, unexpected gifts (material or information and favors), discounts • *"Get 20% off now"*
Commitment & Consistency	Make people to commit to something small, getting people to answer 'Yes' • *"Sign up for our newsletter"*
Social proof	Show the target audience that similar people have enjoyed your product/service • *"Michael and 2 others like this"*
Liking	Share something similar with the people that you like • *"You also like pretzels? Here, try these cookies!"*
Authority	Incorporate testimonials from authorities (e.g. job titles, uniforms) to help to persuade them • *"Michael is certified technician"*
Scarcity	Instead of marketing the benefits, emphasize the potential wasted opportunity, limited availability seems more attractive • *"Offer ends in 12 hours"*

Table 8: Cialdini's 6 principles and applications

APPENDIX 5: SAMPLE HEADINGS

1)	**Beëindigd in 12 uur: Alle LED verlichting met 15% korting!**
2)	**U LED problemen opgelost: Maak kennis met Jan, onze gecertificeerde LED monteur.**
3)	**Wilt u milieubewuster worden? Bekijk hier deze energiezuinige LED verlichting!**
4)	**Wist u dat deze winkels in *stad* ook LED verlichting hebben?**
5)	**Schrijf u in om op de hoogte gebracht te worden wanneer de nieuwe LED verlichting besch...**
6)	**U bent uitgenodigd: Laat u LED verlichting gratis installeren!**

Based on Cialdini's principles:

1) Scarcity
2) Authority
3) Liking
4) Social proof
5) Commitment and consistency
6) Reciprocity

APPENDIX 6: SAMPLE EMAILS

6.1. Reciprocity

KRIJG GRATIS INSTALLATIE!*

Hoi *Klant*, u bent uitgenodigd!

Met dit cadeau kunt u alle voordelen krijgen van de service en lichten welke JP LED the bieden heeft. U kunt deze persoonlijke coupon code **24JD83W** op onze website of telefoon gebruiken om uw lichten gratis te laten installeren wanneer u LED producten heeft aangeschaft.

Ga naar onze website, en begin met winkelen zoals u normaal zou doen. Aan het einde van de check-out wordt u gevraagd om uw betaalinformatie in the voeren. Op dit scherm kunt u uw coupon code invullen in het hiervoor aangegeven tekstveld.

Of bel ons op 06 - 5461 3256 vertel ons over uw bestelling en vergeet niet om uw special coupon code te vermelden voor een gratis installatie.

Geniet!

Klik hier om te winkelen!

De potentie voor binnenverlichting in zowel de commerciële als residentiele ruimtes is werkelijk onbegrensd. Energie efficiënt en duurzame LEDs zijn een goede keuze voor iedereen. De lichten zullen uw ruimte in een meteen in een goed licht plaatsen.

Shop voor indoor lighting

Spot lights zijn lichten welke de pracht van uw ruimte zullen accentueren. Spot lights zijn bedoeld om uw winkel te injecteren met die onaardse charmes. Het design is boeiend en aangezien ze niet veel ruimte in nemen kunnen ze gemakkelijk in kleine hoeken worden geplaatst. Ze zullen nooit het zicht blokkeren op deze manier, maar ze zullen wel de bijstanders of gasten laten genieten.

Shop voor spot lights

* De gratis installatie geldt voor orders vanaf €500,-

JP LED BV
Transportweg 18
9645 KX Veendam
Telefoon: 0598 - 416595

6.2. Commitment and consistency

Geachte *Klant*,

Schrijf u nu in om de eerste te zijn die wordt ingelicht over de aankomst van de nieuwste LED producten!

JP LED brengt altijd iets nieuws op de tafel. En naar uw inbox. Schrijf u in voor onze nieuwe nieuwsbrief en wordt op de hoogte gesteld over onze nieuwste aanwinsten: flood lights, spot lights, straat lampen en zo veel meer.

Schrijf u hier in!

JP LED BV
Transportweg 18
9645 KX Veendam
Telefoon 0598 - 416585
Mobiel 06 - 54613258
E-mail info@jpled.nl

6.3. Social proof
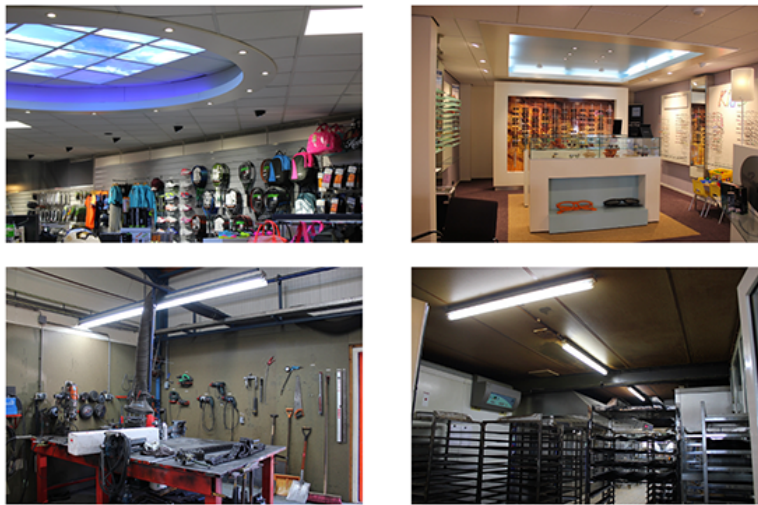
Hallo *Klant*,

Wist je dat al deze winkels in *Veendam* ook LED verlichting hebben van JP LED?

Valkema Sport 2000 aan de *Kerkstraat* heeft recentelijk een nieuwe winkel geopend. JP LED heeft daar nieuwe lichten geïntroduceerd welke de lucht nabootsen. De winkel heeft al 200 euro bespaard in slechts een paar maanden!

Van Ringh opticien in *Veendam* hoeft niet meer te worstelen met de hitte welke van de lampen afkwam. De nieuwe LED verlichting houdt de winkel koud van binnen, en laat de brillen prachtig tentoonstellen.

Peinemann heeft nu gepaste verlichting op zijn werkplaats. Het is gemakkelijker om alles te zien in de donkere hallen. De werkers zijn tevreden met de nieuwe werkcondities en dankzij de LED verlichting blijven zij langer wakker dan in de oude donkere hallen.

Bakkerij Riedstra heeft nieuwe LED verlichting geïnstalleerd. De bakkerij ziet er gezellig uit vanwege de nieuwe verlichting en de broden zien er lekkerder uit dan ooit te voren dankzij de speciale warme tonen uit de lampen. Daarnaast is er in de hallen en in de bakkerij zelf meer verlichting beschikbaar voor de medewerkers.

Het is nu uw beurt om te investeren in de nieuwe LED verlichting!

Neem nu contact op!

JP LED BV
Transportweg 18
9640 KX Veendam
Telefoon 0598 - 416595

6.4. Liking

Hoi *"Klant"*,

Wij hebben vernomen dat u ook geïnteresseerd bent in milieuvriendelijke oplossingen voor uw bedrijf. Hier bij JP LED waarderen wij energie efficiëntere en milieuvriendelijkere producten welke helpen de planeet in een betere vorm te houden voor toekomstige generaties.

Wist u dat met de energie efficiënte LED verlichting u niet alleen het milieu red maar ook met slechts één halogeen lamp met LED verlichting u tot wel €100 kan besparen over de levenscyclus van het product van ongeveer 20 jaar?

Wij weten dat u geeft om de toekomst en willen graag dat ook uw bedrijf de standaarden voor een betere toekomst ondersteund. JP LED is hier om samen met u en uw bedrijf een verschil te maken.

Check deze verschillende energie efficiënte LED lampen of neem contact met ons op voor meer alternatieven om uit te vinden wat het beste past in uw bedrijf!

Neem contact met ons op!

Ontmoet Jan, onze gecertificeerde LED verlichting technicus.

Jan van Houten is al een technicus bij JP LED sinds 3 jaar. Jan heeft 8 jaar ervaring met verschillende type lampen en elektronica. Hij heeft met veel van onze cliënten gewerkt en heeft inmiddels al duizenden lampen verwisseld naar de energiezuinigere LED lampen.

Heeft u interesse in het zijn van Jan's volgende cliënt?

Contacteer Jan!

JP LED
Transportweg 18
9645 KX Veendam
Telefoon: 0598 - 416595
Mobiel: 06 - 54 61 32 56
E-mail: info@jpled.nl

6.6. Scarcity

APPENDIX 7: INTERVIEW – JACK SCHEPERS

Interviewee: Jack Schepers	Date: 9 May 2017
Organization: Allure Verlichting	Type of interview: Personal
Role: Owner of the company	Duration: 24 minutes
Part of the map: East	Location: Hereweg, Groningen

- Do you use email?
- Eh yeah
- How often would you say that you check your inbox?
- Ohhhum, on Monday and Friday the whole day on my office. It is completely whole day it is open and midweek uhh six-seven times a day
- Yeah, that's a lot
- Yeah
- Okay, so and do you use Facebook?
- Yes
- And, how often do you think you check your newsfeed and stuff?
- Uhh, only in the evening
- Okay. Do you use LinkedIn?
- Uhh yes.
- And, how often do you check that?
- One time at the week
- Okay, not so much?
- No, not so much
- Is there any other social media that you know that you use?
- Uhm, well a little, what is the name. Oh Instagram.
- Oh okay. And not anything else?
- No
- Do you use Youtube?
- Uhh, Youtube, ah yeah. Not many, more for the music
- Oh okay. And how about if you think about Instagram, how often do you use it?
- Uhm
- Not so much?
- Not so much
- Okay. And Youtube?
- Youtube also not so much, uh, sometimes in the weekend, more for the music
- Oh yeah, okay. When you go online yourself then, what do you usually do? Like, do you post and share stuff or what do you do?
- Well, I read stuff. Sometimes I like posts that I see. I also update the Facebook page of my company.
- Oh yeah, okay. Then, next I have some questions about style of communication and frequency of communication. So, if you think about that you want emails from, let's say like Albert Heijn or any other company. Then, how often do you think you would want emails from them?
- Uhm, yeah that is difficult. Sometimes uhm there are people they are sending so much emails. Too much. Then oh my god, another one and then you click them away. That's the problem. And sometimes there are businesses they send me once

in a month a newsletter. And then okay, but when I'm feeling it's too much. I throw it away.

- Okay but, would you say that if they send every day it's too much?
- Oh, yeah too much
- How about once in a week?
- I think too much
- So, you would prefer less?
- Yeah. There are some people what I know and they are my customers but they also send me newsletter and about 5 to 6 weeks. Newsletter is good *Yeah* but when it is every 1-3 weeks is too much.
- Okay. Then, if you think about these companies on social media, so Facebook, LinkedIn, all this kind of stuff, how often would you there want to see that they post stuff?
- Yeah. Sometimes I'm on Facebook and every time there come the same advertisements and every time I go to another page it's the same advertisement. It's also too much. It's like sometimes I go to another page and click it away and then they ask, 'Why you click away?'. I say too much.
- Okay. But you prefer still to see something from the company?
- Yeah. But not too much.
- Okay. If we think about the style of communication. Do you prefer to see that these posts and stuff are photos, videos or just text, or like a mix of something?
- Uhh I think it is a mix. Uhm, photos is nice but I think it is about the movie is better. It is tricking.
- Okay. Then, the style. Do you prefer that it is very formal or very informal, so like very…?
- Informal.
- Yeah?
- Informal.
- So, it's nicer that it is more close by?
- Yeah
- Okay, and then, do you prefer direct, so like very straightforward, like buy this, or do you prefer rather prefer describing indirect way of saying stuff?
- Yeah, describing is better. Uhm, Dutch people are direct. But when they are doing business it is always with a way from, not directly.
- Okay, so it has a bit of loops?
- Yeah
- Okay, that's alright. Okay, then next, I have some questions about when you are looking, researching something yourself, for like a company and stuff. So, if you for example, now think about your company and you would want LED lights. Then, would you buy from a company straightaway without doing any research? That you just have a company and then buy it
- No, no, no, always research. Yeah.
- Okay. So yeah, you would research for different alternatives
- Yeah, yeah, yeah.
- For sure. Okay, how much time do you think you would need if you would think about that you need LED lights, so would you first have to like discuss with people or something or…
- Yeah. This is what in Holland most people do. We call, I call Stephan, and okay do

you know them and what is your experience with them and this not buying directly
- So, you need time?
- Yeah, you need time
- Okay. So, okay, then if we go a bit back to the social media and stuff and you want to look for LED lights. Then, what kind of posts you would want to see from a LED company, on a Facebook page, for example?
- Uhm, how big is the firm and the quality of the materials is very important
- Okay. So, you would, would you for example want to see that there are reviews of what people say?
- Yes, yes.
- Okay. And how about like the actual posts. Would you want to see photos, or videos or...?
- Yeah, uhm, yeah, internet is very quick and when you see a page. The best is when you see in a one page of all what they have and the quality but also of the materials. I don't want to go another page and another page and another page. It's too much
- Oh yeah. So, all in there and that's it?
- Yeah
- Okay, saves also time, I guess?
- Yeah
- Okay. Then, if you think about still buying the LED lights. And, now you want to research, where do you go to look for stuff?
- Uhm, first to the internet. There is a, I want to know who is the selling people, the director and I look them on LinkedIn. And, you can see yeah okay this customer is, and what are the people knowing them, and I will call Stephan and do you know him? Okay, and what do you want business with them and that is, it is, not most of it is directly.
- Okay. So, you have to go through some steps to find what you want?
- Yeah.
- Okay. So, then when you have done your research. What do you think is the most like important factor that makes you choose THAT company and not some other company?
- I think how the page is from the internet. The, when I see the quality of it all together. We have last year we make a new internet site and this making of professional bureau and you can see there are coming a lot other people now. That is very important.
- Okay. Sounds good. So, some things specific are that the website needs to look nice and everything needs to look professional.
- Yeah. Yes. Professional is very important. But, uhh, *overzichtelijk*, we have an inside lighting, outside lighting, uhh, and yeah different pages and only on one paper of internet. And I look it inside, and outside, and all together in one page.
- Okay, so that's good. Okay. Now these are probably easy questions for you. Have you seen the social media pages of JP LED?
- No
- No?
- No
- Have you received emails from them?
- Uhh, no, only LinkedIn.
- Okay.

- I didn't know you have a Facebook. But that is the problem. I know him so good. We call always.
- Oh, okay so you don't need to check from anywhere.
- No.
- You know you are up to date anyway. Okay. Then I have some emails for you to look. Yeah, you need your glasses. First, is this. Now you have to think yourself again being one in a company to buy led lights, okay?
- Yeah
- Now, these are in your inbox in your email and now you are looking for a company. Which one of these would be the most interesting to you that you would click, and you would say okay I'm interested in looking what they have to say.
- Alle Verlichting met korting, problemen opgelost, milieubewuster…
- Here in the four, here would be like YOUR city.
- Yeah. I think about four.
- Yeah? Why would you choose that? Is it because of the city or?
- It's in the neighbor.
- Yeah so you would think…, okay.
- It's in the neighbor and it's looking good. You can ask some people: okay you buy this one? And what is your experience with them.
- Ah, so you can ask from others what they think?
- Yeah. Yeah.
- Okay. Then I have this, don't have to read too careful, but it is an example of an email. And, uh, if you would see this email. How would it affect your decision-making of choosing this company to make your LEDs?
- Uh, I think about… Uhm, shop for indoor lighting. When I see the shop, I know what they are selling.
- Okay. Is it like positive when you see this. Is this company now more positive in your eyes or it's neutral?
- Neutral. It is. Every day it is about 50 emails and from those 50 emails you throw 45 away.
- Oh yeah. So, would this be something you would stop to look at or not?
- Well yeah, it is okay, it is green. And what I'm looking is that it is normal spot, and when there is something special and then I say okay I'm looking for the shop. But it is very important, the pictures.
- Okay. So, you like the pictures?
- Yeah.
- Is there something that you don't like about this?
- Uhm, the color is good. It is always green with the LED. But for myself, you must be triggered. Am I triggered? I am looking okay this is a nice spot, indoor light, outdoor light, but when it is something else, then I'm triggered, and I want to go look. This is normal and I see this every day. When this is on an email, then I throw it away.
- Okay. Then, I have another one, which is a bit different one. So, like this, so here would be your name.
- That's better.
- So, do you like this one more than the previous one?
- Yeah.
- Would this be something you would delete?
- Uh.

- Or would you maybe stop and read it?
- It's the same with your name in there, it gives something, they he knows me. Aaaand, another time, the pictures.
- Yeah that's something you like a lot?
- Yeah.
- Okay.
- But this is better than the first one.
- Yeah?
- Yeah.
- Now, then I have a third one.
- Okay.
- Another one again. Now here is also your name but a bit different stuff.
- So, what do you think about it?
- Yeah. Uhm, what is very important, not too much uhm text.
- Text?
- Yeah
- So, it should be short?
- Yeah. It is always a moment. I see a picture. Okay, I like this, a little text, okay it's interesting, okay picture, okay click it on
- Okay, so also, do you notice that for example here is the about your city, for example, and here is more about environment, be green. Do you think that's something for you, or not?
- No. A lot of people they talk about green. They talk about only one thing, it's the money. There are a lot of people they talk more green, led is green.
- So, you like the photos?
- This is better.
- So, you like this one still more?
- Yeah, good pictures.
- Okay, then I have another one. Which is a bit of, I would say, combination. Is there something now, do you still think this one is better or?
- Uhm, it is for different clients. When you are looking for LED, when I'm owner of fabric, is this nice, okay it's about 15% *rabatt*, but for me as a fabric, I don't like this.
- No?
- Well it is different. Uhm, when I have a hotel and I see 15% *rabatt* then it is okay, it is something for me. But this is what I like, small text, pictures is very important, big picture, okay this is something for me, okay led plate
- But you, for example, this discount, you just don't care?
- Not for me.
- Not for you?
- No.
- Okay.
- It is going about the products.
- Okay. How about then this one. It is a bit different.
- Yeah it is different.
- Someone with some experience.
- Yeah. Uhm, for the customers from Stephan, is this, I think, very important. Not for us.
- No?

- No.
- Do you still think this one is the best one?
- For people like me, yeah, but for the customers of Stephan, is this better.
- Okay.
- But he needs with the customers, they wanna buy the LEDs in buildings.
- Yeah, okay. So, someone with experience would be more nicer than what's around you?
- Yeah
- Okay. It's a combination. I need this one and few weeks later the customers from Stephan need this one.
- Okay. I still have one more.
- Okay.
- And that's pretty short. But it's like this.
- This is what I like.
- Here is also your name
- Yeah
- And they ask you to sign up.
- Yeah
- So, you also like this?
- Yeah
- And the photo?
- Yeah. This is what we have same online on internet. Big '*schrijf here in*'. Bigger.
- Oh okay, you would think it should be bigger?
- Yeah
- But the winner is this one for you?
- Uhm, yeah. Nah, it's just the same
- Or a combination?
- Yeah, it is very important what lights are inside. What I'm looking. Sometimes I am looking for outdoors, sometimes for indoor.
- So, if you now only get this email, from led company for you, then would you buy the products when you only get this?
- Yeah.
- So, would you then also still need to do research, or would you be like yeah this is enough, I know enough, I can do my purchase
- Yeah. This is enough. Not too much text. It is very important. When it is too much. It is always, you have a newsletter and advertisement sheet okay but then you go read but when it's too much, okay, I need the time, go away.
- If you still think about this email, do you still miss like something like this, like a little inside on the actual products?
- Yeah. This in combination. When I see. Okay this is, TL, then I need a TL, with *armatuur* itself. I see here the project photo, and I want to see the fitting, what you need here.
- So, would it be, for example, let's say photo of this and the product itself under it, so you know it's this
- Yeah. This is a project photo and you need here the photo from the material that you need for this project
- Okay
- It's the combination

- Okay. Then I have one more question. If you would buy the LEDs, do you think you would buy just the LED lights, or would you also like buy the installation that someone does it for you
- Uh this is for me difficult but I know the peoples from Stephan. You can choose, okay I buy the LEDs, or also I want the installation. For Stephan, it is very important. Our company is only selling.
- Alright, that's all the questions, I think.
- …*Ik vind deze mooi*. You know what's also important. Big letters. Stephan has a lot of old people as customers.
- Okay. Thanks for the insights.

APPENDIX 8: INTERVIEW – NICK KLEIN

Interviewee: Nick Klein	Date: 12 May 2017
Organization: Bencom Group BV	Type of interview: Personal
Role: System Administrator	Duration: 21 minutes
Part of the map: North	Location: Herman Colleniusstraat, Groningen

- Okay, do you use email?
- Yes, I do.
- How often would you say that you check your email inbox?
- Uhm, my inbox, like 3 times a day
- Okay, and, do you use Facebook?
- Yes, I do.
- And how often would you say you check your Facebook?
- Like fifteen times a day
- A lot! Do you use LinkedIn?
- Yes, I do.
- And, how often would you say you check your LinkedIn?
- Well, like once a week
- Not so much. Then, do you use any other social media?
- Twitter. That's like, fifteen times a day as well. And, Instagram, Snapchat...
- How often do you check your Instagram?
- Maybe eight times a day
- And Snapchat?
- Like two times a day at tops!
- Any others?
- Nah, I think that's it
- Ah Youtube, do you use Youtube?
- Oh yes I do. Ah but that's not really a social network. Ah, like once a day and then two hours
- Okay. No other social media?
- I don't think so. No.
- Okay. Well, then, what do you say that you would do online? Like do you post and share stuff or like posts and stuff?

- I do a lot. I read and check social media. I also comment on posts and like them frequently. Sometimes I post something myself. But not that often.
- Okay. Then next… That was like online media related questions. Then next, I have some general questions about style and frequency of communication. So, first question, how often would you want to receive emails from a company? So, if you think any company and then you want emails from them. How often would you say would be nice to have email from them?
- Like, more than once a day is spam. Uhm, but maybe like once or twice a week.
- Yeah? And, then when you think about these companies. How often would you want that they update their social media pages? So, like, for example, Facebook, how often would you want that they post on their page?
- That can be more because Facebook filters their irrelevant posts away. So, I don't get bothered by them.
- So, you don't care how much they post?
- No, I don't really care
- So it doesn't matter?
- No
- But you still want them to post stuff?
- Yeah, it's handy
- Okay. Then, when you think about the content. Would you prefer text, photos or videos or like a mix of this?
- Uh, text plus photos, like a text describing the photos
- Okay. And there is no other reason for photos? It's just so it looks nice or something?
- Yeah, it looks nice and Facebook prefers it.
- Okay. Then, when you think about the communication of these posts or the emails, do you prefer that it is very formal or very informal?
- Uh, somewhere in between because like very formal looks childish and very informal does not appeal to me.
- Okay. So, personal preference. Then, this communication, the text, do you prefer that it is very straightforward so direct or do you prefer that it is indirect a bit elaborative?
- I like very direct.
- Why?
- Uhm, it is easier to read. It is less text.
- Okay. So you prefer straight to the point?
- Yeah!
- Okay. Then, next I have some questions about when you are researching stuff and when you answer these questions think about yourself as being the one in a company that is responsible for buying new LED lights for the whole company
- Okay, I see.
- So, you are the one who makes the decision and wants to buy them.
- Yeah
- So, now if you think about buying the LED lights. Would you buy these lights without doing any research?
- No, not at all
- No?
- No
- So, you would search for different alternatives

- Yeah
- Why would you search for different alternatives?
- Because uh maybe the LED lights that I am buying are like stupidly bright or, uh, like a fake kind of yellow, and you don't want that in an office.
- Alright. When you make this decision of where you want to buy and what you want to buy, how much time do you think it will take you to, like, make a decision?
- Like half a day maybe.
- Yeah?
- Half a working day. Like four hours.
- Would you make a decision that you see a company and 'oh that looks good' and then you just choose that or would you still continue further, like, researching?
- I would like, uh, pull up several options and compare these in between each other
- Okay. Would you need time to discuss with other people about what they think or would just think that you can make the decision yourself?
- I think I can make the decision myself
- You have confidence in yourself!
- Yeah!
- Also, okay. Uh, when you think about this situation where you go look for these LED lights then where would you go look for information about the different brands and different companies?
- Probably the Tweakers forums. And maybe then, uh, just general google search for different brands and people who discuss them. Bol.com has good reviews. Those kinds of sites.
- If you would, like, order these LED lights from a company then what aspect would you think would make you choose one company over another company? Like, can you say a reason for it?
- Uh, probably, uh, warranty and uhm the expected life time of the lights
- Would price make a difference?
- Uh, in a company not so much, but if I would be buying them for myself, then yes.
- So, in a company you can just spend all you got?
- Yeah, it's not my money so it doesn't matter!
- Awesome. Then, next, I have some questions about JP LED. Have you seen any social media pages of it or anything?
- Maybe. Do they just offer LED lights like light bulbs or like also LED strips and stuff?
- I think both.
- Maybe I have seen something about them
- Alright. Have you received emails from them?
- No
- Well, then questions about some emails. So, now again I want you to consider that you are one buying the LEDs for the whole company and, then uh if you have this in your email box and now you are the making the decision to buy, and now you have done some research and you got some emails from companies and then there is in one part *stad*, so that would be your city, so in this case yours would be Groningen or something. So, yeah, which one of these emails would you click open first? Which one is the most attractive to you?
- I think, three, but they look all really spammy.
- Spammy? Yeah?
- Yeah. If I got these unsolicited, I wouldn't open them.

- No?
- No.
- Why would you choose three then? Why that one?
- Uhm, it doesn't really specify anything. Just makes me curious. And, uh it doesn't pressure me to buy something in twelve hours or uh knows my city without me contacting them first, like four does. And, uh, six, you are invited, that's bullshit. I wasn't!
- Okay!
- Like, that's basically the kind of spammy emails that everyone gets, so I wouldn't open them
- So, you would be more interested in number three?
- Yeah
- Okay. Then next, uh, you can look at this. It's like an example of an email. And yeah, you can briefly look through it. And then, uh, when you now see this email, how would it affect your decision-making? Like, when you are thinking about buying the LEDs. So, would it be positive, negative, neutral?
- Yeah. It would be positive. It looks clean. Uhm.
- Oh, and bear in mind that there is a company logo but it is removed
- Yeah
- And, there is the *klant*, so that would be your name.
- Yeah. So, this isn't unsolicited, uh, I, uh I did get this because I signed in somewhere?
- Most likely.
- Yeah.
- So, it's positive?
- Yeah, it looks positive. I think I could trust this.
- Yeah?
- Yeah.
- So, it makes you feel like you can trust this company? It's real? I could get something?
- Yeah
- So, it's like real?
- Yeah it looks clean. It looks professional.
- Okay. If you would get this email, would you like, you would like open it and pay attention to it…
- Yeah
- or would just ignore it?
- If I was searching for this kind of stuff, I would certainly, like, actively read through this
- Okay. Is there something that you do not like about this email?
- Uhm. It looks like it has a double footer. Like the footer is wider than the rest
- Ah okay, so like design related?
- Yeah, but, no, not really
- So, it's okay?
- Yeah
- Do you feel like it's more attractive because you get free installation of the lights? Or, that doesn't matter to you?
- That doesn't really matter. The only thing is that the star kind of gives me something

- like, well, there is a BUT
- Ah okay. So, it's a bit like, yeah, you would need to know right away what's the thing behind it?
- Yeah
- Okay. That's with that. Then, next one. I have one more. A different one.
- This looks unprofessional.
- Yeah? Does it?
- Yeah.
- Do you think it's... So, it's negative or positive or neutral?
- Negative. This is like, uh, I wouldn't expect this as a header.
- Okay
- This is very messy.
- Okay. So, if you would get this in your email, would you buy from this company or nah? Would you put it in the trash? Read it?
- I don't think it would really matter because I would just check the products they have.
- Okay. Is there something else you don't like about this email?
- There is a double call for action. Looks weird.
- Okay. Something you like about this?
- Yeah, for some reason like I'm thinking how this is acting in my brain now and I think the color green is has the effect on me like, like it's like uh good for the environment, the LED lights
- Okay and that's positive?
- Yeah. That's positive.
- Yeah, okay.
- For the rest, this email, I wouldn't really, like, have positive thought about it
- If you think this would be like *Groningen* so companies around you and they would all have these LED lights. Would it affect you like somehow that all these people around you have these lights?
- No. I would feel like peer pressuring.
- Yeah okay.
- And, uhm, also if I was a company and I would be listed here, I don't think I would really enjoy that
- Okay.
- Getting used as an example
- Okay. Interesting. Then, next is a bit shorter one. What do you think about this one?
- It misses a header.
- Oh, but there is the logo of the company, you know but it's removed
- Oh yeah, I see.
- So... There is also again your name, in the *klant*
- Yeah, this one looks better than the previous one but uhm
- Yeah? Is it better than the first one?
- No
- So, you still like this one the most?
- Okay. Yeah, that's just a very professional email. This looks like, yeah, I don't know. I wouldn't trust this as easily as that one.
- Okay, but is it positive, negative?
- Somewhere in between
- So, pretty neutral?

- Yeah and, also mailing me for subscribing me to a newsletter is something I throw away, so…
- Okay. Something you like about it? Or it's just like, yeah, it just is.
- Yeah, I don't know. I don't really like this one.
- Okay so it just doesn't feel good?
- No
- Okay.
- It would feel very pushy, that one
- Okay. How about that one? Still think about you being the one in the company buying the LEDs.
- Uh, Jan is a very happy man. Uhm.
- Does it feel positive or negative?
- It feels very personal. Like uhm.
- Okay. Is it a good thing?
- Yeah, I guess it is because uh if I get in contact with Jan directly, that will feel very personal and like the company really cares about me and is giving me a personal touch
- Okay
- So that's good
- Okay. Uhm, would this, like would you read this or would this go to the trash?
- No, I would read this. I would store this, yeah like for getting for, like getting him around, like to check how much the lights will cost and stuff
- Okay.
- I would give him a chance
- Yeah?
- Yeah
- So, like overall this is a nice email?
- Yeah. This one is good
- Now the real question is, is it better than the first one?
- This one seems more like uhm better for bigger companies, like to send to like Albert Heijn main office or something, like millions company. And this one is more like for *MKB*, like *midden- en klein bedrijven*
- Okay. But they are still pretty even?
- Yeah, they are even, yeah. At Bencom we have like twenty employees, so that's quite personal, and if you are buying lights for like the whole *Gasunie* then I guess something like this would be easier to show to your superiors
- Okay. How about this one? Positive? Negative?
- Yeah, the time coupons, I think are pushy but the mail looks very professional like with examples and sample pictures.
- Okay. Anything else you like about it?
- I would put all the buttons in one color? This one as well in green.
- Oh yeah
- But for the rest, yeah
- So, like design elements?
- Yeah
- Would you read this or would it go to the trash?
- I would read this but I don't think I would forward this to superiors
- No?

- No. I would just talk about it.
- Uh, it has 15% discount. Would that affect you? In anyway?
- No.
- No?
- Like in a company environment it wouldn't.
- So that's not anything special?
- No. you just want good lights. If they cost 15% more or less, I wouldn't really think about it.
- Okay. And then, this one? How about that? Positive? Negative?
- Negative. The stock images are really putting me off. It's like, uh, posing with something you don't really have
- Okay. So, would it be different if the photos were like more...
- Like photos they take themselves or like stock they have but these stock images…
- Then it's a no?
- Like, I don't know what it really does there
- Do you feel like you can't really trust this company because they use this kind of photos?
- Yeah maybe. Yeah, yeah I think that's it because they aren't really showing what they got in the house.
- Yeah okay. But it doesn't change that they have a photo of this? The lights they have?
- No
- Let's see, oh, does it make a difference in you when you are buying products that this email is about being green, being environment friendly? That doesn't have any …
- No, I don't think so because I am already looking for LEDs, so uh im already thinking about being green.
- Okay. So that doesn't… so, you don't need the extra for it?
- I already know I'm being green, so yeah.
- Anything positive in this?
- I think it's too long.
- Too long? Okay.
- Yeah.
- So, you prefer it being shorter?
- Yeah, it has too much images in relation to the text.
- Okay. If you would think in general any of these emails would you prefer a lot of text or small?
- Like a little bit more of explanation, like in the first one.
- I think this one has the most text. So, you would prefer more?
- Yeah
- Okay.
- More like a flyer.
- Okay. And how about the photos. Would you prefer this many photos or would you prefer just a couple?
- Like these two little ones are better I think
- Okay
- Just like, uh, helpful with the text instead of being an image and then some text and then another image and some text. That doesn't have any relation with each other.

- Okay. So, if you think all of these emails. Which one is your favorite? Like, if you can only choose one.
- I think this one. The longer text one with a few tiny images.
- And is it only based on the layout of this or also for the fact that you get something for free?
- No. just the layout and the information that's in it.
- Good. Okay. That's all about it. Is there anything else you want to say?
- Nah, I'm good. Thanks.
- Thank you for the interview.
- You're welcome.

APPENDIX 9: INTERVIEW – GERARD HARTGERS

Interviewee: Gerard Hartgers	Date: 15 May 2017
Organization: Parkappartementen Reitdiephaven	Type of interview: Personal
Role: Chairman (Voorzitter)	Duration: 21 minutes
Part of the map: North	Location: Reitdiephaven, Groningen

- Okay, first I have very easy question, I think for you, about online usage. So, what you do online. And, very first question is, do you use email?
- Yes
- Okay. If you think about your email inbox. How many times in a day would you say that you go check it?
- Oh, several times a day.
- Yeah?
- Because I am in the board of the apartment, so I have to use it. I try to two-three times a day.
- Very nice. Do you use Facebook?
- Yes
- And how often would you go check there what's up?
- Uhh
- Many times a day?
- Often!
- Often?
- Very often
- Okay. Do you have LinkedIn account?
- Yes, but I'm not active anymore. But I still have an account.
- Okay, so you do have an account but you don't check it that often?
- No, once in a month or so
- Okay so not…
- Because I am pensioned. I am retired. So, it is not necessary for me
- Yeah okay.
- Do you know any other social media pages that you use?
- No, not... Only I use Facebook, LinkedIn, then sometimes email and…
- Instagram?

- No
- YouTube?
- YouTube sometimes for nice movies for the children but no, not often
- No, okay. So, not anything else? Okay. Then, next I have some general questions about style and frequency of communication because I'm a communication student. So, I need to ask something about communication. So, if you think for example, I don't know, Albert Heijn or any company and you would want to get emails from them, then how often would you want to get emails from them?
- Oh not too often because it is… I don't like the kind of emails very much.
- No?
- No. We get emails from Mediamarkt and from Hema, and all these folders. And, I think that's very disturbing.
- So, you don't want to see emails too often?
- Not too often. No.
- What would you say, is like a nice, once a week or…
- Once a month
- Once a month?
- Yeah
- Okay, so that's okay.
- Yeah
- Then, how about you think about the same companies who send you emails. How about their social media? So, for example Facebook, how often would you want that they post something?
- I think I use it much more. Because I have Mediamarkt on my Facebook account and I check that more often than the email. The email, I think, between all the other mails on screen, it's very, very, yeah, nasty to, ah Mediamarkt, go away!
- Yeah, like, you again!
- Yeah, yeah, on the Facebook, it's less disturbing.
- Okay, so you don't mind if they post like ten times a day or something?
- No, no! That's not problem at all.
- Everything is fine?
- Yeah
- Okay. If you think, when they are posting on Facebook, for example. Would you prefer to see like photos, or videos, or text, or like a combination?
- I think to get my attention photo or film is better than text.
- But if they post photo, would you also like that they write something or is the photo enough?
- Yeah, for instance, new television set or audio set and you see the picture then there is a small line on it, under it. Then you click on it, you get the whole technical specifications, I like that much.
- Okay. Then, if you think about the text part in this post. Would you like that it's formal or very informal? So, that it's like, yeah…
- I don't mind.
- No? It doesn't matter?
- No. That doesn't matter, no. But if it is interesting, then it doesn't matter if it is formal or informal
- Okay, so then it is okay?
- Yeah.
- Then, would you prefer that the communication is very straightforward and direct

or very indirect and like describing and going around what they are saying?
- No, no. Direct
- Direct?!
- Straight to the point. Yeah!
- I think that's very Dutch!
- Yeah!
- Okay. Then what if you think about yourself, what do you usually do online? Like do you post and share things or are you more like a person who reads and likes stuff.
- Ehm, I read a lot and I like too many posts! I also post stuff on my own Facebook page and share some interesting things that I see.
- Okay. Nice. Then I have some questions, next, about LED lights. So, if you think you are in a company or like in this kind of board, you are the person who is responsible for buying lights. Then, would you buy these lights without doing any research? So, you just have a company and then you are like: okay, this is it! I buy it!
- No, no! I think I would do some research.
- If you would go do this research, where would you go to look for information?
- Uh, for instance, on Facebook or internet. Uhm, and then I ask around if there are some people who have experience with specific companies.
- So, you would ask your friends, like hey do you know this or?
- No, not particularly from friends because now I go to your company and I ask the *was is de beheerding in Engels?* The… We are connected to a company who does our administration. It is a big company in the Netherlands who have all kinds of services to vvs (5:50), like we are. And, I ask them because they are the specialist in what kind of company I must ask etc. Etc. So, I do that that way.
- So, you trust what other people say like?
- Yeah.
- If they had good experience, then you think you can trust them?
- Yeah, yeah.
- How much time would you say, that if you need to make this decision, like how much time would you need? Like, do you think you need to first discuss with other people or do you feel confident that you can do it yourself like okay I know, let's do it like this, or…
- No. I think I do that on a relax way. Ask and read and search further. And then I come to a several companies and then I ask them to make an offer.
- Okay, so you do need a little bit time, so you can't do everything like 'bang'.
- No, I don't for this kind of stuff do like 'bang'. Only if the whole building is in dark then I must do that!
- Other than that, you will take it relaxed?
- Yeah
- Okay. If you found some LED companies then you go to their social media what kind of posts would you like to see that they post? What kind of posts would you want to see? Like on Facebook, for example photos, projects or…
- Yeah, I would love to see photos and projects they did. What he (*Stephan*) just mentioned, several buildings he already applied these LED lights. I think it is very important.
- Also, would you like to know what kind of products they have, like the exact lights they have or it is enough when you just see what they actually do?

- No, I like to see the products itself. Yeah.
- Okay. So, then when you have these different companies, the LED companies, then what do you think would be the specific thing that would make you choose another company over another? So, what makes the one company the best, like what do you think?
- Solutions like this. And, when I like it. It is not only the price, uhm. Normally we are in the Netherlands we are introducing some stuff to our members and then we say this one costs, for example, hundred and this one is ninety and this one is eighty. Then all the community say oh we go for the eighty. But that's the cheapest. But we try to see what is the best and sometimes we choose for ninety instead of eighty.
- Yeah yeah, okay. So, you like to go for the quality.
- Yeah quality is very important and, uh, craftsmanship, is that the right word? That the company has a good craftsmanship and good technicians and, etc. Etc.
- So, like if you would see a person with 20 years of experience, you would like that because you would feel like…
- No, not necessary because a young, good, qualified, young person, can be just as good.
- Okay. Nice. Then I have some questions about our company. So, you have of course heard about it. Then, have you seen any social media pages from this company?
- Not yet.
- No, not yet?
- No.
- Okay. Have you received any emails from this company?
- Uhhhh, no. Just a phone.
- Just phone?
- Yeah just a phone call, yeah.
- Okay. Then I don't have any further questions about that. But then I have questions about different types of emails. And, first… Always when you look at these, think about that you are the one who is making the decision to buy LEDs. And, now if you look at this... These are some emails from different companies that you have in your email inbox. Oh, and there is a one part where it says *stad*, so that would be for you, for example, Groningen. So, your city. And now, if you think that you have to choose only one company and one email, then which email would you open first?
- I think part three.
- Three?
- Yeah.
- So that's the most attractive to you?
- Yeah!
- Okay. Is it just because it is about being green and being environment-friendly or is there something else?
- Yeah, it's a combination of the *milieu* problem and, uh, less energy. I think that's a good one.
- Okay. Is there something…
- Normally when I see emails, you look only the heading. Then I open them from up to down. Only when I have little time then I choose, yeah, one. But when I have less time then I go for three.

- Okay, so that's the best one?
- Yeah
- Okay. Thank you. Then, next I have some different emails and I will ask some questions about them. You don't have to read completely but like briefly look through how it looks.
- Yeah, the layout, yeah
- So, if you would now get this email in your inbox, would you think this company is to you positive or negative based on the email.
- Positive.
- Yeah?
- Yeah. Because of the pictures.
- You think the pictures are nice?
- Yeah.
- Would this make you think like okay I want to buy from them or uhh, I don't know
- I don't know but I am interested.
- Yeah, so you are interested?
- Yeah. So you would go google or something?
- Yeah
- To look for more information?
- Yeah
- Okay. Is there something you don't like about this email? Oh, and bear in mind that there is a logo here of the company but it is removed.
- No, it's not what I disliked but what you say, I miss the company
- Okay
- Yeah
- But not anything else specific that you are like err?
- Nee but because it is to get your first attention, then this is enough. But what I think is always very important is the name of the company and the address and the contact items of the company. Because we sometimes get brochures here in the mailbox and you think they that's interesting but you can't see it. Who is the company?!
- Oh yeah, that's bad! A big fail!
- Yeah! Okay, but one more question about this. Here, if it now has Veendam, then if you would think this is Groningen and these would be photos of, for example, Kop van Oost and different kind of apartment buildings, would this then be more attractive to you, because it's something nearby you?
- No. When it's here in the neighborhood, it's not a problem. Veendam is very close to Groningen and… So, that's not a problem. When it's only Rotterdam, and not in the northern part of the Netherlands. Then it's a problem.
- Okay. So, then it's too much?
- Yeah because then it's the travel time, it's too long to go for a visit or whatever.
- Okay.
- But when it's here in the province. Then it's not a problem.
- Okay, so the company should be close by?
- Yeah
- Okay. Then, next one, I have this. It's a bit shorter. I wonder what you think about this one.
- That's a nice one too.
- Yeah?

- Yeah.
- Yeah, it's a good eye catcher. Yeah this is nice.
- Is there something you don't like about this email?
- Yeah, the company name, of course, but… It's nice. It's a good eye catcher. I think this is better than that one (Email 3).
- Yeah?
- Yeah. Because this is one picture of…
- So, it's really like 'boom'?
- Yeah.
- Okay so you prefer that?
- Yeah.
- So, now next one.
- I like that one better! The first one?
- No, that one.
- This one?
- Yeah, that one. Better than… because this is the first thing you see and it is really an eye catcher and this is, uh, *drukker*, more busy, too much on the paper.
- Okay. One more question, do you get attracted that they give you a discount?
- No, because I, perhaps that's just me, I come from a trade company and we buy something in for, let's say fifty, then normally we price it for hundred and we say ACTION now from 125€ for 100€. So, this is…
- So, you would know that they are tricking you?
- This is totally tricking!
- Okay, so that doesn't work for you?
- No! For the most people, I think it doesn't work anymore.
- Okay. Well, then I probably should show this because, is this the same with that or is this now different?
- Yeah, that's a little bit different. Because, uh, working hours are very expensive. And, so, perhaps
- So, this would probably…
- Probably
- Would work better than the discount?
- Better than the discount
- Okay. Do you like that this has a bit description of the products in this email, or?
- Yeah. That's nice but I, uh, I think most of the people are not very interested in the small products, but the total, how it looks.
- Okay. So, you would prefer for example a photo like this
- Yeah that's one for me, better than that one.
- Okay, then. Here is a completely different one. What do you think about this?
- Yeah, we did that in the early days.
- Yeah?
- With our technicians, yeah. But…
- Does it work for you?
- No, not anymore, no. I think the, you need something to have done, and I think that is something more even information. And, when the company is good, the technician is also good. He doesn't show…
- Yeah, I was interested because you said earlier that you like people who have knowledge or they have a certificate…
- Yeah…

- So, I was wondering what you were thinking…
- Yeah, but the pictures, I don't need, no. Uh, I think the total of the company is important. If the company is good, then the technician who is installing everything is also good.
- Okay. Then…
- It's still people's work.
- Yeah.
- Now, this is the last one. Wonder what you think about this one?
- That's nice.
- Yeah, that's nice?
- Yeah, that's nice. Yeah. That, yeah, those two green environments and the LED lamps, yeah. That's nice.
- You like this?
- Yeah. I like it.
- Do you like that it has products or would you now switch it also to projects?
- No no no no no. I like this. I think so it would work the best. Then, big company name.
- Is this the best one in your opinion or…?
- No. This one and I don't know. This one. I like those two the most (EMAIL 2&4).
- Okay. So, if you would combine this and this, or would you make separate ones
- Perhaps that's too much info on one page of A4
- So, first maybe this and then…
- Yeah!
- This one or something.
- Yeah.
- It's funny because the heading you chose would be like this one, so I like that you also, I can tell that now you also like this one about the environment. But yeah, that's all the examples that I have and that's all the questions I have. So, thank you a lot.

APPENDIX 10: INTERVIEW – JOHN HELMANS

Interviewee: John Helmans	Date: 15 May 2017
Organization: Grand Hotel Opduin	Type of interview: Personal
Role: Laundry and Facility Responsible	Duration: 28 minutes
Part of the map: Northwest	Location: Herman Colleniusstraat, Groningen

These are notes from the interview because the respondent did not feel comfortable with recording the interview.

- Do you use email?
- Yes.
- How often would you say that you check your email inbox?
- 5 times a day, at least.
- Do you use Facebook?
- Yes.

- How often would you say that you check your Facebook?
- At least 15 times a day.
- Do you use LinkedIn?
- Yes.
- How often would you say that you check your LinkedIn?
- About twice a month.
- Do you use any other social media?
- YouTube and Pinterest
- How often do you use these social media platforms?
- YouTube multiple times a day. Pinterest almost never.
- What do you do yourself online?
- I post stuff on my Facebook. I tag my friends to many posts. I like pages on Facebook. I don't really create content myself.
- How often would you want to receive emails from a company?
- I don't want to receive emails. Unless they are very good deals.
- How often would you want to see the social media page of a company to be updated?
- Once a week.
- Do you prefer text, photos, or videos? Why?
- Photos and text because I hate to listen videos.
- Do you prefer formal or informal communication? Why?
- Both. I like formal communication because it looks professional and more serious.
- Do you prefer direct/straightforward or indirect/elaborative communication? Why?
- Direct because then I know exactly what it is about and what I can do with the information.
- Would you buy LED lights from a company without doing any research?
- No.
- So, you would research for different alternative when buying LED lights from a company?
- Yes. I want to search for different alternatives to find out the price, quality, more about the business and the different contracts with other companies
- How much time do you think you would need to make a decision to buy LEDs from a certain company?
- One day. I would prefer to first discuss with others and the guy in charge.
- What kind of posts would like a LED company to post online?
- Discounts, commercials and information about the products
- Think about a situation where you are looking for LED lights. Where would you go to look for information about different brands and companies?
- I would use Google. I would probably search for "Goedkoopste LED lampen in Nederland". I want something that fits in the budget but also has a good quality.
- What aspect do you think would make you choose a certain company over another company?
- Price-Quality ratio. Good reviews also play an important role.
- Would you ask opinions from stores close by to you?
- Yes, I think so.
- Have you seen the social media pages of JP LED?
- No.
- Have you received any emails from JP LED?
- Nope.

- Which one of these emails would you click on first?
- Number 3 but number 6 looks also attractive.
- Why?
- Every company wants to be green. Number 6 would fit in my budget. Number 1 is also interesting because I know that manpower is more expensive than the discount.
- What do you think about this email?
- It feels like spam. It feels negative. Even though it first feels like spam, I like the text on the second paragraph.
- What do you think about this email?
- Feels better than the previous one. This one is more indirect. I like "Hallo" more than "Geachte". I think it is a bit too long. The photos fit with the text perfectly.
- What do you think about this one?
- This is real spam. It feels very negative. It feels shady with the discount and with the short time period because I know I can't do this in 12 hours. Other than the time, the email is okay.
- What do you think about this one?
- I like this one together with the second email (Email 3). I like the environmental aspects. The first two photos really fit with the email. The two photos below are nice because they show an example of the products that the company has to offer.
- What do you think about this email?
- Too small text in comparison to the big heading. I don't like the coupon code. Examples of the lights are a bit confusing but still okay. This email feels neutral to me. If this would be in my inbox, I would read it.
- What do you think about this one?
- It feels shady. I feel like I can't trust Jan. He looks too young to be trustworthy. I would trash the mail. However, if it was an old guy then it would work and I would read the email. The email feels neutral.
- What is the best email from all of the different options?
- In my opinion the best one would be number 4 (Email 4). But the ideal combination would be number 4 together with number 2 (Email 3).

APPENDIX 11: INTERVIEW – BEENE BLES

Interviewee: Beene Bles	Date: 19 May 2017
Organization: Mango Mobility	Type of interview: Personal
Role: Sales Executive	Duration: minutes
Part of the map: Southwest	Location: Westergoweg, Uithuizen

These are notes from the interview because the respondent did not feel comfortable with recording the interview.

- Do you use email?

- Yes
- How often would you say that you check your email inbox?
- Every hour
- Do you use Facebook?
- Yes, two accounts
- How often would you say that you check your Facebook?
- Every time I get a push notification
- Do you use LinkedIn?
- Yes
- How often would you say that you check your LinkedIn?
- Once a day
- Do you use any other social media?
- Twitter, Pinterest and YouTube
- How often would you say that you use these social media platforms?
- Twitter every day, Pinterest once a day, YouTube I only open if I know what I want to see
- What do you do online yourself?
- I like and share posts. I don't create content myself. I comment on other people's posts.
- How often would you want to receive emails from a company?
- Never, it is spam
- How often would you want to see the social media page of a company to be updated?
- Once a day is enough, otherwise it feels like spam. I also keep seeing ads all the time if I click myself to a company page, which is annoying.
- Do you prefer direct or indirect communication?
- Direct because it is short and simple
- Do you prefer formal or informal communication?
- I think both is okay.
- What kind of content would you want to see that companies update online?
- Photos and videos.
- Would you buy LED lights from a company without doing any research?
- No. I would research a lot. Quality and price matter.
- How much time do you think you would need to make a decision to buy LEDs from a certain company?
- I have to talk with the companies. I want same quality. After that I can decide. I will send three offers of same quality to companies and tell them that I also asked offer from other companies. I have three offers of same quality and then the price matters.
- Think about LED light companies. What kind of posts would you like the company to post online?
- I don't think I would to go Facebook but website yes.
- What aspect do you think would make you choose a certain company over another company?
- I look the reviews on the website, how professional it is. It's like when I go to the house of someone "I first look the toilet, if it's good and clean, then the rest is good also" and the same goes with companies. If the website looks professional, then the rest should be good also. After sales are also important. Afterwards they should contact me. They should call me.

- Have you seen the social media pages of JP LED?
- No
- Have you received email from JP LED?
- No
- Consider yourself being the one making a decision to buy LEDs to your company. Which one of these emails would you click on first?
- Three because it is also good for me and my company and not only for the environment
- Consider yourself being the one making a decision to buy new LED lights to your company. Which one of these emails would you click on first?
- Either 6,5 or 4. 6 still cost money. 5 is definitely spam. I think 4 is the winner because you can read about the other companies and ask from other stores about their opinion.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- Too kind. Would go to trash. Photo is good. The email is nice but you can't get anything out of it. You need a gift from it. Maybe get discount of 50% when you bring your friends.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- Pictures are good. Too much text. I need information of how much money I can save.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- It is busy in your eyes. Only color on top. Why color green? Never say *Hoi* in an email. Money is more important than being green. I don't care about green future. That's a false clause. In my opinion companies only care about profit. But then again, LED does save you money. Top picture is okay. Down is ok but it could be a photo of a complete LED history, or about LED lifespan. Last photos are not related but the photos are important. I would want to see the price. I would only read this email but not take any action.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- I can't trust the company when I get a discount. Every sale is based on trust. Instead of 12 hours, rather say this week or this month. It should say "Call us and we will send someone to advice you". Advisor is stronger than the price. LED is very diverse and that's why you need an advisor. "12 hours" should be in the heading because then I would feel more triggered.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- Hoi is not good. I thought free installation was normal. It's a distraction. I would not read this email. Installation should be for free. There are two different things going on. Two separate emails would be better. If I don't know what the profits are, then why would I click it? I also don't want to search for the website links, that's why hyperlinks would be good. I think it's better to get a discount, for example, if I bring in friends.
- When you see this email, how would it affect your decision-making? And what do you think about it?
- I wouldn't contact Jan. Whether he is young or old, it doesn't matter. This is

definitely trash. I expect Jan to come to me, and not me to him. I don't think you should tell that the company is small and busy or not busy. Experience doesn't matter to me. I would rather want to see a better picture of his car and his services. I want to see that it's a big company. This email doesn't interest me at all.
- Anything else you want to say about the emails?
- LinkedIn should be as a company page. LinkedIn is the one to get customers and to network. Videos would be okay in the emails. Seeing is buying. I would first look a video and then photos and then read the email. 06 number in an email doesn't look professional.
- Which one of these emails would be the most attractive to you?
- Either the one with 15% discount or where you need to sign up. I think the 12 hours is too short, it's too much information. I think sign up is the best one. It is short and simple. Furthermore, I need to see references from the clients of the company, not only from the companies itself.

APPENDIX 12: INTERVIEW – JULIA KRANEN

Interviewee: Julia Kranen	Date: 20 May 2017
Organization: Human Concern	Type of interview: Email
Role: Psychologist	Duration: n.a.
Part of the map: South	Location: n.a.

- Do you use email?
- Yes
- How often would you say that you check your email inbox?
- Few times a day
- Do you use Facebook?
- How often would you say that you check your Facebook?
- 4 times a day
- Do you use LinkedIn?
- Yes
- How often would you say that you check your LinkedIn?
- Once a month maybe
- Do you use any other social media?
- Yes
- How often do you use these social media platforms?
- Ones every day
- What do you do online yourself?
- Read stuff and sometimes like.
- How often would you want to receive emails from a company?
- Not
- How often would you want to see the social media page of a company to be updated?
- Every week
- Do you prefer text, photos, or videos? Why?

- Photos and text, otherwise it is too boring
- Do you prefer formal or informal communication? Why?
- Formal, evidence based
- Do you prefer straightforward/direct or elaborative/indirect communication? Why?
- Direct
- Would you buy LED lights from a company without doing any research?
- No
- Would you research for different alternative when buying LED lights from a company? Why?
- Yes, for the best choice
- Think about LED light companies. What kind of posts would you like the company to post online?
- Post with photo and text
- Think about a situation where you are looking for LED lights. Where would you go to look for information about different brands and companies?
- Online, sites who compare these with each other
- What specific aspects do you think would make you choose a certain company over another company?
- It's about the "level" of sustainability
- How much time do you think you need to make a decision?
- I don't know.
- Have you seen the social media pages of JP LED?
- No
- Have you received emails from JP LED?
- No
- Consider yourself being the one making a decision to buy new LEDs to your company. Which one of these emails would you click on first?
- 3
- Why did you choose that specific email?
- Sustainable
- When you see this email, how would it affect your decision-making?
- Negative
- Would you be more likely to buy LEDs from this company or would you ignore the email?
- Ignore
- What do you not like about this email?
- For free etc. is not ok
- When you see this email, how would it affect your decision making?
- It's ok
- Would you be more likely to buy LEDs from this company or would you ignore the email?
- A bit better
- What do you like about this email?
- Not that "forced"
- What do you not like about this email?
- *Weinig informatie*
- When you see this email, how would it affect your decision making?
- Negative
- Would you be more likely to buy LEDs from this company or would you ignore the

email?
- Ignore
- What do you like about this email?
- Not so many "for free" advertisement
- What do you not like about this email?
- Not professional enough
- When you see this email, how would it affect your decision making?
- Positive
- Would you be more likely to buy LEDs from this company or would you ignore the email?
- Yes, the text more explanation, content
- What do you like about this email?
- *Zie info boven*
- What do you not like about this email?
- Bit marketing with the green color
- When you see this email, how would it affect your decision making?
- A bit positive
- Would you be more likely to buy LEDs from this company or would you ignore the email?
- Maybe
- What do you like about this email?
- Personal
- What do you not like about this email?
- Too much marketing
- When you see this email, how would it affect your decision making?
- Negative
- Would you be more likely to buy LEDs from this company or would you ignore the email?
- No
- What do you not like about this email
- Not professional
- Think about a situation where you are about to buy LED lights to your company. Which one of these emails would be the most attractive to you and would make you consider buying products/services from the company?
- Four
- What do you think is in general important to you in an email?
- Information, content, photos, color attraction (lay out total)

APPENDIX 13: INTERVIEW – HENRY HOLWERDA

Interviewee: Henry Holwerda	Date: 24 May 2017
Organization: Henry's Eten & Drinken	Type of interview: Personal
Role: Owner, Chef	Duration: 28 minutes
Part of the map: North	Location: Promenade, Veendam

- So, the first question is: Do you use email?
- Yes
- How often would you say, you go check your inbox of your email?
- Ehm, I, ja, okay, I don't have to check it because I see it on my phone when I get mail. But I check it often.
- Also on your phone you check it often?
- Only on my phone
- Yeah okay. Then, do you use Facebook?
- I have Facebook, yes.
- How often would you say that you go check your Facebook?
- Uh, every day
- Every day? A lot or…?
- Every, uhm, every morning.
- Yeah?
- Yeah
- Okay
- Do you use LinkedIn?
- Oh, do I link all the people, or?
- Do you have like a LinkedIn account?
- No, I don't have it.
- But do you go to LinkedIn to check other people?
- Nee.
- No?
- Never
- Okay.
- I don't know how it works
- Oh okay! So, you are not familiar with it
- No
- Do you use any other social media?
- Uhm, websites.
- Okay.
- Yeah, I have a website.
- Okay. Do you use Instagram?
- No
- Snapchat?
- No
- Pinterest?
- No
- Youtube?
- No
- Okay, just trying to.. Oh, Twitter?!
- No! I have a Twitter account. I don't use it.
- Okay! So social media is not for..
- Only Facebook
- Okay.
- Okay, next question!
- Alright! When you go online, what do you usually do? Read and share stuff or…
- Well I read posts if they are interesting to me. I share many posts from here nearby to my friends. Sometimes I hit the thumb.

- Okay, so that was about the online usage. So, next I have some questions about style and frequency of communication because I'm communication student, so I have to ask about communication. So, how often would you want to receive emails from a company? If you think about Albert Heijn or JP LED or something
- How many I receive or how many I want?
- How many you want to
- How many I would want to receive. Commercial emails, uhm, zero.
- Zero?
- Yeah
- Not even like once a month or something?
- From other companies, I don't read the emails
- Okay, okay.
- Yeah, no, commercial, I don't read it
- Okay
- Because I have no time to read the mails
- Okay, so you are busy
- Yeah
- Okay, now if you think about then, for example, Facebook. How often would you want that companies update their Facebook, that you see some updates from them?
- Uhm.
- Would that be different?
- Yeah… I think daily
- Would you want like one time or would you mind that they post twenty times a day?
- No, when, okay, I don't see every post. I scroll through my screen and then I think "Hey, this is interesting" and I look. That's… When there's a lot of text, I scroll, yeah? So, first the picture. It's what I first see, I think that is interesting, I look. When I see a lot of text, I scroll through. Yeah?
- Okay. That's funny because my next question would have been that if you prefer text, photos or videos but I assume you prefer photos…?
- Photos or videos.
- Videos? Okay. But would you still like that there's a little text or only like photos.
- Nee, when I think the photo of the film is interesting, I read the text.
- Okay, so first you see the photo and then you go look the text?
- Yeah
- Okay. When you think about the text part in this post, would you prefer that it is very formal or informal?
- Informal
- Okay. Why?
- Because it gets a bigger attention for me
- Okay, so you like it more?
- Yes
- Okay. Then, if you still think about the text, would you prefer that it is very direct or indirect? So, it right away says…
- I prefer every time direct.
- Okay. No, that's funny because every Dutch person I interviewed has said that. Dutch like to be direct!
- Yeah, directly!

- Straight to the point!
- Yeah
- Okay. Next, I have some question where I would like that you think that you are in a company and you are responsible for buying LED lights for your company.
- LED lights… Okay.
- Okay. So, you are buying LED lights. Would you buy LED lights without doing any research? So, you have a company and then…
- I have a… I have… For the LED lights, I have to do research.
- Yeah, okay.
- *Toevallig* is, Stephan is LED lights company
- Yeah
- Yeah, so it makes it easier. But… I have particular lights here and that is… *Hoe heet dat licht*…G9? Okay, and I don't... How do you say it? *Ik wist het niet*. I don't know that these lights were LED.
- Oh okay.
- Because Stephan told me that they were LED.
- Okay, nice!
- But LED light for me is that when I buy it on the net. It is for me, the question that I have is what is the quality of the products.
- Okay, yeah. So, that's important?
- Yeah, that's important, yes.
- Do you think price matters? Or it's just more about quality?
- It's the price-quality, uhm…
- That they go together?
- Yes
- Okay. How much time would you say that you need, like okay I think I need to buy LEDs right now, then how much time would you think that you have from the research to when you actually click 'buy'? Like, would you, for example, say that you can do it in a day? Or do you think you would need a longer time?
- Uh, I have to learn to make decisions fast.
- Okay!
- Yes? When I am in a restaurant and I can't choose, I say to myself that you have eleven seconds and then you choose your menu. Also, that's, when I doubt for LED lights, I don't buy it.
- Okay
- Yeah?
- So, you either do it fast and…
- Fast! Or I don't, when I don't rush, then I don't do it.
- Okay, so then it's like nevermind?
- Yeah
- Okay
- That's not only with LED lights. It's many products
- Everything?
- Yeah
- Okay. Then, if you think about these all kinds of LED companies.
- Yeah
- Then, what kind of posts would you want to see that they post on Facebook, for example? Would you also want to see like photos and videos? Or…?
- Uhm, innovations.

- Okay
- I'm every time curious about innovations
- Okay, so you for example want to know what happens with LED?
- Yes
- What's new about it? Or something?
- Uhm, yes. Okay, when there's an innovation that I come, how do you say it, uhm, for instance, the light will have intelligence.
- Oh yeah…
- When it is dark it goes on…
- Oh yeah
- Like, that sort of innovations
- So, you like…
- Maybe…
- … something new?
- Yeah, something new. Light is light.
- Yeah, yeah, so it's too boring if it's just like light but then you are more interested when it's something new
- Yeah, okay, this one, the change for last time was for the cost of energy, and, but I am always interested in innovations.
- Yeah, yeah. Okay. If you go look for different companies when you are buying LEDs then where would you go to look for information about different companies and different brands?
- I don't look, I don't look… Uhm, to particularly to a company. I always look through the products.
- So, products are more…
- Products are important, and, then, I don't, it's not important which company it is.
- Okay, would it matter if the company is in Veendam or if the company is in Rotterdam. Would that make it different?
- Okay, then, that, for the company in Veendam it is an advantage that they are in Veendam. When the price and the products are the same, the company in Veendam gets the order.
- So, then it's for the win for the close one?
- Yeah, that's for me. And, then, when it's in Holland and then Germany, and then the Holland wins Germany.
- Okay
- You have to, your fellow entrepreneurs in your hometown, you have to…
- Support?
- Yeah, you have to support them. That's the thing with Stephan.
- Okay, was there something else, when you make a decision that is important to you, like the price-quality? Like, if you would have two companies and the one company you would choose because of the…
- Okay. What makes a difference is if it's online or offline? Is there a difference or not?
- Uhhm, no.
- No. Okay. The question was?
- That if there is something else than when you see a company than the price and quality…
- Okay. Is there… Hmm… I think not. Yes, I am very interested in services.
- Okay, yeah.

- And, then, I… What's more difference…?
- Maybe there isn't?
- Ja… I don't think so. Uhm. No. I think the quality and the price are for me the most important ones.
- Yeah, quality and price?
- Yeah, I think so. Okay, some companies, uhm, give an order. Because of the… I know in the centrum there are companies, I don't buy. Because they are… *hoe heet dat.* Uhm, not friendly.
- Not nice?
- Yeah, not nice. That's for me. But when you are on internet, there's no friendly lady or a man
- So, you don't know?
- You don't know, yeah! But when there are a physical company, then it's for me important
- So, if someone walks in and is very rude or not so nice, then, you are like, okay, new company, not this one.
- Yeah, not this one. It's very important. But the quality and the price are number one.
- Okay. Next, I have some questions about JP LED.
- JP LED? Okay.
- Ah, it's very short! First, have you seen social media pages of it?
- Uhhh, *heb ik Stephan in social media gezien*? No? Not yet!
- Not yet?
- Not yet!
- Have you received emails from JP LED?
- Many. Too many.
- And what do you think of the emails? Are they good or not good?
- Ah okay…
- Too many?
- Naah! I think very business as usual. Normal. We had already contact. The contact was already there. That's…
- So, that's a bit different
- More contact with WhatsApp. But not so much with email. Okay, when then contact is good, you don't have to mail. Maybe you have to mail, *hoe heet dat, wat is een rekening?*
- Invoice?
- Yeah, invoice or offer… When you have a good contact, then you can WhatsApp.
- Okay, so you prefer like with the phone…
- Yeah. Mostly yes.
- Okay. Now, next I have some fun questions.
- Fun questions? Okay.
- Yeah. Now, all of these you have to think that you are the one buying LEDs for your company, right?
- Okay.
- And, now you have done some research and you have got some mails from companies. So, all of these are in your inbox, which one of these would you click open first?
- One of the six ones?
- Yeah. Only one you can open.

- Yeah. *Korting dat kijk ik niet zo...* I think number five.
- Number five?
- I doubt from three and five. I chose for five.
- Okay.
- So, why was the five the winner? Was there something specific that why you thought that this is it or…?
- Because then I get this information
- Okay. So, you like that you can have some more information
- Yeah.
- Okay, and why was three good?
- Because I am also, uh, for the environment
- Ah, so you care about it?
- Yes.
- So, that's also relevant for you?
- Yes. Because I think, when I get this one (number 5), then I will get this one also (number 3)
- Okay, so you get them both.
- This one is, also this one, *als ik me inschrijf*, then I also get this information.
- Ah clever!
- Number five!
- Okay. Next. Now, you get an email from a company and you get this. Now, I want to know what you think about this email, if it's positive or negative?
- I don't read it.
- No? It's right away trash?
- Okay.
- Yeah. Is there anything you like?
- No, I don't read it.
- So, it's straight away gone?
- Okay, when I get an email, when you get it for free, it's not for free.
- Okay, so you are like, this is like…
- That's like spam
- Okay, yeah. Spam is a good word. Okay, now how about if you get this one. Would you read that?
- This one, yes, I want…
- Yeah?
- I read, yes. Okay.
- Is there something specific you like about it or is it just a…?
- I think the picture. The picture…
- The picture gets my attention and then I read it.
- Okay. Would you like, do that, click the button?
- Not too often.
- Okay. But it's better than the first one?
- Yeah, because you have to be very careful with this button.
- Yeah, of course.
- Yeah. But I would read this one, but this I would not read.
- Okay, then, here's a different one. This more, Veendam, so places near you… Would you read this?
- This, yeah…
- Or would read like half and then you are like okay I know enough?

- Yeah, okay. But this page, have a quote from clients. This is always… This one and the last one are the same. Uh, I think yes. Because it is from Veendam, so when I think I have company in Stadskanaal then I'm like uhm.
- Okay, so if this would be like Rotterdam, then you would be like uhm, not for me
- Yeah, I think so. When you are, make a project for Stadskanaal, then you have to name clients from Stadskanaal.
- So, you like that it's like this?
- Okay, when I read it from this area, then I read it.
- Yeah, okay. What about the photos? You like them, or…?
- Uhm, I will say, you will have to print one photo.
- Okay, only one? Then it would be better?
- The best photo. I think this is the best photo.
- Yeah, okay!
- The one from Valkema is the best photo. The plafond.
- Okay. Then, that's a bit different one…
- This is, okay for the environment.
- Yeah, would this be more interesting?
- Yeah, this one is good.
- Yeah?
- Yeah
- Is it best one so far?
- The best one was the first one, with Valkema (Email 2)
- Okay, do you like that they put pictures of the products? Or is it not necessary?
- Nah, I think that you have to, your storytelling is, when I see this picture with LED then what is the, eh... Yeah okay. Then you come automatically for the products. *Belangrijk, met de groen. Milieu is belangrijk.*
- Yeah. Would this be also interesting for you to read?
- Yes.
- It also goes along with the heading, like you liked the number three, from this one.
- Because I am, for me it is important to look forward with my company. The gas is running out in Holland. For instance, I cooked before in gas and now with electric.
- Okay. That's interesting
- *Dus…*
- So, these kind of things are important for you and your company?
- In a relationship with my company.
- Yeah, okay.
- When Stephan has a meeting on LED, I am very interested.
- Okay! Now, this one is a bit different
- *Even kijken… Ontmoet Jan... Nee.*
- Would you trash this or would you read it?
- Uhm, spam!
- Yeah?
- Yeah
- So, not open or anything?
- I am not interested in... Nee…
- So, it's just not for you.
- No. Maybe for someone who is buying in work, but for me not.
- Okay.
- I am not interested in meeting people who have skills.

- Okay, so that's not for you at all.
- Nee.
- Okay. That's good.
- It costs only time.
- Then, I have a last one. I wonder what you think.
- Okay, yeah.
- So, that's the last one.
- *Korting*…
- Spam?
- Spam!
- Okay, so you would trash it or?
- Now, what. Because everything… Price-quality is for me important. When I pay 15% price, or discount on price of 150, then 15% is not triggering.
- Would it be different, for example, if it would be 50%?
- No, no.
- No difference at all?
- *Kijk*. I have a grocery here, groceries delivered here. And there's other companies that come here and they say, okay, for your salad, 25 cents cheaper. I think okay, I can get that month later for 60 cents, hoe het data, more *duurder*…
- Yeah, more expensive
- More expensive, yes. Now, discount is, not for this, no. I make agreements afterwards. I look at the price, I look at the quality and then I start the negotiation for the price.
- Okay, so that's nothing for you?
- Nope. The 15% discount, I get it from everyone.
- So, it's nothing special
- Yeah, it's nothing special. Discount is not special to bring your products.
- So, was this one your favorite?
- Yes
- With the… Would you say that there are some aspects in the other ones or…
- Green, with the greens.
- Uhm this one.
- This one yes.
- So, if you would, for example, get this one first and then this one, it would be nice? Or would you combine them?
- Yeah, yeah. I want to combine them.
- Yes, okay.
- Yes. This is… Okay. This one is for a company interesting, "Hey what is this". Eye catcher.
- Yeah, I see that goes also with what you said that you like innovative stuff.
- Okay, yes. And, then you can say. *Kijk*. With this one you can also say *ook* install for a loo. And, then, you have to make a combined from okay you can make nice products which are good for the environment.
- Okay, so that would be a good idea?
- That's, yeah, I think so.
- Yeah, okay.
- Discount is *geen*…
- That's not for you. That's trash.
- No. I think for no one.

APPENDIX 14: SUMMARIES OF ALL THE INTERVIEWS

In the tables, the most important aspects of the interviews are collected and summarized to easier analyze the data.

Participant	Which persuasion techniques are preferred? Email heading + Email content:
Jack	**Heading four:** Because it is in the neighborhood and it is good looking. Moreover, he can easier ask experiences from other people. **Email one and two**: Because they do not have too much text, they looks nice and they showcases the products
Nick	**Heading three**: It makes him curious and it does not pressure him to buy anything. **Email one**: It should have longer text with small images. The layout and the information is good.
Gerard	**Heading three**: It is a combination of the environment problem and consuming less energy. **Email two and three**: He thinks the emails are good two separate ones that should be sent one after the other
John	**Heading three**: John says that every company wants to be green. **Email four and three**: He says that they would be ideal when combined. Four: He likes the environmental aspects. Three: He thinks it has a bit too much stuff. He thinks the photos fit the text.
Beene	**Heading three**: because it is also good for me and not only for the company. **Email five**: because it is short and simple.
Julia	**Heading three**: Because it is about being sustainable. **Email four**: it feels positive, the text and content is good, the email has

	more explanation.
Henry	**Heading five**: because with five the would also get the information of email three, which he also likes. **Email three and two**: He wants to combine them. They are eye catchers. They show nice products which are good for the environment

Participant	Would you buy anything without doing research?
Jack	No, he always researches
Nick	No, not at all
Gerard	No, he thinks he would do some research.
John	No.
Beene	No. he would research a lot.
Julia	No.
Henry	For the LED lights, he would have to do research.

Participant	Why would you search for different alternatives?
Jack	To see if other people have experience with the company.
Nick	Because maybe the LED lights that he will buy will be stupidly bright, or fake yellow, which he does not want in an office.
Gerard	To see if other people have good experiences. He wants to take his time.
John	He wants to search for different alternatives to find out the price, quality, more about the business and the different contracts with other companies
Beene	Quality and price matter.
Julia	To find the best choice
Henry	To see what is the quality of the products. Price and quality should go together.

Participant	How much time do you think you need to make a decision?
Jack	
Nick	He would ask from people if they know a company, what is their experience with the company. He would not buy directly. He would pull up several options and compare them between each other.
Gerard	He thinks that he does that in a relaxed way. He asks, reads and searches further and then he comes to a several companies

	and asks them to make an offer. He tries not to hurry unless it is crucial.
John	One day. He would prefer to first discuss with others and the guy in charge.
Beene	He has to talk with companies. He wants same quality. He asks same quality offers from three different companies and after that the price matters.
Julia	I don't know
Henry	He has to make decisions fast. He either does it in a rush or not at all.

Participant	What aspect do you think would make you choose a certain company over another company?
Jack	How the company's website looks. How the quality all together looks. Website should look professional.
Nick	Warranty, the expected lifespan of the lights, price doesn't matter in a company
Gerard	Different solutions. It's not only the price. he wants to choose the best option and it is not always the cheapest one. Quality is very important. Company should have a good craftsmanship and good technician.
John	Price-Quality ratio. Good reviews also play an important role.
Beene	He looks the reviews on a website, how professional the company is. If the website looks professional, then he can trust that the rest is also good.
Julia	The level of sustainability
Henry	Price-quality ratio. He likes to support fellow entrepreneurs nearby.

Participant	How often do you use email?
Jack	He uses email – He checks his inbox Monday and Friday the whole day on my office. Midweek six-seven times a day.
Nick	He uses email – He check inbox three times a day
Gerard	He uses email – He checks it several times a day. He tries to use it two-three times a day.
John	He uses email – He checks it five times a day at least
Beene	He uses email – He checks his inbox every

	hour
Julia	She uses email – She checks it few times a day
Henry	He uses email – he checks it often on his phone

Participant	Which social media do you use and how often?
Jack	Facebook (Check in the evenings only) LinkedIn (once a week) Instagram (not so much) Youtube (for music only)
Nick	Facebook (15 times a day) LinkedIn (once a week) Twitter (15 times a day) Instagram (8 times a day) Snapchat (2 times a day at tops) Youtube (once day for two hours)
Gerard	Facebook (many times a day, very often) LinkedIn (once in a month or so) Youtube (movies for children, not so often)
John	Facebook (at least 15 times a day) LinkedIn (twice a month) Youtube (multiple times a day) Pinterest (almost never)
Beene	Facebook (check every time when I get a push notification) LinkedIn (once a day) Twitter (every day) Pinterest (once a day) Youtube (I only open when I know what I want to see)
Julia	Facebook (4 times a day) LinkedIn (once a month) I also use other social media.
Henry	Facebook (every day, every morning) Twitter (I have an account but don't use it) I also check websites.

Participant	How often would you want to receive emails from a company?
Jack	He says that some companies send too many emails. Every day is too much. Once in a week is too much. Newsletter 5-6 weeks is good.
Nick	He says that more than once a day is spam. Once or twice a week is ok.

Gerard	Not too often. He does not like the kind of emails that much. Once a month is ok.
John	He does not want to receive emails unless they are very good deals.
Beene	Never, it is spam.
Julia	He does not want to receive any.
Henry	Zero. He has no time to read emails from companies.

Participant	How often would you want to see social media page being updated?
Jack	He sees too many advertisements on Facebook. He prefers to see something but not too much.
Nick	He says that that can be more because Facebook filters their irrelevant posts away. He doesn't really care how often they post but he does want them to post because it is handy.
Gerard	He doesn't mind if they post tens of times in a day. Everything is fine.
John	Once a week is ok.
Beene	Once a day is enough, otherwise it feels like spam. He doesn't like to see the ads popping up all the time.
Julia	Every week.
Henry	He thinks daily. Either he stops to look at the post or he scrolls through it. For him it does not matter how often they post.

Participant	Do you prefer indirect/direct communication?
Jack	Indirect even though he knows that Dutch people are direct. He says that when Dutch do business, it is not done directly.
Nick	Very direct. It is easier to read. It is less text. It is straight to the point.
Gerard	Direct.
John	Direct because then he knows exactly what it is about and what he can do with the information.
Beene	Direct because it is short and simple
Julia	Direct
Henry	He prefers every time direct. Straight to the point.

Participant	Do you prefer formal/informal

	communication?
Jack	Informal, because it feels more personal
Nick	Somewhere in between because very formal looks childish and very informal does not appeal to him
Gerard	He does not mind. If it is interesting, then it does not matter if it is formal or informal.
John	Both. Formal looks professional and more serious.
Beene	Both
Julia	Formal, evidence based
Henry	Informal, because it gets his attention

Participant	**What kind of content would you want to see?**
Jack	Photos are nice, movies are better because they trigger you
Nick	Text and photos, like a text describing photos
Gerard	To get his attention, a photo or a video is better than text. He likes to see technical specifications when he clicks on a link on a post.
John	Photos because he hates to listen to videos. He would want to see online discounts, commercials and information about products.
Beene	
Julia	Photos and text, otherwise it is too boring
Henry	Photos and videos. If the video is interesting, then he reads the text

Participant	**Email 1 Opinions**
Jack	Shop for indoor lighting: when I see the shop, I know what they are selling. Neutral feeling. Pictures are important. I prefer to see special products instead of normal products. I don't get triggered by this email, not special enough.
Nick	Feels positive. Looks clean. I think I could trust this. It looks professional. If I was searching for this kind of stuff, I would certainly actively read through this. Free installation doesn't matter to me. The star gives me a feeling that there is a "but".
Gerard	Working hours are expensive so this one would work better than a discount. I like that they include certain products.

John	I don't like the coupon code. Feels neutral. If this would be in my inbox, I would not read it.
Beene	"Hoi" is not good. I thought free installation was normal. I wouldn't read it. "I think it's better to get a discount, for example, if I bring in friends." I don't know what the profits are, then why would I click it?
Julia	Feels negative. I would ignore the mail. I don't like that you get stuff for free.
Henry	I don't read it. "When you get it for free, it's not for free". That's like spam.

Participant	Email 2 Opinions
Jack	I like it. I like the photo. Not too much text which I like. If I need a lot of time to read, then I will trash the email.
Nick	I wouldn't trust this as easily. Feels neutral. I don't really get this one. Feels very pushy.
Gerard	Good eye catcher.
John	Feels like spam. Feels negative. Even though it feels like spam, I like the text on the second paragraph.
Beene	Too kind. Would go to trash. Photo is good. The email is nice but you can't get anything out of it. You need a gift from it.
Julia	It's okay. It's not that forced. Too little information.
Henry	I would read this one. I like the picture. The picture gets my attention and then I read it. You have to be careful with the button.

Participant	Email 3 Opinions
Jack	Should be shorter. Too much text.
Nick	This looks unprofessional. Feels negative. This is very messy. "I'm thinking how this is acting in my brain now and I think the color green has effect on me, like, it's good for the environment, the LED lights". Color green feels positive. I feel peer pressuring.
Gerard	Feels positive. Pictures are nice. I don't know if I would buy from them but it does make me interested. I would do further research after this mail. "We sometimes get brochures here in the mailbox and you think hey that's interesting but you can't see it: who is the company?!". When it's in

	the neighborhood (same province), it's not a problem.
John	I like "Hallo" more than "Geachte". I think it's a bit too long. The photos fit the text perfectly.
Beene	Pictures are good. Too much text. I need information on how much money I can save.
Julia	Feels negative. I would ignore it. I like that it doesn't have "for free" aspect in it. Not professional enough.
Henry	"When you make a project for Stadskanaal, then you have to name clients from Stadskanaal". When it's from my area, then I will read it. One photo would be better.

Participant	Email 4 Opinions
Jack	I like that they have my name there, it gives something, they know me. I also like the photos.
Nick	Negative feeling. The stock images are really putting me off. It's like posing with something you don't really have. I'm already thinking green because I'm looking for LEDs so this email isn't special in that sense. I think it's too long. I would rather see own photos, or photos of stock (what they have).
Gerard	That's nice. I like the products and the pictures of the environment.
John	I like the environmental aspects. The photos fit with the email.
Beene	Busy in your eyes. "Money is more important than being green". In my opinion companies only care about profit but then again, LED does save you money. I would rather see an infographic or the lifecycle of LED. I like the products but I would also want to see the price. I would only read this but not take any action.
Julia	Feels positive. I like the text with more explanation and the content. I don't like the subtle marketing with green color.
Henry	This one is good. Being green and the environment is important. This would be interesting to read. This kind of things are important in relation to my company.

Participant	Email 5 Opinions
Jack	I think for Stephan's customers this is important but not for me. Someone with experience is nicer than people around you.
Nick	Feels very personal which is a good thing. I like that I can get in contact with Jan directly. It feels like the company cares about me and is giving me a personal touch. I would read this. I would store this email and get in touch with him to ask for advice. This one is good email.
Gerard	If the company is good, then the technicians are also good. I think the total company is important.
John	It feels shady. I feel like I can't trust Jan. He looks too young to be trustworthy. I would trash the mail. Feels neutral. If it was an old guy, then it would be good.
Beene	I wouldn't contact Jan. Old/young, doesn't matter. Definitely trash. I expect Jan to come to me and not me to him. Experience doesn't matter to me. I would rather see a picture of his car and his services. This email doesn't interest me at all.
Julia	A bit positive. I would maybe read it. I like that it's personal. I think it's too much marketing.
Henry	Feels like spam. I am not interested. "I am not interested in meeting people who have skills". This one cost me only time.

Participant	Email 6: Opinions
Jack	I don't like this one. Discount is not for me. The products itself are more important.
Nick	Time coupons are pushy. Mail looks professional with examples and pictures. I would read this put I don't think I would take further actions. In a company the 15% discount doesn't matter.
Gerard	Eye catcher. I don't get attracted by the discount because of my background in a trade company, so I know what the real price is. "This is totally tricking!" "For the most people, I think it doesn't work anymore."
John	This is real spam. Feels very negative.

	Feels shady with the discount and the fact that I only have 12 hours. Other than that, the email is ok.
Beene	I can't trust the company when I get a discount. "Every sale is based on trust". Instead of 12 hours I would rather say this week or this month. Advisor is stronger than the price. LED is very diverse and that's why you need an advisor. 12 hours should be in the heading because then I would be more triggered.
Julia	Feels negative. I wouldn't buy from them. Not professional.
Henry	Feels like spam. Price-quality is more important. The size of the discount doesn't matter. I first negotiate and then check the price.