# An implementation plan to achieve the LoadLok Group 2.0 website.

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LoadLok Group

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**LOADLOK. CLEVER IN CARGO CONTROL**

**WELCOME TO THE WORLD OF LOADLOK**

**PLEASE SELECT YOUR COUNTRY**

| | |
|---|---|
| United Kingdom | Nederland |
| Deutschland | Italia |
| France | Polska |
| België (Nederlands) | España |
| Belgique (France) | Sverige (English) |

Global/ Other countries

# EXECUTIVE SUMMARY

The LoadLok group was established in 1984 in Rotterdam and is an international manufacturer of cargo securing systems, Multi-temp walls and other articles that allow their customers to secure their cargo, according to the European legal standards. Currently the LoadLok Group has three production sites and 12 sales offices throughout Europe.

Since 2009 when the LoadLok Group decided to apply Customer Intimacy as its main value strategy for all prospected operations, the websites within the LoadLok Group haven't been updated. During these years the market has altered due to the economic crisis which led to a movement in organisational operations throughout Europe; this affected several of the business activities of the LoadLok Group, the influences it had on the website was however not determined.

The undetermined influences of the market on the website created a situation where the LoadLok Group needed to determine whether the website was meeting the current needs of the customers, and if it wasn't meeting the needs what was needed to improve the website. The level of Customer Intimacy among the website was also unidentified, the main aim of the Customer Intimacy for the LoadLok group is to build and maintain a relationship with the customer in order to present solutions to the customers instead of solely offering products.

During the preliminary research it was shown that the website is not meeting all needs of the customer, therefore the main aim of this research was to formulate an appropriate strategy for the restructuring of the website that suits the current market and current era including an implementation plan for the new website of the LoadLok Group.

As the performed research consisted out of both qualitative and quantitative research, the research design was based upon the mixed-model research. The methodology applicable to both this model and the performed research is the case study method; this method created a situation where the website could be investigated in its real life context.

The unit of analysis that was researched in this real life context, were the two main websites within the LoadLok Group, namely; www.LoadLok.com & www.roland.eu, another small entity belonging to this group are the websites of the competitors. The variables (unit of observation) that were studied consisted out of two components; the employees using the website, and the managers representing the customer.

The main finding that was drawn from the research is that the LoadLok Group should retain the customer intimate strategy to support the customers in their business activities; the other noticeable finding is that the websites are not achieving its full potential of their online utensils or their chosen strategy.

The main conclusion for the strategy of upgrading the websites can be divided into three main phases; The first phase will focus on improving the current website (main activities are actualising the content and improve the technical flaws), the second phase is the implementation of social media, the third and final phase will focus on the webshop project. One of the phases described in the paragraph above is the webshop project, the webshop project will be a follow-up research this is mainly due to the fact that the research has shown that the amount of factors to be considered and researched before implementation were to extensive to fit in the current research scope.

The LoadLok Group has chosen for the customer intimacy strategy, retaining this strategy is strongly recommended based upon two foundations: The managers still feel that customer intimacy is the best strategy for LoadLok, in order to achieve and maintain a relation with the customers, and the retention of the strategy will create a situation where LoadLok can differentiate from its competitors. One of the other main recommendations is to increase the managers input for the website to create a more customer intimate website that is cohere with more interaction on the website. The level of organisational input throughout all sales offices and manufacturing plants is low; this creates a website that offers limited information. The lack of interaction is in conflict with the customer intimate strategy where interaction between customer, market, and organisation must be present.

The final main recommendation is to create a strategic roadmap that will create a situation where planning, monitoring, measuring, and the objectives are stated to provide a clear set of guidelines for the strategic elements for the website use. A digital road map is a continuous plan that once the final phase has been reached the process will eventually start over from phase 1, the digital roadmap has five main phases. The first phases focuses on the stating the objectives and expected deliverable, the second phases will assess the current market and target audience, the third phase will focus on the options and choosing the appropriate option, the fourth phases will focus on the joint reviews in the organisations, and the final phases will consist out of the recommendations and the execution of the recommendations.

## ABBREVIATIONS

| | |
|---|---|
| C.I. | Customer Intimacy/Intimate |
| R&D | Research and Development |
| CRM | Customer Relationship management |
| SEO | Search Engine Optimalisation |
| OEM | Original equipment manufacturer |
| E.g | Example given |
| Etc. | Etcetera |
| CSR | Corporate Social Responsibility |
| CMS | Content Management System |
| ETA | Estimated time of arrival |

# CHAPTER 1; INTRODUCTION MANAGEMENT ISSUE AND THESIS OBJECTIVE

## 1.1 Introductory Context

### 1.1.1 Organisational Characteristics

*Organisational structure*
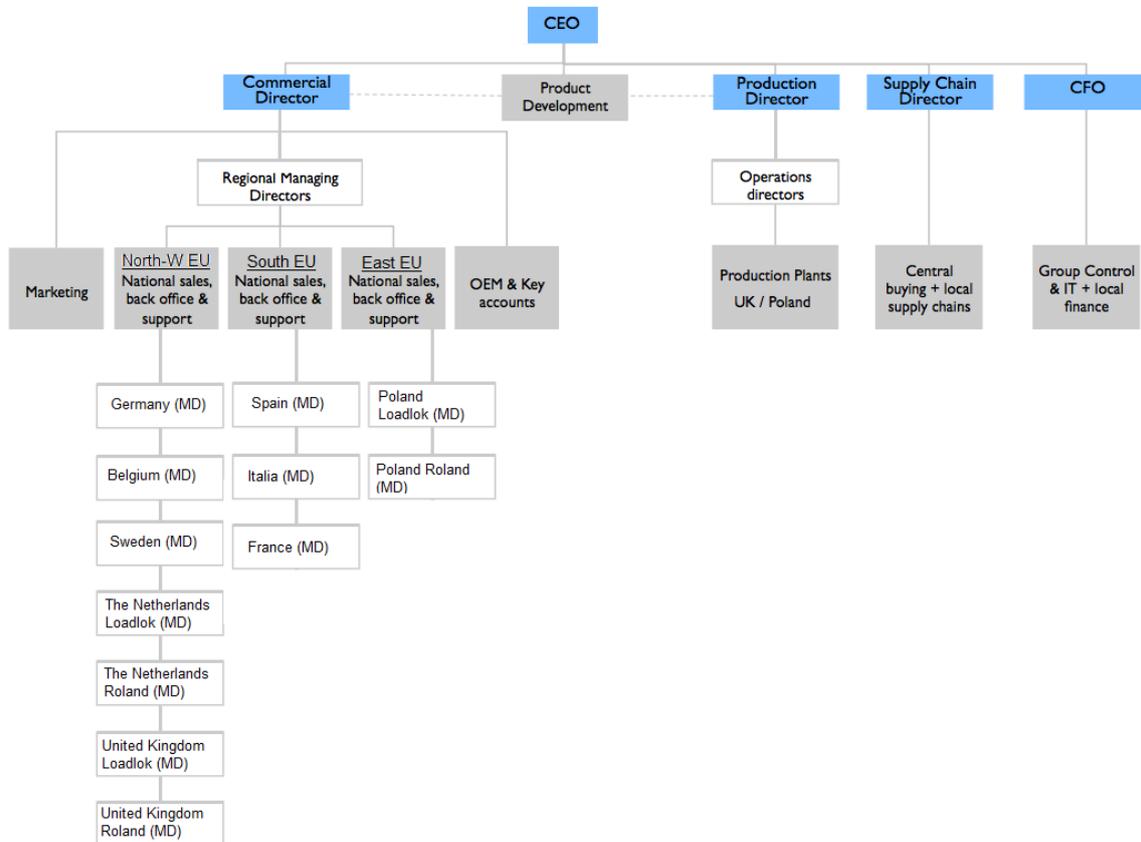


*Company profile*

"The LoadLok Group was established in 1984 in Rotterdam, over the years the LoadLok group acquired several production sites and European sales offices. In 2012 LoadLok added Roland International to the group, which is a producer of truck tarpaulins that created a synergy to adjoin Roland International into the LoadLok Group. Currently the LoadLok Group has three production sites in Europe and 12 sales offices divided over nine countries." (Loadlok International b.v. (A))

"LoadLok has created a mission that is divided into three main parts; those parts are as follows;
❖ *Customers come first*
LoadLok aims to establish and maintain strong long-term relationships with their customers, built upon the merits of the results they achieve, mutual co-operation and the added value they could provide for their customers. Their deeper understanding of the needs from their customers allows them to deliver practical results to their customers.
❖ *Clever in Cargo Control*
Due to their close customer relationship and their long experience, they are clever in cargo control. In this case clever refers to the way they solve problems; with inventiveness. By combining their technical know-how with creativity and dedication, they deliver solutions that fulfil all the customer's requirements.
❖ *The best price with the most convenience*
They encourage their customers to take advantage of their horizontal organizational structure, lean business processes and extensive in-house design, engineering, and manufacturing capabilities.
These give them the power to help their customers to meet their budget and operational challenges. "
(Loadlok International b.v. (B))

## *Products*

LoadLok is an international manufacturer of cargo securing systems, Multi-temp walls and other articles that allow their customers to safely and secure transport their cargo, according to the European legal standards. The products that LoadLok sells within the LoadLok Group are as follows;
1) Cargo restraint tracks
2) Shoring poles
3) Second decking systems
4) Garment transport systems
5) Cargo lashing systems and components
6) Air cargo lashing systems
7) Multi-Temp
8) Marine lashing systems
9) Lifting slings
10) Lifting chains and components
11) Sliding curtainsider pillars
12) Tarpaulins
13) Splash guards
14) Retail products – e.g. Foils, Slings, Fence Tarps, Sleeves, Covers, Etc.
15) Miscellaneous special products – e.g. Cargo Spider, Reardoor safety lock, Anti-slip, Etc.

## *Market Activities*

LoadLok is active in the industry of cargo transport, they have three kind of customers, namely;
1) The large OEM bodybuilders (cargo) in Western Europe e.g. Schmitz, Krone, & Kögel.
2) Transport companies
3) Other small/individuals bodybuilders (cargo)

The OEM bodybuilders and the individual bodybuilders are direct customers, but the transport companies can be both direct as indirect customers. They can order direct from LoadLok, but they can also demand that the bodybuilders use LoadLok products when building their transport vehicle.

What makes LoadLok special in their market is that they manufacture all the products themselves. Thus one of the UPS of LoadLok is that they can offer complete solutions in the cargo control branch, because they manufacture all products themselves and offer a wide range of products that create a complete solution.

## *Market Position*

LoadLok is a high-end producer of cargo control products with a complex level of competition.

The diagram shows the relation of the competition to the LoadLok Group, it visualises that the group of product competition is significantly larger than the competition groups OEM and total compatible organisations.



One of the unique aspects of the competition that the LoadLok Group encounters are the OEM companies, because the OEM companies are both clients as competition. This is because OEM companies can also manufacture some cargo control products that LoadLok has in its assortment, but they can't manufacture all the products that LoadLok can.

## *Size*

The total amount of employees of the LoadLok Group is 450 employees; those employees are divided over the nine countries and include the employees at the 12 sales offices and the three manufacturing sites.
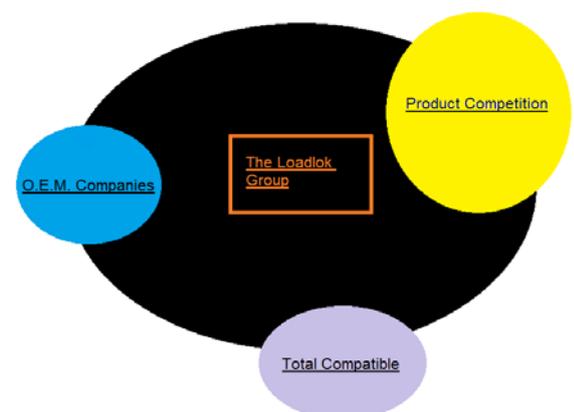
*Financial Position*

Identical to almost all European companies in the transport branch, the LoadLok Group has experienced a decrease in the turnover since the economical crisis in 2009 stroke; the figures since then have been slightly diminishing. To generalise the transport branch and the affect it has on the LoadLok Group, a chain of action/reactions is shown.

| A smaller amount of items sold (in retail) |
| :---: |
| A decreasing demand for transport |
| Transport companies invest less |
| Lower demand for new transport vehicles |
| Loadlok sales are affected by the lower demand, because; There is a diminishing demand for trailer equipment (high cost) and a increasing demand replacement products (low cost). |
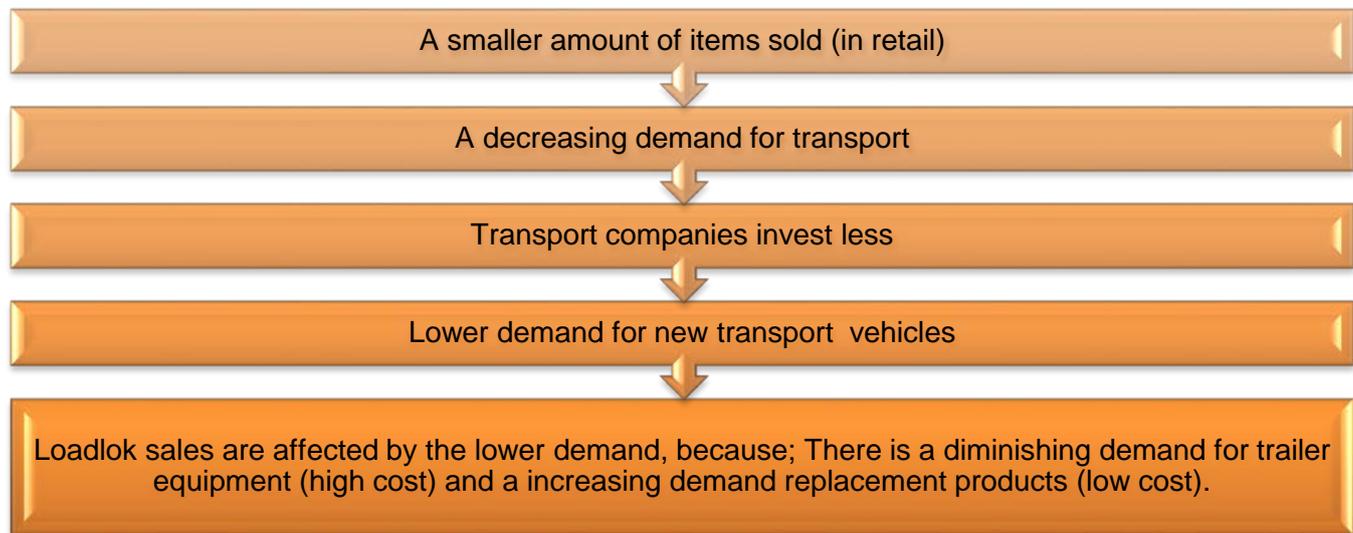
## 1.2 Management Issue

In 2009 the LoadLok Group decided to apply Customer Intimacy as its main value strategy for all prospected operations. The head office of LoadLok made an extensive new brand platform for all European sales offices and production sites, in which was described how they were expected to use all communications items, such as the website, e-mail, catalogue etc. This was designed to create a uniform approach among all business activities for the entire organisation. Four years later, the market has altered due to the economical crisis which led to a movement in organisational operations throughout Europe. This affected several of the business activities of the LoadLok Group, the influences this had on the website is however not determined yet. In the current situation the chosen strategy and website remained unchanged over the last four years. Combining the unchanged brand platform and website with the current era, and the current market, creates a circumstance where several focus points emerged. One of the issues that rose is whether the website meets the current needs or not.
Other questions that came to the surface are;
❖ Is a uniform website still the best approach for the website (appearance and contents) regarding the value strategy Customer Intimacy,
❖ What is needed to actualise the current website,
❖ Is it functional to compose all decisions (concerning the website) at top management level and/or
❖ Is there a desire among the local sales office and plants for a (partly) differentiated website, adapted to the local needs and desires.

## 1.3 Thesis Objective

The objective of this research is to formulate an appropriate strategy for the restructuring of the website; that suits the current market and current era, including an implementation plan for the new website of the LoadLok Group.

## 1.4 Research Objectives

1. To understand the customer's needs.
2. To distinguish the LoadLok Group from competitors by means of the website.
3. To estimate all malfunctions and needs to improve the website.
4. To optimize the website and its use.
5. To increase the search ability of LoadLok/Roland.

Sub Research Objectives (belonging to Research question 1)
1. To identify the needs for social media in the transport branch and to implement those needs in the website.
2. To identify the needs for a more interactive website and to implement those needs in the website.
3. To identify the needs for a Webshop and what is needed to create a suitable Webshop.
4. To understand and register all the demands and desires of the customers.

## 1.5 Research Questions

### 1.5.1 Strategic research questions

Research question 1: What are the current needs of the customers on basis of the website?
❖ *The identification of the current needs of the customers will create the opportunity to construct an optimal website and will generate more traffic on the website.*

Sub questions (belonging to Research question 1)
*Research question 1A: Is there a need for social media, and if so how can this best be implemented?*
The identification of the current needs for social media will generate a better vision on whether the LoadLok Group should implement social media in the core of their business activities or not.

*Research question 1B: Is there a need for a more interactive website (next to social media), and if so how could this be achieved?*
The identification of the current needs for an interactive website will create a better vision on whether the LoadLok Group should produce a more interactive website or not. An interactive website in this case could be produced by adding some of the following examples; an (mobile) application, a calculation machine for the required amount of products needed, etcetera

*Research question 1C:  Is there a need for a Webshop, and if so what is needed to create a Webshop.*
The identification of the current needs for a Webshop for LoadLok will generate a better vision on whether the LoadLok Group should implement a Webshop as a purchase method or not.

*Research question 1D: What are the current demands and desires of the customers?*
The identification of the current demands and desires of the customers will create the opportunity to construct an optimal website.

Research question 2: How do the websites of the competitors differ from LoadLok's?
❖ *The classification of the competitors will create the opportunity for LoadLok to either adjust the website to the equivalents of their competitors or to differentiate themselves from their competitors.*

### 1.5.2  Practical research questions

Research question 3: What are the current malfunctions of the website?
❖  *The indication of all the possible improvements and current failures will result a better vision of what is needed to create an optimal website.*

Research question 4: What problems do employees encounter when using the website?
❖ *The registration of all current failures that employees encounter when using the website, will produce a better perspective on the current website and will create a better view on what must be resolved in the process of updating the website.*

Research question 5: What are the most used search engines per country and what are the most used search terms when researching for LoadLok or LoadLok's products?
❖ *The investigation of the most used search engines and search terms will construct a better understanding of how LoadLok can create more traffic on the website (e.g. via paid search services), and it can optimise the ease of finding LoadLok. In this case "per country" refers to the countries where LoadLok is represented.*

## 1.6 Research Framework

### 1.6.1 Research method Empirical part (primary data collection)

The empirical part of this thesis research can best be defined as a case study within the exploratory research followed up by surveys. This is because the exploratory research is very suitable to clarify what the cause is of a problem, and surveys are very capable of answering the remaining who, what, why, how, and where questions.

### 1.6.2 Research Strategy per research Question

| Research Questions | Managerial survey | Threshold information meeting | Competitor comparison | Google Analytics | Blogs/ White papers | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Transport | SEO | Webshop | Social media | Interaction |
| 1; What are the current needs of the customers on basis of the website? | X | | X | X | X | | X | X | X |
| Is there a need for social media, and if so how can this best be implemented? | | | X | | X | | | X | |
| Is there a need for a more interactive website (next to social media), and if so how could this be achieved? | X | | X | X | X | | | | X |
| Is there a need for a Webshop, and if what is needed to create a Webshop? | X | | X | | X | | X | | |
| What are current demands and desires of the customers? | X | | | | | | | | |
| 2; How do the websites of the competitors differ from Loadlok's? | | | X | | X | | | X | |
| 3;What are the current malfunctions of the website | X | X | | | | | | | |
| 4; What problems do employees encounter when using the website? | X | X | | | | | | | |
| 5; What are the most used search engines per country and what are the most used search terms when researching for LoadLok or Loadlok's products | X | X | | | | X | | | |

The diagram visualise the chosen approach per research question, below are short justifications for choosing those approaches.

Research question 1: What are the current needs of the customers on basis of the website?
* *Research question 1A: Is there a need for social media, and if so how can this best be implemented?*
The main reason to combine the chosen approaches is because, it is important to focus on the target audience within the LoadLok Group. When the desire is shown it is important to understand how to implement social media in the website.
* *Research question 1B: Is there a need for a more interactive website (next to social media), and if so how could this be achieved?*
The main reason for the combination of the chosen approaches is because, it is important to focus on the target audience within the LoadLok Group. When the desire is shown it is important to understand how to achieve a more interactive website.
* *Research question 1C: Is there a need for a Webshop, and if so what is needed to create a Webshop.*
The main reason to combine those approaches is because, it is important to focus on the target audience within the LoadLok Group. When the desire is shown it is important to understand how a suitable Webshop is created.
* *Research question 1D: What are current demands and desires of the customers?*
The main reason for the chosen approach is because, the question focuses on the perception (of the international managerial team) on what the current needs are of the target audience within the LoadLok Group on basis of the website.

Research question 2: How do the websites of the competitors differ from LoadLok's?
The main reason for the chosen approach is because, the question focuses on the differences between the websites of the competitors and the website of LoadLok and the only way to achieve this is by a competitor comparison.

Research question 3: What are the current malfunctions of the website?
The main reason for the combination of the chosen approaches is because; the question focuses on the malfunctions of the current website. Those malfunctions are observed when using the website, hence the managerial survey. The Treshold meeting is chosen to understand the technical aspects of the current and future website.

Research question 4: What problems do employees encounter when using the website?
The main reason for the chosen approach is because, the question focuses on the problems that employees encounter when using the website, hence the managerial survey. The Treshold meeting is chosen to understand the technical aspects of the current and future website

Research question 5: What are the most used search engines per country and what are the most used search terms when researching for LoadLok or LoadLok's products?
The main reason to combine the chosen approaches for the question is that SEO blogs will give a general perception on the use of search engines, and the managerial survey will focus on the most used search engines in the target audience. The other reason is that it is important to understand how the customers search for LoadLok/Roland and its products. So that if LoadLok/Roland would start using paid search services they can use it to the full potential.

## 1.6.3 Research paradigms

The research paradigm that is best suitable for this research is the *pragmatism paradigm*, because the research is problem-centred. The research problem is also orientated on a real-world practice and via mixed models of primary and secondary research the research is aimed to investigate all the consequences of the current research problem and to create a strategy to turn the negative consequences into positive consequences.

## 1.6.4 Research design

The appropriated research design for this research thesis is the mixed-model research, because this research consists of both qualitative and quantitative research and both qualitative and quantitative information. More important in this case is that the qualitative information is transformed into quantitative information what will be statically analysed, and the quantitative information is altered into qualitative information. An example that will occur in this research is the conversion of quantitative information of website visits into qualitative information that will be converted into narrative information for further analysing.

## 1.6.5 Unit of analysis

The unit of analysis is the major entity that is being analysed in the research, which in this case are the websites www.LoadLok.com & www.roland.eu and the opinion and attitude it raises when it's being used by customers. Other (Smaller) entities that are being analyzed in the research will be the websites of competitors, and blogs that describe the current needs on bases of website development.

## 1.6.6. Unit of observation

The unit of observation is the unit on which one collects data, which in this case can be separated in two components. Those components are as follows;
  ❖ The employees using the website,
  ❖ The managers representing the customers

## 1.6.7 Sampling strategy

*Managerial surveys*

The sampling strategy for managers that will answer the survey is done via Critical case sampling, for this research there is chosen to question all the managers of the nine countries LoadLok has sales offices. Thus 12 managers will be questioned, this is primarily due to the fact that the research ought to provided a full picture of all the countries that LoadLok in is represented.

The main reason for this sampling strategy is because it is important to understand the needs, expectations, and desires for all countries to create a complete picture. It is also very essential to understand the importance of the individual case per country, so that a logical generalisation can be made.

The main basis why the sampling is critical case sampling is that the research is focused on the anticipation of finding multiple crucial cases that would aid in the search of causes why the website is not meeting its full potential as an online utensil.

*Competitor comparison*

The sampling strategy for the competitor comparison is based upon judgemental sampling, because the first part of the competitor comparison is to select competitors of the LoadLok Group based upon available information within the organisation.

The main basis for the judgemental sampling is because the sampling is depending on the judgement of the LoadLok Group to select the competitors that are suitable for the competitor comparison.

Each group of the competitor groups will be represented in the competitor comparison.
The competitions groups are (as described in *1.1.1. Organisational Characteristics- Market position*)
❖ OEM Companies
❖ Product competition
❖ Total compatible companies

The companies within the OEM competitor group, are located throughout Europe (more specifically Spain, Germany and the UK), they are based/chosen upon a competitor analyse performed by the LoadLok Group in the past. These companies are; Kröne, Schmitz, Kögel, CIMC Silvergreen, SDC Trailer, Cartwright, Lawrence David, and Leci trailer.

The companies within the product competitor group, are located throughout Europe (more specifically every country where the LoadLok Group is represented), they are based/chosen upon a competitor analyse performed by the LoadLok Group in the past. These companies are; Boy Riven .NL, Boy Riven .COM, Ancra, SpanSet *(spanset.de),* SpanSet *(spanset.nl),* SpanSet *(mennes.nl),* Gunnebo/Elcee, Intertruck, Spanband XL, Spanload, Hectotherm, Spanband Concurrent, SpanbandGigant, Hijs-en Spanbanden, and Navaqs.

The companies within the total compatible competitor group, are located throughout Europe (more specifically every country where the LoadLok Group is represented), they are based/chosen upon a competitor analyse performed by the LoadLok Group in the past. These companies are; KS/ Cargo Lock Profiles, Wistra, Allsafe Jungfalk, Fixx Cargo Control, VDH/ Van Der Hoeven, Technotex *(Technotex),* Technotex *(Unitex Group),* PCL Package Control, Cordstrap, Koster Industrial Textile, Veltkamp-Packaging, Ebotex, Cargo Control Plus, Storr, Albers Zeilmakerij, and Willem de Jong.

## 1.7 Ishikawa Diagram

The Ishikawa Diagram is a tool that visualises the problem and its causes; a customised Ishikawa Diagram is shown below.
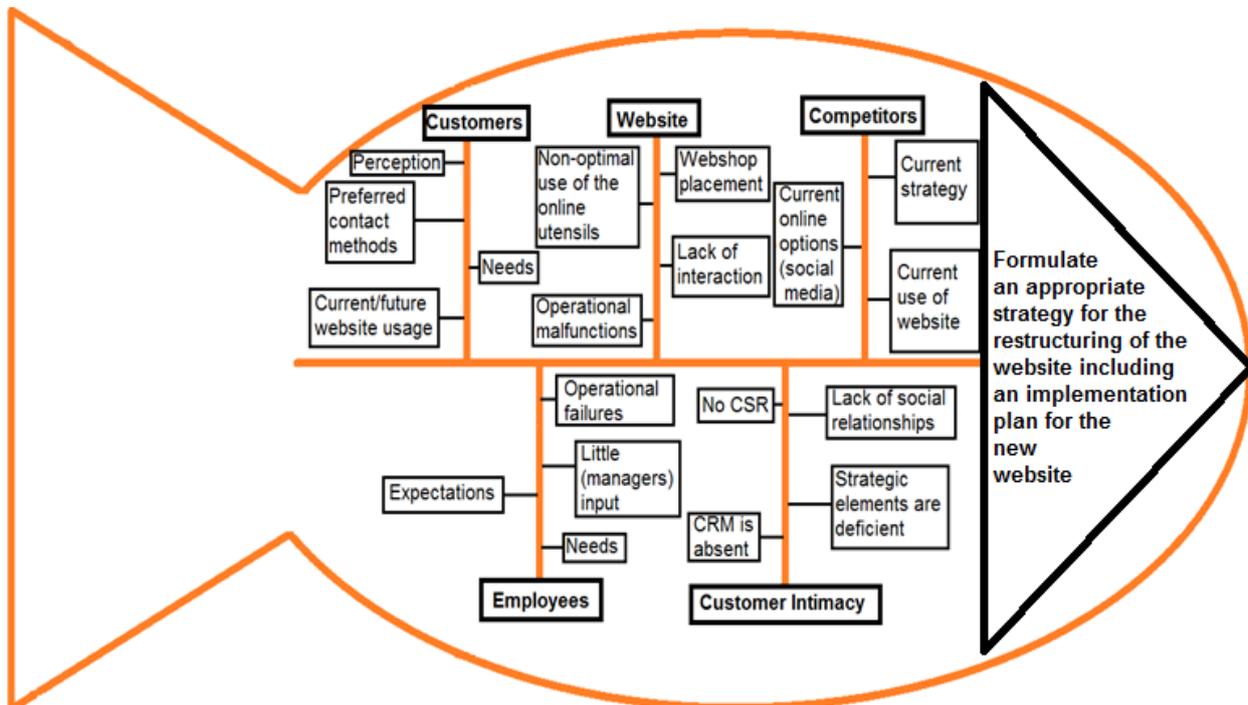


## 1.8 Chapter Summary

In *Chapter 1; Introduction management issue and thesis objective* the foundation of the research is described. It starts with a short introduction into the organisation, is followed by the management issues and ends with the main research questions and research framework.

## 1.9 Introduction Chapter 2

Bearing in mind that this research is an academic bachelor thesis theoretical concepts and models must be used to complete the thesis, which are theoretically explained in *Chapter 2; Theoretical foundation*.

# CHAPTER 2; THEORETICAL FOUNDATION

## 2.1 Chapter Introduction

In this chapter (Chapter 2; Theoretical Foundation) the theoretical concepts and models that are used to support the research and its result are explained. It will also connect these concepts and models to the research question to show the importance of the concepts and models chosen.

## 2.2 Theoretical Concepts and Models

### 2.1.1 Customer Intimacy

According to the theory of Treacy & Wiersema (1991) customers can be divided into three main values. Those values are as follows; "Product Leadership, Operational Excellence, and Customer Intimacy" (Treacy and Wiersema). The best policy for organisations is to be active in all three values, and to focus on one value to create superiority in this value. Each value has certain focuses points to create superiority.
 For Product Leadership those focus points are as follows;
❖ Innovation
❖ The R&D department is extensive, employees are stimulated to create new products
❖ Organisational structure must be flexible

For Operational Excellence the focus points are;
❖ The lowest (perceived) sales prices
❖ The shortest delivery time
❖ Least purchase inconvenience

For Customer Intimacy the focus is on;
❖ Building a relationship between customer and organisation
❖ CRM (Customer Relationship Management)
❖ Fit-for-purpose structure - Offering solutions to the customers
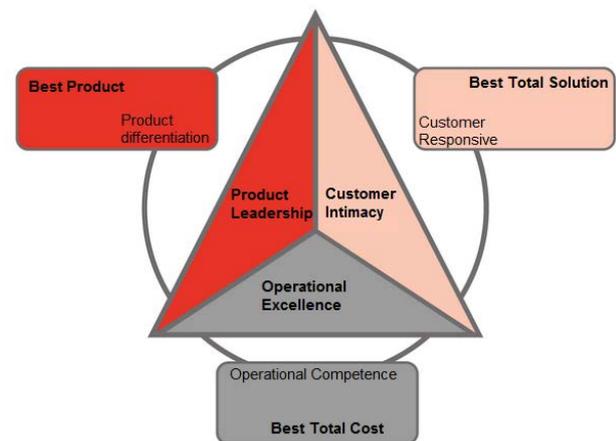


(Treacy and Wiersema ,1993)

The importance of the theory is to understand that all three values must be present in an organisation, and one must be the main value. This is mainly because in this way you can incorporate the value in the core competence and create a structured organisational value system.

This theory is used in this research to understand the chosen value strategy of the LoadLok Group and to be able to incorporate the research results to fit the value strategy of the LoadLok Group. If will allow the research to define the needs of the customers, employees and the website while creating a customer intimate website.

### 2.1.2 Technographic profiling

Technographical profiling is a concept created by Forrester (2010), and it is based upon the classification of customers based upon their usage of social technologies.

Each social group has its own characteristics, and how higher the step how higher the usage of social technologies. But it doesn't mean that the highest step is active on all social technologies of lower steps. (A person can belong to more than one social group).
The characteristics of each group are as follows;
❖ **Creators** make social information that is used by others, activities of creators are; publish a blog or own website, upload videos and music.
❖ **Conversationalists** express their opinions to either customers or businesses, activities of conversationalists are; post updates on Facebook and tweets on Twitter.
❖ **Critics** respond to social information from others, activities of critics are; create ratings and review, comment on other social input, contribute to Wikipedia and online forums.



(Forrester ,2010)
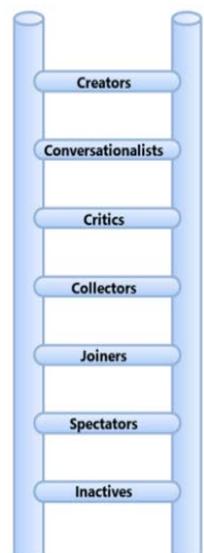
- ❖ *Collectors* organize social information for either themselves or others, activities of collectors are; to vote on website, use RSS feed and add tags to photos
- ❖ **Joiners** connect on social networks, activities of joiners are; to maintain a profile on a social networking website (e.g. Facebook) and to visit social networking websites.
- ❖ **Spectators** consume social information, activities of spectators are; read blogs, online forums, tweets and review/ratings. To watch videos and listening to podcasts.
- ❖ *Inactives* don't create any kind of social information, the inactives doesn't have any kind of activities on social technologies.

One activity in 3 months is required to belong to a social group.

This theory is used in this research to understand how active the customers of the LoadLok Group are online. Each group will have a different level of expectations that the website must contain to satisfy the customers. It is important to understand those expectations to be able to create a website that achieves its full potential.

## 2.1.3 Customer Intimacy Strategic Principles

Gerbrand Rustenburg of Rustenburg Consultancy (2011) created a three layer concept "to define strategic principles that are best suitable for the customer intimacy value" (Rustenburg ,2011).
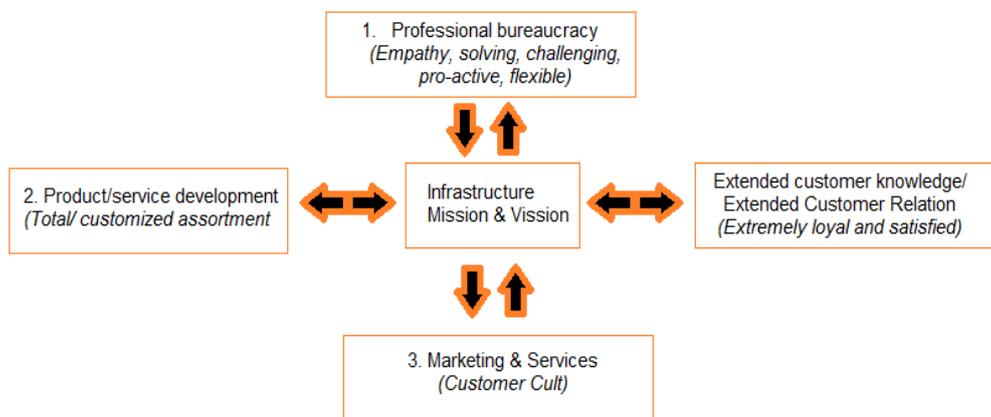


(Rustenburg ,2011)

This theory is used in this research to understand the principles that belong to the value strategy customer intimacy and to comprehend how to integrate customer intimacy into the research findings and in the strategic implementation chapter.

## 2.1.4 SWOT

The SWOT analyse is created by Albert Humphrey of the Stanford Research University (2010).This analysis is to create an insight into the organisation and divide them into four categories. Those categories are "Strengths, Weaknesses, opportunities, and threats" (Humphrey ,2010).

This theory is used in this research to analyse the current website of LoadLok and to create a clear, easy to read, and complete analyse of the website. SWOT is chosen because it shows both external and internal factors along with deviation of helpful and harmful factors it creates a complete analyse.
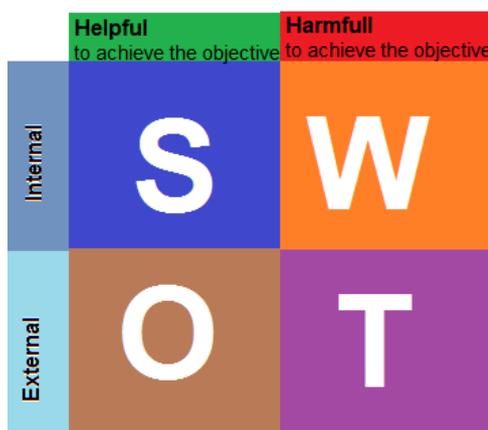


(Humphrey ,2010)

## 2.1.5 Competitor Comparison- Philip Kotler Competitor behaviour

Kotler (2010) created a model to determine the market behaviour of the organisation and its competitors. The behaviours can be divided into 4 main groups, namely; "Market leader, Challenger, Follower, and Niche" (Kolter ,2010). Those groups can determine to which group an organisation belongs and which actions they have to undertake to either stay in the chosen group, shift to another group, or to differentiate them in the market. This concept is used in this research to create a generalisation of the competition and how their competitor uses the website as a communication utensil. It will create the opportunity for the LoadLok Group to either differentiate themselves via their website or to equalise the website to the market standards.

## 2.1.6 Post-sales and Pre-sales model

The post-sales and pre-sales website varies in approach of website use. In the "post-sales customer feedback and customer relations are central focus points, in the pre-sales model products and permission marketing are the main focus points on the website". (Cooley, Goymer en Guy ,2007).  These concepts are used because the understanding of the differences between the two models and the functionality of the models will produce a website that is suiting for the main purpose set up by the LoadLok Group.

## 2.1.7. Organisational structure

There are four main structures for organisational management, those structures are; "Tall, Flatt, Matrix and Hierarchical" (Cooley, Goymer en Guy ,2007). Each structure has their own characteristics; the tall structure shows a long chain of command (limited to eight chains) running from the top management to the bottom of the organisation. The Flatt structure shows a few chains of command, but a wide variation within each chain; hence the chain of command is very wide in these types of organisations. The Matrix structure is a complex structure mostly used in organisation that works with projects; the chain of command can change per project and crosses all departments of the organisations. The chain of command is more a square of command, considering that the command is not downwards or upwards but more sideward's.
A hierarchical organisation ranks the employees on various levels; each level is one above the other.
At each stage in the hierarchy one person has a number of other employees in their span of control.
An organisation can either have a tall hierarchy (with many levels) or a flat hierarchy (with a few levels).
The chain of command is typical made in a pyramid shape.

It is important to understand the organisational structure of LoadLok for the research, because to be able to write an implementation plan it is essential to understand the chain of command. The LoadLok Group has a tall hierarchical structure; the management structure is shown in; *1.1.1 Organisational Characteristics*

## 2.1.8. CRM Customer Relationship Management

CRM focuses on "maximising the lifetime value of desirable customers" (Cooley, Goymer en Guy ,2007), it includes elements such as; indentifying, establishing, maintaining and enhancing the relationship with customers.  CRM have several central points in their approach, namely;
❖	Focus must be on customer retention
❖	Emphasis is on product benefits
❖	High importance of customer services
❖	Superior customer commitment
❖	Regular customer contact (without desiring immediate sales).
For this study CRM is an essential element, because Customer Intimacy is directly linked with CRM. Considering that CRM and Customer Intimacy both aim to build a long term relation with the customers and that the website mains aim is to support the business activities of LoadLok. It is important to comprehend how/if the LoadLok Group should implement CRM into their online activities.

## 2.1.9 AIDA Model
The AIDA model is an advertising model that shows four simple steps that start with the creation of awareness and will end with the (desired) action. The four steps of AIDA are; "Awareness, Interest, Desire and Action" (Brassington en Pettitt ,2006). These four steps are the steps a company should take their audience through if they want the audience to participate in any activity. The hierarchy model shows the steps clearly.

Awarness
Interest
Desire
Action
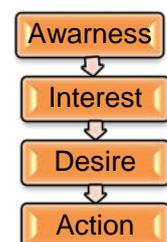
(Brassington en Pettitt ,2006)

This theory is used in this research to identify the opportunities to achieve a high rate of customers that will perform the required action. That action will be de described after the research findings are analysed. After that the implement of AIDA will be completed to lead the customers to that preferred action.

## 2.1.10 DAGMAR

The DAGMAR models stands for "Defining Advertising Goals for Measured Advertising Results" (Brassington en Pettitt ,2006). There are three main parts to the DAGMAR model.

❖ The first element is to clearly define the goals so that the effectiveness can be measured.
❖ The second part is to create a process were the customer goes via four stages from unaware to aware. Those stages are; Awareness, comprehension, conviction and action. AIDA can also be implemented in this step.
❖ The final step is to measure the results.

This model is used in the research to provide a base where the goals and the measurement are described for the website. The goals and measurement will provided an approach to control whether the website is fulfilling the prospected targets.

## 2.1.11 Hierarchy of internet participation levels

There are 3 main levels in the hierarchy of internet participation levels, namely;"Bricks and mortar, Bricks and Clicks, and Clicks" (Chaffey, Mayer en Johnston ,2007). The level of internet participation is linked to the current and future online business activities of an organisation.

A higher level of internet participation will create a higher online involvement of the organisation.

This concept is used in this research, because each level in the hierarchy conveys other online activities. It is important to understand the levels of internet participation to improve the website of LoadLok to meet the expectations that of the appropriate internet participation level.
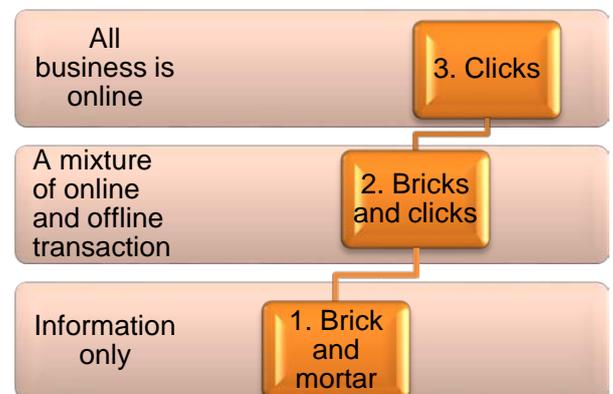


(Chaffey, Mayer en Johnston)

## 2.1.12 SEO

SEO is an abbreviation for *search engine optimization.*
Search engine optimization is a "methodology of strategies, techniques and tactics used to increase the amount of visitors to a website by obtaining a high-ranking placement in the search results page of a search engine." (Quinstreet Enterprise ,2013). SEO is used in this research to ensure that the website is accessible for the search engines.

## 2.1.13 jQuery- HTML5-JavaScript

The research will focus on several technical theories to support the technical element of the website.
The theories that are used in the research are; jQuery, HTML5, and JavaScript, they are chosen due to the relevancy to the research and the research topic.

### JQuery

JQuery is *"a fast, small, and feature-rich JavaScript library. It makes HTML document traversal and manipulation, event handling, animation, and Ajax much simpler with an easy-to-use API that works across a multitude of browsers. With a combination of versatility and extensibility, jQuery has changed the way that millions of people write JavaScript."* (The jQuery Foundation ,2013).

### HTML5

HTML5 is "*the next revision of the Hypertext Markup Language (HTML), the standard programming language for describing the contents and appearance of Web pages. HTML 5 was adopted by the new HTML working group of the World Wide Web Consortium (W3C) in 2007. This group published the first public draft of HTML 5 in January 2008, but refinements are expected to continue for several years before HTML 5 becomes a formal recommendation. In theory, HTML 5 will allow the Web browser to become a development platform. A primary goal for HTML 5 is to ensure interoperability among browsers so that Web applications and documents behave the same way no matter which HTML 5-compliant browser is used to access them. (Older browsers that do not support HTML 5 will be able to ignore the new constructs and still produce legible Web pages.*" (Techtarget ,2013).

### JavaScript

JavaScript is "*an interpreted programming or script language from Netscape. In general, script languages are easier and faster to code in than the more structured and compiled languages such as C and C++. Script languages generally take longer to process than compiled languages, but are very useful for shorter programs. JavaScript is used in website development to do such things as:*
* *Automatically change a formatted date on a webpage.*
* *Cause a linked-to page to appear in a popup window.*
* *Cause text or a graphic image to change during a mouse rollover.*" (Techtarget (B) ,2013)

### 2.1.14 Google Analytics

Google Analytics is a "technique offered by Google that generates detailed statistics about a website's traffic and traffic sources and measures conversions and sales. It is the most widely used website statistics service." (Google ,2013)

"Integrated with Adwords, users can now review online campaigns by tracking landing page quality and conversions (goals). Goals might include sales, lead generation, viewing a specific page, or downloading a particular file.

Google Analytics' approach is to show high-level, dashboard-type data for the casual user, and more in-depth data further into the report set. Google Analytics analysis can identify poorly performing pages with techniques such as funnel visualization, where visitors came from (referrers), how long they stayed and their geographical position. It also provides more advanced features, including custom visitor segmentation." (Google ,2013)

### 2.1.15 e-Pages

E-Pages is a technique of shop software, it stands for "simplicity and user-friendliness" (ePages Software Ltd ,2013). The e-pages system represents the background of the website. It is a system in which you can create a WYSIWYG (what You See Is What You Get) philosophy, in which the implementation of the CMS (Content Management System) the websites of both Roland and LoadLok are created.

## 2.3 Concepts and Models per research question

The models and concepts described in 2.2 theoretical models and concepts will support either one or multiple research questions.

Research question 1: What are the current needs of the customers on basis of the website?
* Customer Intimacy
* Technographic profiling
* Customer Intimacy Strategic Principles
* Post-sales vs Pre-sales model
* CRM
* Hierarchy of internet participation levels
* Organisational structure
* E-Pages
* jQuery, HTML5

Research question 2: How do the websites of the competitors differ from LoadLok's?
- ❖ Customer Intimacy
- ❖ SWOT
- ❖ Competitor Comparison – Philip Kotler competitor behaviour
- ❖ AIDA
- ❖ Hierarchy of internet participation levels

Research question 3: What are the current malfunctions of the website?
- ❖ Customer Intimacy
- ❖ AIDA
- ❖ SEO
- ❖ CRM
- ❖ jQuery, HTML5

Research question 4: What problems do employees encounter when using the website?
- ❖ Customer Intimacy
- ❖ Organisational structure
- ❖ DAGMAR

Research question 5: What are the most used search engines per country and what are the most used search terms when researching for LoadLok or LoadLok's products?
- ❖ Post-sales vs Pre-sales model
- ❖ SEO

## 2.4 Relevance Tree

| | What are the current needs of the customers on basis of the website? | How do the websites of the competitors differ from Loadlok's? | What are the current malfunctions of the website? | What problems do employees encounter when using the website? | What are the most used search engines per country and what are the most used search terms when researching for LoadLok or Loadlok's products? |
|---|---|---|---|---|---|
| Customer Intimacy | X | X | X | X | |
| Technographic profiling | X | | | | |
| Customer Intimacy Strategic Principles | X | | | | |
| SWOT | | X | | | |
| Competitor Comparison | | X | | | |
| Post-sales and Pre-sales model | X | | | | X |
| Organisational structure | X | | | X | |
| CRM Customer Relationship Management | X | | X | | |
| AIDA Model | | X | X | | |
| DAGMAR | | | | X | |
| Hierarchy of internet participation levels | X | X | | | |
| SEO | | | X | | X |
| jQuery- HTML5- JavaScript | X | | X | | |
| Google Analytics | | | | | |
| E-pages | X | | | | |

## 2.5 Chapter Summary

In this Chapter (*Chapter 2; Theoretical Foundation*) the theoretical concepts and models that will be used in the research to bear the final research outcome are described. The models and concepts are linked to (one or multiple) research question(s) to show the relation between the concepts, models and the research.

## 2.6 Introduction Chapter 3

In *Chapter 3; Methodology* the essence of the research methodology and data collection method are captured. In addition to the theoretical concepts and models several other approaches are used to gain primary and secondary research to gain knowledge and ability to create a complete research. This information will form the base of Chapter 3.

## 3.1 Chapter Introduction

In *Chapter 3; Methodology* the essence of the research methodology and data collection method are captured and the intellectual puzzle will be completed. It will begin by visualising the methods that are used to either gain primary or secondary information per research question. After that it will glaze upon research type and research methods, followed by the data collection method and data gathering tools. It will show the data process, and the chapter will finish by showing the planning, risks, ethics and precaution taken in this research.

❖ *Main Research Methodology*

The most important research methodology for this thesis research is the case study; "a strategy for doing research which involves an empirical investigation of a contemporary phenomenon within its real life context using multiple sources of evidence" (Saunders, Lewis en Thornhill ,2009). The key reason that case study is most important for this research is that the reason why the website is not-optimal and why it needs improvement are the main elements of this research. However this is not the complete research, therefore to answer the "what" and "how" questions this research will be completed with a survey methodology. The mix of those methodologies creates the full research methodology.

## 3.2 Relevance Tree (Methodology)
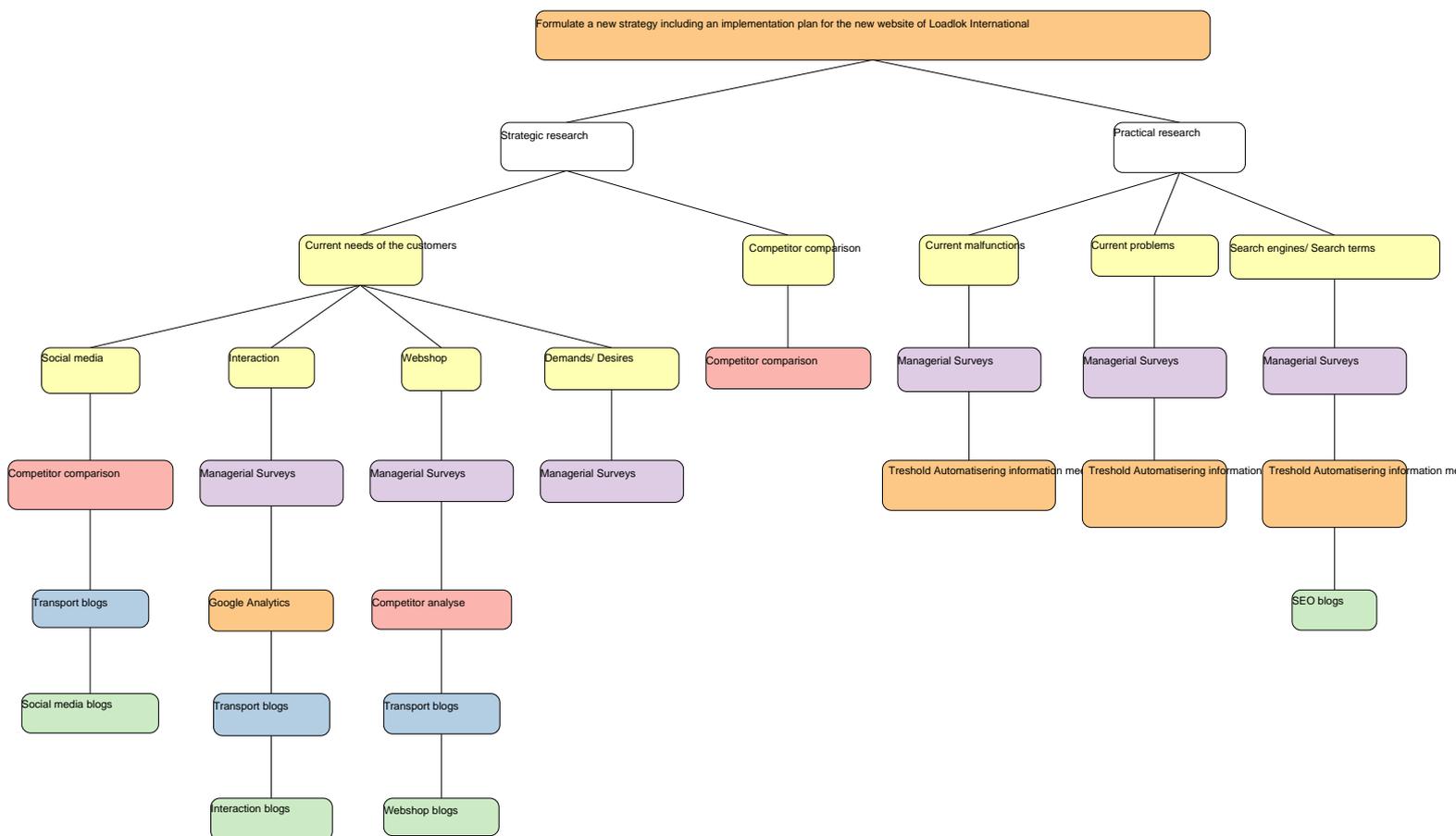
## 3.3 Description Research Type

As described 1.6.4; Research design, the research is based upon a mixed-model research. The methods that will be used in the research are as follows;
- ❖ In-depth surveys with various managers of sales offices in Europe
- ❖ In-depth meeting with Treshold Automatisering
- ❖ Observation of competitors and their websites
- ❖ Analysing Google Analytics
- ❖ Secondary research; e.g. trends in social media, Webshop variations, etc.

The in-depth survey with the European Managing Directors; the interviews are formal and all questions are standardise for all participants. The interview will be structured upon the descriptive method; the main aim is to identify general patterns. The questionnaires are interviewer-administered and will be distributed via e-mail.

The in-depth meeting with Treshold Automatisering will occur under the structured descriptive method. This method is chosen because; the main aim is to create a general understanding of the current website, and its possible improvements. The surveys are standardised and are interviewer-administered, they will occur on a one-to-one and convenience base.

## 3.4 Description of Data Gathering Tools

### In-depth surveys with various managers of sales offices in Europe

The advantages of the in-depth managerial survey for this research are as follows;
- ❖ It allows the participant to create an opinion with the researcher on the subject- which creates a mutual understanding.
- ❖ It permits the researcher to create an understanding of past, present and future.
- ❖ It creates a situation where there is space to add additional arguments next to the superficial remarks.
- ❖ It produces data that would not be accessible in other ways. The sharing of ideas creates a new dimension in the perception of researcher and participants.

### In-depth meeting with Treshold Automatisering

The advantages of the in-depth meeting with Treshold Automatisering for this research are as follows;
- ❖ It creates a situation where the researcher can fully benefit from the knowledge of the Treshold employees.
- ❖ The technical information will allow the researcher to tackle some of the technical aspects of the website.

### Competitor comparison

The advantages of the competitor comparison for this research are as follows;
- ❖ It creates a general vision on how a competitor in the same market uses the website and the other online utensils.
- ❖ It enables the researcher the ability to create uniqueness for the organisation.
- ❖ It gives an insight into the new technology that can be implemented into the website.

### Google Analytics

The advantages of the Google Analytics for this research are as follows;
- ❖ It is a useful monitoring tool to measure the current and future website visitors.
- ❖ It allows the researcher to determine when, where, and how the current website is being accessed.

### Secondary research; Blogs, books, and additional literature

The advantages of secondary research for this research are as follows;
- ❖ It is easily accessed, and the amount of information available is extensive.
- ❖ It helps to clarify the research questions.
- ❖ It creates a basis for the primary research.

## 3.5 Data Processing
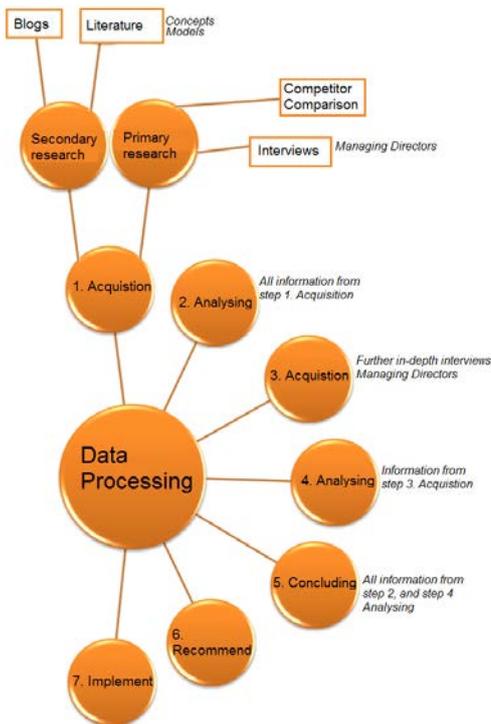


## 3.6 Justification of Interviews

To make sure that the study yields strong results, interviews are implemented in this study. The research will partially be based on the interviews with the Managing Directors of the LoadLok Group. By making the top management bases for the research the amount of managerial interviews are limited to 12. Even though the amount is limited, the quality will be of an advanced level.

## 3.7 Research Planning and Risks

### 3.7.1 Gantt Chart

| | Week | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Thesis Proposal** | | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| | *General draft- company information* | ■ | ■ | | | | | | | | | | | | |
| | *First draft- school* | | | ■ | ■ | | | | | | | | | | |
| | *Second draft- including research theories* | | | | ■ | ■ | | | | | | | | | |
| | *Final draft* | | | | | | ■ | ■ | | | | | | | |
| **Thesis** | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | |
| | *Core document formatting* | | | | | | | | ■ | ■ | | | | | |
| | *Chapter 1; Introduction management issues & thesis objective* | | | | | | | ■ | ■ | | | | | | |
| | *Chapter 2; Theoretical foundation* | | | | | | | ■ | | | | | | | |
| | *Chapter 3; Methodology* | | | | | | | ■ | ■ | | | | | | |
| | *Chapter 4; Research findings* | | | | | | | | | | ■ | ■ | | | |
| | *Chapter 5; Conclusion* | | | | | | | | | | | ■ | ■ | | |
| | *Chapter 6; Strategic implementation plan* | | | | | | | | | | | ■ | | | |
| | *Chapter 7; Reflection* | | | | | | | | | | | | ■ | ■ | |
| **Research** | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | |
| | *Primary and secondary research* | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | |

### 3.7.2 Project Risks

As in every research this research has some risks that can occur that could danger the research and thesis, some of those risks are shown below;

❖ The available information is limited.
❖ The resources are inadequate to meet all requirements.
❖ The deadline can't be met due to various reasons (Force Majeure).
❖ The survey participants don't provide all the needed information.

### 3.7.3 Research Quality (restrictions/precautions taken to get reliable data)

To ensure that the research is of a high quality, several restrictions and precautions are taken to get reliable data. Those restrictions and precautions are as follows;

❖ No (online) information source older than five years is accepted, books are allowed to be 10 years old.
❖ To prevent bias participants, the surveys are aimed at the personal benefits they can gain; hence they are likely not to be bias.
❖ By directing the surveys and giving them a high structure, this will lessen the threat of reliability of the information.
❖ To prevent participant error, the participant are given time to fill in the surveys; so that they can fill it in when they want to want. And by giving them time, they are able to fill in the survey on a neutral time.
❖ The secondary research will be supported by various sources, one sources per statement will not be efficient. A selection of multiple sources is required for the secondary research.

### 3.7.4 Research Ethics

Several rules are set up to ensure that the research is done without any kind of ethic infringement, those rules are as follows;

❖ The privacy of all participants is guaranteed. Any information provided by the participant will not be used against them, but will be viewed as a utensil to improve the current situation.
❖ The researcher will fully disclose the intention of the research to all information sources used.
❖ Personal data of the managerial team that are participants of the surveys is kept securely.
❖ The research and the research information will solely be used for and by the LoadLok Group.

## 3.8 Chapter Summary

In *Chapter 3; Methodology* the essence of the research methodology and data collection method are described and the intellectual puzzle is completed. It starts with the visualising of the methods that will be used to either obtain primary or secondary information per research question. After that it portrayed the research type and the research method, which is followed by the data collection method and data gathering tools. The chapter closes with the research planning, project risks, research ethics, and the taken precautions.

## 3.9 Introduction chapter 4

The next chapter; *Chapter 4; Research findings* will reveal the research findings of the thesis. It will consist of two main elements. The first main element is the research justifications and the second element will present the research findings per research questions. The research findings will include both primary and secondary data.

# CHAPTER 4; RESEARCH FINDINGS

## 4.1 Chapter introduction

In *Chapter 4; Research findings* the research justifications and the main research findings are revealed. The research justifications will focus on what has been realised compared to the design in *Chapter 3; Methodology.* The research findings will be presented per research question and will contain various supportive theoretical concepts.

## 4.2 Research justification

In general the research has been realised as described in Chapter 3; Research design.
Three small adjustments have been made.

**1: Competitor comparison**

In the realised competitor comparison the division is made solely between the OEM companies and the product competition. Thus the total compatible and product competition have been acknowledged as one competition group.

**2: Managerial surveys**

The managerial survey was distributed to more than 12 managers; it was distributed to 17 managers.
❖ 2 Spanish managers and 2 Swedish managers have provided one survey for both managers.
❖ 2 managers weren't able to reply the surveys due to the vacation period.
❖ 3 managers of the manufacturing plants haven't replied, because the linkage with the website was missing. For them customer intimacy is not achieved through the website but amongst others by a quick delivery, and product quality.

Thus in the end 9 surveys with feedback of 11 managers was realised, among these 11 managers all regions are represented.

**3: Webshop**

The outcome of the research has shown that the implementation of a webshop is not achievable in this report. This is due to the fact that the implementation of a webshop depends on a wide variation of functions and elements. Hence the sub-question of a webshop will not be discussed in chapter 6; Strategic implementation. A separate project will be started to research all needed information for the webshop implementation, the need for a webshop is researched and identified in the current project.

## 4.3 Research Findings

### 4.3.1. Research question 1: What are the current needs of the customers on basis of the website?

Before demonstrating the research findings on the question what the current needs are, it is important to comprehend that C.I. is the chosen value strategy for the website, it is also important to understand the strategic principles that belong to the C.I. strategy.
Several theories will be used to support the research findings; the first section will start with the theories that are applicable to all sub-questions, it will be followed by outcome per sub-question.

The C.I. value strategy states that several focus points must be available to satisfy the customers, those focus points are as shown in the diagram[1];

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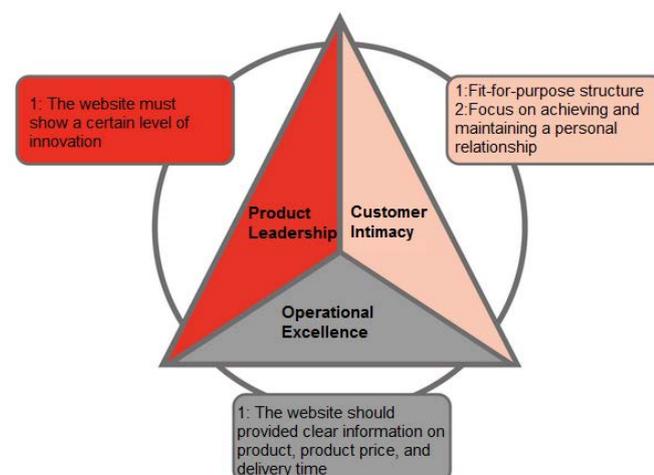
[1] The model used is (Treacy and Wiersema ,1993); the implementation is done by the author of this report.

Several of the C.I. strategic principles have a direct influence on the website, and what it must contain to fully satisfy the customers' needs. These principles have generated the following focus points;

❖ The website should be pro-active and it ought to be a tool in understanding, recognizing, and solving the customer's problems.
❖ The website must support the customised assortment of the LoadLok Group.
❖ The website should have a stated mission and vision.
❖ The website ought to contain a customer services element.

Another model that has a direct influence on the needs of the customer is the post-sales model vs pre-sales model, the websites within the LoadLok Group must become a combination of both models.

The final tool that is used to understand the needs of the customers is Technographic profiling, this tool will be used to profile the main three regions within the LoadLok Group. Those regions are as described in the organisational structure, namely; North-West Europe, Southern Europe, and Eastern Europe.

|  | North-West Europe | West-Europe | East Europe |
|---|---|---|---|
| **Creators** | 14.5% | 16% | 14% |
| **Conversationalists** | 16.5% | 17.5% | 17% |
| **Critics** | 18.5% | 19% | 19% |
| **Collectors** | 6.5% | 07% | 06% |
| **Joiners** | 33.5% | 27% | 29% |
| **Spectators** | 53% | 53% | 49% |
| **Inactives** | 37% | 38% | 40% |

Table 1. Technographic profiling (Forrester Research, Inc. ,2012) *All percentages are rounded to 0.5%*

*Research question 1A: Is there a need for social media and if so how can this best be implemented?*

Various articles, blogs, and whitepapers show that there is a demand for social media in the transport sector. "Nearly of 50% of the entrepreneurs in the logistical branch use social media, this is below average among other sectors (in other sectors the average is 66%)" (Transport Online ,2012).



**Division usage Social Media**

Percentage: LinkedIn 76, Facebook 69, Twitter 49, Youtube 25, Google+ 16, Yammer 4
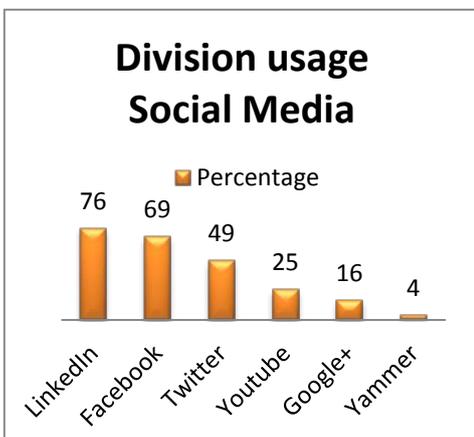
Between the several social media, some media are widely used within the transport branch and some media are nearly used. The graph *"Division usage Social Media"* (KennisDC Logistiek ,2012) demonstrates this division.

The graph *"Social media activities (among professionals)"* (KennisDC Logistiek ,2012)shows the various activities which can be implemented in the social media activities of the LoadLok Group. These activities are measured on basis of the current activities in the professional transport branch.



**Social medium activities (among professionals)**

- To follow news and developments: 50,20%
- To search for information: 46,40%
- To connect with professional partners: 44,10%
- To connect with prospected customers: 21%
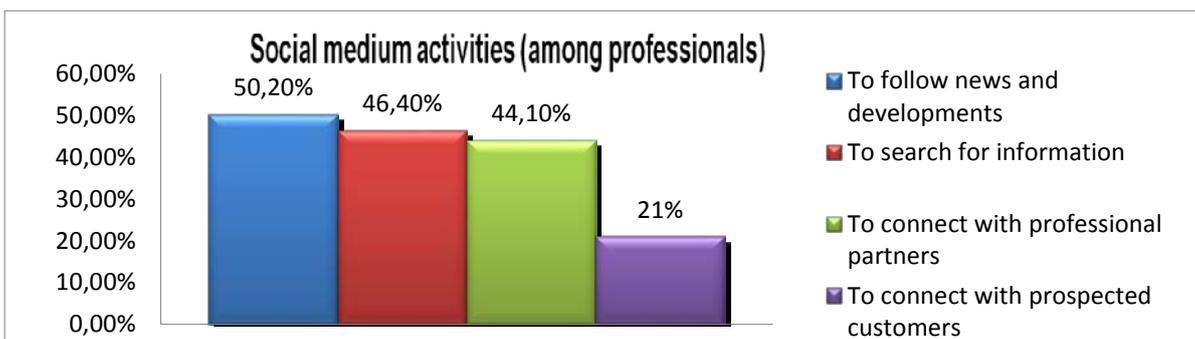
The use of social media among the OEM competition is as described in the graph *Usage social media among the OEM competition,* and the use of social media among the product competition is as described in the graph *Usage social media among the product competition.*



Usage social media among the OEM competition

Regular active ■ seldom active ■ Inactive



Usage social media among the product competition

Regular active ■ Seldom active ■ Inactive
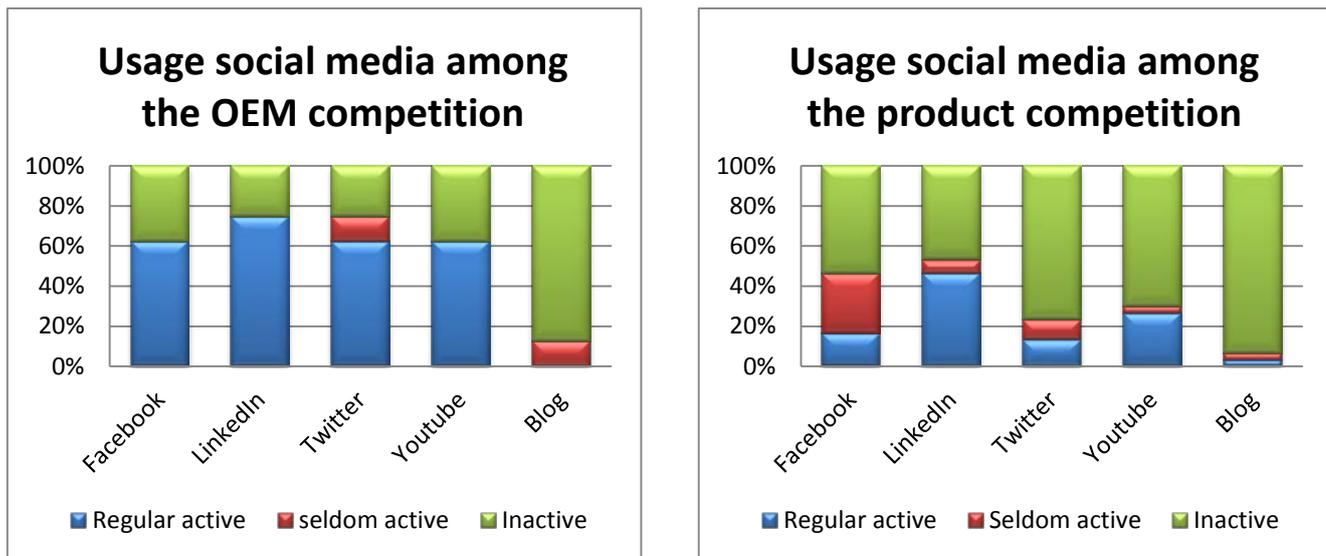
*Research question 1B: Is there a need for a more interactive website (next to social media), and if so how could this be achieved?*

This research shows that interaction is an element that is not very present on the websites in the Transport branch, the competitor comparison shows the following division;
❖ 12.8% of the competition has an interactive website
❖ 15.36% has some interactive elements
❖ 71.84% has no interactive elements
This division shows that 87.2% (15.36+71.84) is not fulfilling the optimal interaction possible.

The Google analytics of the LoadLok website shows that currently a large amount (*22.7%) of website visitors leaves the website at the homepage and that they only spend an average of *38 seconds on the website.
*(*This information is based upon the LoadLok website from 1-1-2013 to 1-6-2013.)*

The managerial survey and the Treshold meeting have provided a numerous amount of ideas to increase the interaction on the websites within the LoadLok Group. The following table will show the result of the managerial survey per region as described in the organisational structure and the result of the Treshold meeting.

| Table 2. | Managerial survey | | Treshold |
|---|---|---|---|
| *North-West Europe* | *South Europe* | *East Europe* | |
| ❖ Demo clips<br>❖ Blogs<br>❖ Mobile App<br>❖ News feed<br>❖ Events (Agenda)<br>❖ Visual Do's & Don'ts<br>❖ Legislation Implementation Animation<br>❖ Product drawings<br>❖ Visual successful business cases<br>❖ All employees of LoadLok with a picture and contact information<br>❖ Chat room | ❖ Demo clips<br>❖ News feed<br>❖ Latest EU<br>❖ Regulations<br>❖ Visual successful business cases<br>❖ News feed<br>❖ Product drawings | ❖ Mobile App<br>❖ Method clips (How to use)<br>❖ Visual certifications<br>❖ Technical drawings<br>❖ Professional technical information<br>❖ Product application,<br>❖ Regulations<br>❖ Important market information. | ❖ New homepage application<br>❖ Integrated survey<br>❖ Calculation element- Needed amount of products<br>❖ The use of HTML5 and jQuery on the website Navigation |

*Research question 1C: Is there a need for a Webshop, and if what is needed to create a Webshop.*

Various sources (the competitor comparison & managerial surveys) in the research show a demand for a webshop of LoadLok and Roland, the first source that is shown is the competitor comparison.

**Available webshop**

| | |
|---|---|
| 60 | |
| 40 | |
| 20 | ▮ Available webshop |
| 0 | |
| OEM Competition | Product Competition |

The second source is the managerial surveys.

| Table 3. Must a webshop be achieved? | | YES | NO | Maybe |
|---|---|---|---|---|
| **LoadLok** | North-west Europe | X | | |
| | South-Europe | X | X | |
| | East-Europe | | X | |
| **Roland** | | | X | |

*Research question 1D: What are current demands and desires of the customers?*

In the first section of *chapter 4.3.1* many of the current needs of the customers are described.
This paragraph will therefore focus on the outcome of the managerial surveys, as in what they described the customers currently use the website for and the frequency in use of the online contact form.
The information will be presented in the three main regions as described in the organisational structure.

| Table 4. Usage | | |
|---|---|---|
| *North-West Europe* | *East Europe* | *South Europe* |
| (re)search the product | (re)search the product | (re)search the product |
| To find information about the LoadLok Group | (re)search spare parts | (re)search spare parts |
| To get technical information | To get technical information | To get technical information |
| To ask questions | To inform themselves before purchasing products | To inform themselves before purchasing products |
| To get general guideline for specifications of tracks & beams in particular | To find the contact data | |
| To fill inquiries and requests | | |

| Table 5. Online contact form frequency | | |
|---|---|---|
| *North-West Europe* | *South Europe* | *East Europe* |
| In North-West Europe the usage of the online contact form varies per office. The main head office receives about one per day (per region), and the local sales office receives an approximate amount of 10-15 contact forms per month | The usage of the online contact form in South Europe is limited to an approximate amount of 5 per month. | The usage of the online contact form in East Europe is very limited.

*numeral information is not available for East Europe. |

The table "online contact form frequency" shows the current frequency of the online contact form on the website; the following paragraph will focus on whether the customer desires to get in contact with LoadLok via the online contact form.

In all regions the main contact methods are via;
❖ Personal contact (face-to-face), Phone or E-mail.
❖ On a rare base as described above, some prospective customers (that don't know the LoadLok Group yet) use the website contact form.

When the contact form is used there are 3 main follow-up actions;
1. via phone,
2. via email
3. When requested via personal contact (face-to-face)

### 4.3.2. Research question 2: How do the websites of the competitors differ from LoadLok's?

The findings that this research obtained for the question how the website of the competitors differ are presented with the use of the following theories;
❖ SWOT analysis (Humphrey ,2010)
❖ AIDA model (Brassington en Pettitt ,2006)
❖ Philip Kotler Competitor behaviour model (Kolter ,2010)
❖ The hierarchy of internet participation levels (Chaffey, Mayer en Johnston ,2007)
❖ Competitor Comparison

The SWOT analysis will consist out of two parts. One part will be based on the competitor comparison of the OEM companies and the other part will focus on the product competitors.

The competitor comparison had 5 focus points, the focus points were chosen due to the relevancy to the research. The 5 focus points were as follows;

| Social media[2] | Interaction | News forum | Webshop | Customer portal |
|---|---|---|---|---|

*SWOT Analysis (OEM Competitors)[3]*

| | Helpful | Harmful |
|---|---|---|
| **Internal** | *Strengths;* <br> **Customer login portal** <br> The current website of LoadLok has a customer login portal, while only 2 competitors have a customer login portal and 4 other competitors only have a customer login portal for the webshop of spare parts. <br><br> **Language support** <br> The LoadLok website is supported in 7 different languages, the current average of the competition websites is only 4 languages. | *Weakness;* <br> **News category** <br> The current website of LoadLok has a news category; however the amount of news updates is limited. 6 out of 8 OEM companies provided a current and up-to-date news feed. The importance of a relevant news category is proven in the research, because; "*50% of the transport professionals use the internet to stay informed on relevant news and publications*" (HI-RE ,2010) <br> **Customer Intimate** <br> The managerial survey has shown that a large number of managers believe that the current website is not customer intimate and that improvement has to be made to create a customer intimate website. All the managers express that the website is not C.I. and that improvements must be made to create a C.I. website. |

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[2] Social media is the main group; it consists out of 5 media, namely; Facebook, Twitter, LinkedIn, Youtube, and blogs.

[3] The SWOT analyse used is from (Humphrey ,2010), the implementation has been performed by the author of this report.

| External | Opportunities; | Threats; |
|---|---|---|
| | **LinkedIn integration**<br>The integration of LinkedIn into the website can create a higher amount of connections and connected employees than the current 44 connections.<br><br>**Mobile App**<br>With the ongoing digitalisation of the market a mobile app is an opportunity to create awareness and support mobile users.<br>The mobile app is a tool that most competition doesn't use (yet). The current rate is 2 out of 8. 1 app is a service locator, and the other app shows company-, product, - and service information. | **Copyright**<br>The current websites of the LoadLok group have no copyright on its website, this means that everyone can use information on the website without having to reference to the website. 50% of the competition of LoadLok has a copyright on its website. |

*SWOT Analyse (Product Competitors)*

| | Helpful | Harmful |
|---|---|---|
| **Internal** | *Strengths;*<br>**Customer login portal**<br>The current website of LoadLok has a customer login portal, 22.4% of the competition also has a customer login portal, this means that over 77% doesn't offer a customer login portal.<br>**Interactive elements*;**<br>Currently 12.8% of the competition has an interactive website with various interactive elements and various pages on the website.<br><br>*\* Based on the outcome of the renewed websites.* | *Weakness;*<br>**News Category**<br>The current website of LoadLok has a news category; however the amount of news updates is limited. 19.2% of the competition has a current and up-to-date news feed. The importance of a relevant news category is proven in the research, because; "*50% of the transport professionals use the internet to stay informed on relevant news and publications*" (HI-RE ,2010)<br>**Social media**<br>Currently LoadLok doesn't use social media to communicate with their customers.<br>The competitor comparison shows that 61.6% uses a social medium as a communication tool. |
| **External** | *Opportunities;*<br>**Customer intimacy**<br>Currently 92.8% of the competitors have a website that is focussed on products. Currently the website is failing when it comes to fulfilling a customer intimate website; however the prospect to create a customer intimate website is near.<br>**Mobile App**<br>With the ongoing digitalisation of the market a mobile is app is an opportunity to create awareness and support mobile users. The mobile app is a tool that most competition doesn't use (yet). The current rate is 3 out of 31; the mobile apps are mainly used to provide a calculator element, product and company information. | *Threats;*<br>**LinkedIn**<br>LoadLok has a LinkedIn profile with a total of 45 connections, the averaged of connections among the product competition that has a LinkedIN profile is 52. With only 45 connections LoadLok performs below average with the LinkedIn profile.<br>**Webshop**<br>25.6% of the competition has a webshop; the webshop is an extremely important tool for the smaller customers. |

## AIDA Model [4]

The Aida model consists out of four steps; Awareness, Interest, Desire and Action. Each marketing and/or communication tool must contain all four steps; therefore the website must also contain AIDA. In the competitor analysis some trends are clearly represented. The trends are shown per step in the following illustration; they are based upon the outcome of the competitor comparison.

| **Awareness** |
| :---: |
| Google Ranking |

⬇

| **Interest** | |
| :---: | :---: |
| Dark (coloured) website with a clear lay-out | Interaction |

⬇

| **Desire** | | |
| :---: | :---: | :---: |
| pictures, drawings, and movie clips | (e) catalogues, brochures, and showcases | detailed product descriptions |

⬇

| **Action** | |
| :---: | :---: |
| Contact information | Webshop |
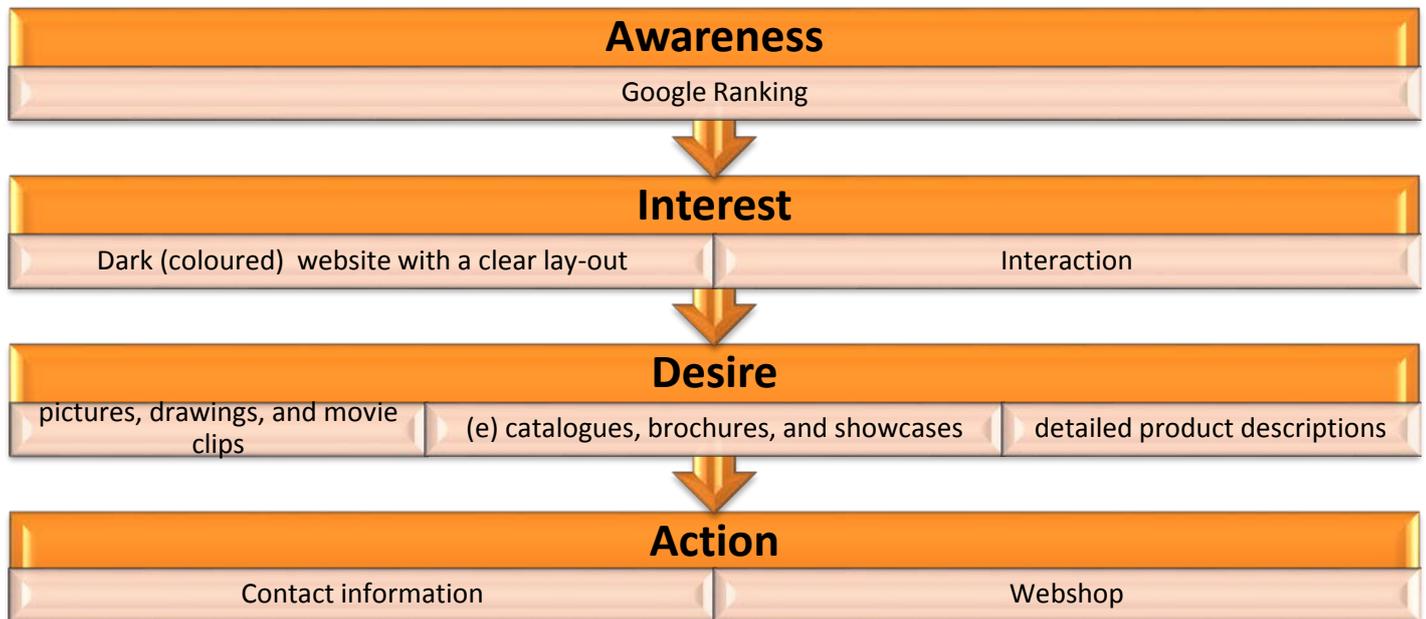
The main trend in *Interest* is that they use dark websites with a clear layout, an upcoming trend is interaction. Among the product competition 12.8% currently has an interaction element on the website and 9.6% has some interaction (not optimal) on the website.

The main trends in *Desire* are as follows;
❖ The use of pictures, drawings, and movie clips to show the physical appearance.
❖ The use of (e) catalogues, brochures, and showcases.
❖ The use of detailed product descriptions.

The trends in *Action* differ somewhat between the product competition and the OEM competition.

The trends in the product competition are as follows;
❖ 48% of the product competition provides contact information; the preferred action is that the customer uses the contact information to contact the company and place an order via the phone conversation.
❖ 25.6% of the product competition has a webshop; the preferred action in this case is that the customer will order the products via the webshop.

In some cases a special element is added to get the customers to undertake the preferred action, for example; with the first online order that exceeds €600, - the shipping is free, or the availability of a quotation generator.

The trends in the OEM competition are as follows;
❖ 100% of the OEM competition provides contact information, and 50% of the OEM competition has a webshop. The high percentages are easily explained; the contact information is provided for the customers that need a customised product, and the webshop is available for the standard product. The fact that they are an OEM company means that they manufacture the products themselves. Hence the customised products, often the customised products can only be order via personal contact.

## Hierarchy of internet participation levels

The hierarchy of internet participation levels shows a difference in the use of internet between the product competition and the OEM competition. Within the product competition all three levels are present; *Brick and Mortar* represents 73.6% of the total competition, *Bricks and Clicks* represents 15% of the total competition, and *Clicks* represents 11.4% of the total competition. Within the OEM competition only two levels are

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[4] The AIDA model used is from (Brassington en Pettitt ,2006), the implementation has been performed by the author of this report

present; *Brick and Mortar* represents 50% of the OEM competition and *Bricks and Clicks* represents 50% of the OEM competition.

## *Philip Kotler Competitor behaviour*

To clearly describe how the competition uses the website, the model of Kotler is giving a new interpretation to fit this research. The checkpoints that were used to distinguish between the competitions are as follows;
❖ Twitter*
❖ Facebook*
❖ LinkedIn*
❖ Youtube*
❖ Blog *
❖ Interaction
❖ News forum
❖ Webshop
❖ Customer portal

*As explained in the first paragraph this is seen as 1 focus group; here it is seen as individual focus points to distinguish between the competitors.*

The focus points described in the prior paragraph are used in the research to distinguish between the competitive behaviour of the competitors. In this research; *Market leaders* are the organisations with a website that focuses on customers, the *Challenger*s are the organisations with at least 5 of the 9 checkpoints, The *Followers* are the organisations with less than 5 points, and the *Niches* are the organisations with a special feature (mobile application). The *Challengers, Followers*, and *Niches* all have a website that is focussed on products.
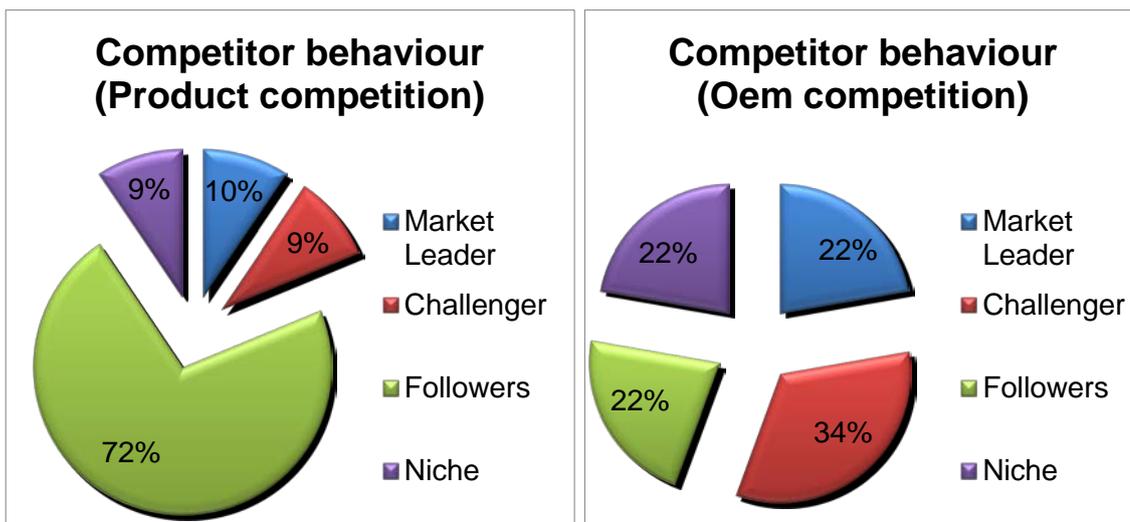


In the graphs the LoadLok Group is added to the group of Market Leaders, this is due to the fact that with C.I. the main is to create a website that focuses on customers instead on products. The calculation used in this model is based upon the competitor comparison.

## *Competitor Comparison; Other relevant information*

| Table 6. | OEM Competitors | | Product Competitors | |
|---|---|---|---|---|
| | (A) | (B) | (A) | (B) |
| **Twitter** | 50% | 12.5% | 12.8% | 9.6% |
| **Facebook** | 62.5% | - | 16% | 28.8% |
| **LinkedIn** | 75% | - | 44.8% | 6.4% |
| **Youtube** | 62.5% | - | 28.8% | 3.2% |
| **Blogs** | - | 12.5% | 3.2% | 3.2% |

The graph shows the percentage (A) of the competition in each group that uses social media, and the percentage (B) of competition that has created an account on one/several social media, but hasn't posted in either a long time or since the creation of the social medium account.

### 4.3.3. Research question 3: What are the current malfunctions of the website?

The research has shown that the current website has several malfunctions. The following table shows the result of 3 sources, namely; the managerial surveys, The Treshold meeting, and a website analysis (the website analysis has been performed by the student on the website of www.LoadLok.com). This sub question focuses on the customer perception.

| Table 7.<br>Managerial Surveys<br>(outcome of 9 surveys by 11 participants) | Treshold Meeting<br>(outcome of 2 participants) | Website Analysis<br>(performed by the student) |
|---|---|---|
| Customers consider it difficult to find the product they are looking for. | JavaScript is making the website (speed) slow. | The design is not responsive to mobile devises. |
| There is not enough technical info available. | HTML5 and JQuery are not used to optimise the website. | The Action (AIDA) is not clearly present on the website. |
| The content (news, Info) is not up-to-date. | The content (news, Info) is not up-to-date. | The content (news, Info) is not up-to-date. |
| There is no information regarding norms, or certifications. | A Blog will create more website traffic and a better SEO. | Mentioning CSR can help the company in the CRM of the company. |
| The information regarding contact persons is not clear (action of AIDA). | Page titles and page description should be added to the website in e-Pages. | Green is the future! |
| The website is available in all languages they are active in expect in Swedish. | The Flash menu is out-dated. | There is no Social media integration. |
| The current website navigation causes problems. | | |
| There is a demand for a Russian website. | | |

### 4.3.4. Research question 4: What problems do employees encounter when using the website?

The research has shown that the current website has some problems that employees encounter when using the website. The outcome of the managerial survey will present the problems that they have/will encounter. This sub-research question focuses on the employee perception. The information will be revealed per region (as described in the organisational structure).

| Table 8.<br>North-west Europe | South Europe | East Europe |
|---|---|---|
| The website is available in all languages they are active in expect for Swedish. | Total quantity in stock is not shown (just colours). | The website is not available in Russian. |
| Difficulties in finding the products within the multiple sections. | The articles do not follow any appearance pattern, it is always random (They could show up in categories or by article number order). | The website doesn't work properly on mobile devices. |

| | | |
|---|---|---|
| The current navigation is not optimal and is not time effective. | When an article is not available, the system keeps it as outstanding but does not inform regarding ETA. | The website takes a very long time to load even when the internet connection is fast. |
| The website is not user-friendly. | The content (news, Info) is not up-to-date. | There is not enough technical info available. |
| The possible functions within the website are limited. | There is not enough technical info available. | The website is not user-Friendly |
| The website is not optimal for mobile use; therefore informing customer who are in transit is difficult. | The information regarding contact persons is not clear. | The employees experience the current website as a non- C.I. online utensil. |
| The employees experience the current website as a non- C.I. online utensil. | The employees experience the current website as a non- C.I. online utensil. | |

There are several encounters that are experienced in all regions, namely;
❖ There is no commitment to the website
❖ There is no strict policy for the website.
❖ The website is a communication tool, but communication is limited and it has no measuring and/or monitoring tool.

## 4.3.5 Research question 5: What are the most used search engines per country and what are the most used search terms?

The research findings for this question will be presented in two separate parts; the first part will focus on which search engines are used in the countries were the LoadLok Group is represented, the second part will focus on the keywords that are used in the search of LoadLok/Roland and its products.

There is one search engine that currently is an obvious number 1, and that is Google, Both the search engines blogs and the managerial team stated Google as number one. Other search engines used are; Yahoo, Bing and various national search engines.

The following table is concluded out of various online blogs (which are described in the table below in the source section), and shows the percentages (market share 2012) of the top 3 search engines per country.

| Table 9 | Position 1 | | Position 2 | | Position 3 | | Source |
|---|---|---|---|---|---|---|---|
| Netherlands | Google | 93.0% | Yahoo! | 3.0% | Vinden.nl | 3.0% | (Blacquière ,2012) |
| Belgium | Google | 92.5% | Bing | 2.1% | Yahoo | 1.7% | (Linkman ,2012) |
| Poland | Google | 93.9% | Panoramafirm | 0.5% | PKT.PL | 0.3% | (maxroy ,2012) |
| Germany | Google | 95.9% | Bing | 1.1% | Yahoo | 0.9% | (Schmid ,2012) |
| France | Google | 91.6% | Bing | 2.8% | Yahoo | 1.6% | (Web Biz ,2012) |
| United Kingdom | Google | 89.9% | Bing | 3.2% | Yahoo | 3.0% | (Web Biz ,2012) |
| Italy | Google | 88.0% | Virgilio/ Alice | 5.0% | Bing | 3.0% | (Bonfils ,2012) |
| Spain | Google | 95.8% | Bing | 2.3% | Yahoo | 1.2% | (Norrbin ,2012) |
| Sweden | Google | 95.0% | Bing | 3.0% | Yahoo | 0.5% | (Befound ,2012) |

To present the research findings for the applicable search terms, it is important to distinguish LoadLok to the post-sales model, the pre-sales model, or a combination of both. The applicable model for the LoadLok group is a combination of both models. The model sets the type of keywords that can best be used for Google Adwords. (Google Adwords is the base, because Google is the number 1 search engine among all countries and Google Adwords is the paid search services of Google.) The type of keywords will therefore consist out of a mixture of services-, systems-, and product names.

The research among the managers, the SEO blogs, and the Treshold meeting suggests that when working with Google Adwords the search terms are local key words. The following graph shows a selection of 5 key words that surfaced during the research.

| Table 10. | Keyword 1 | Keyword 2 | Keyword 3 | Keyword 4 | Keyword 5 |
|---|---|---|---|---|---|
| **Netherlands** | Ladingzekering | Spanbanden | Vastzet systemen | Multi-temp wanden | Dekzeilen |
| **Belgium** | A combination of both Dutch, German, and French keywords ||||| 
| **Poland** | Zabudowa miękka naczep | Firanki | Oponcze | Cargo zabezpieczenia | Pasek |
| **Germany** | Ladungssicherung | Zurrgurte | Sperrbalken | Issolationstremwand | Planen |
| **France** | Sangles d'arrimages | élingues | Systèmes de verrouillage | Arrimage des charges | Couvre |
| **UK** | Shoring poles | Lifting slings | Multi-temp | Cargo Control | Tarpualins |
| **Italy** | Fissaggio del carico | Ancoraggio | Sistemi di chiusura | Pareti Multi Temp | Copertine |
| **Spain** | Amarres, carracas, cricas, cinchas | Paredes, separadores | Eslingas, bragas | Barras, Railes | Transporte de ropa |
| **Sweden** | Spännband | Godsstöttor | surrning | Lyftband | bandstropp |
| **General Keywords** | LoadLok | LoadLok Group | Roland | Roland International | Cargo Control |

## 4.4 Chapter summary

This chapter has shown the research justifications and the main research findings. The research justifications focussed on what has been realised compared to the design in *Chapter 3; Methodology.* The research findings are presented per research question and contain various supportive theoretical concepts.

## 4.5 Introduction chapter 5

The next chapter; *Chapter 5; Conclusions and Recommendations* will conclude the research per research theme, an Ishikawa fishbone diagram will be created on the research themes. Besides the conclusions the following chapter will also contain recommendations derived from the conclusion.

# CHAPTER 5; CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Chapter introduction

In *Chapter 5; Conclusions and Recommendations,* two elements are present. The chapter will begin with the conclusions per research question; the second part will contain several recommendations that are derived from the conclusions. The recommendations will be described per research theme related to the description in *1.7 Ishikawa diagram*.

## 5.2 Conclusions per research question

### 5.2.1 Research Question 1: What are the current needs of the customers on basis of the website?

Even though the LoadLok Group has chosen for the C.I value strategy, the other strategies must also be present on the website to meet all the needs of the customers. The website should excel in the C.I. value strategy, currently the website is not excelling the C.I. on the website, the combination of the post-sales and pre-sales model demonstrates 3 main elements needed for the website;
❖ Elements to obtain and maintain customer relations
❖ Product demonstration
❖ An element to gain customer feedback

*Research question 1A: Is there a need for social media, and if so how can this best be implemented?*

Several social media tools are used internationally (e.g. LinkedIn, Facebook, Youtube, etc.) and some social media have a more national character (e.g. Hyves). To decide on the appropriate strategy to implement social media in the future approach of the website, it is important to establish the need per medium;
❖ Facebook;
Facebook is a social medium that is widely used among the competition and in the branch. It will also help in fulfilling the needs of the *joiners* (Technographic profiling). Combining those two outcomes, a need for Facebook has been identified.
❖ Twitter;
Twitter is a social medium that has a great contradiction, on one side it can be helpful and on the other hand it is the social medium with least control. The current usage of Twitter depends on different elements, namely;
- Company size
- Company strategy
- Company location
The largest contradiction of Twitter is that; Twitter users are "the first to tell you something is wrong with your products or services" (Jorritsma ,2013), but the company has no control on what is placed on their page. Hence a company that uses Twitter often uses their active time on Twitter for damage control. Combining this contradiction and the strategy of LoadLok a need for Twitter is not identified.
❖ LinkedIn;
LinkedIn is the social medium that is mostly used among the competition and in the branch.
Currently LoadLok has a LinkedIn page; however the amount of connections, employees, and information is limited. Thus the need for LinkedIn is identified and an appropriate approach here would be to create more activity and awareness for the LinkedIn page.
❖ Youtube;
Youtube is the main social medium for video support; the usage among the OEM competition is significantly higher than the usage Youtube among the transport branch, and the product competition. The LoadLok Group has several videos on their websites; therefore a need for Youtube is identified, to support their current and future videos.
❖ Blog;
A blog is one of the latest and most collective social media, the branch and the competitor comparison show that only a few companies currently have a blog. Keeping in mind that the main activity among all social media is to keep up-to-date with relevant news and articles, and the outcome of the Treshold meeting (that a blog will support SEO), a direct need for a blog on the websites of the LoadLok Group has been identified.

The social media that have a direct indentified need and that are implemented will become a very helpful tool in the current CRM of the LoadLok Group. This is due to the possibility that LoadLok can use the social media to provide after-sales services to their customers; creating a more online C.I. strategy at the same time.

*As described in the paragraphs above the need for social media is identified, the main social media to be used are LinkedIn, Facebook, Youtube, and Blogs. All the technical implementation of Social media in the website can be done via the e-Pages system that the LoadLok Group currently uses as their content management system.*

*Research Question 1B: Is there a need for a more interactive website (next to social media), and if so how could this be achieved?*

The current interaction rate among the total competition is diminutive; it shows that there is not a direct demand to increase the interaction to make the website equivalent to the websites of the competition.

Google Analytics shows two important elements which are probable to be improved with a more interactive website.
*1; Time spent on website;*
With the use of interactive elements it is feasible to presume that the time spent on the website will increase. This is due to proclamation that the visitor will fidget with the interactive elements on the website to experience the elements.
*2; Exit page;*
With the use of interactive elements it is feasible to presume that the visitor will visit more than solely the home page. This is because many interactive elements link with other webpages within the website. When a visitor visits more webpages is it probable that they establish a better perception on what kind of companies LoadLok & Roland are and what their activities are.

Thus combining the outcome of the competitor comparison and the outcome of Google Analytics a need has been identified for a more interactive website (while containing C.I.). The main reasons to establish a more interactive website are to differentiate the website of the competition, and to improve the website usage.

An interactive website can be achieved through a number of improvements; the input of the several LoadLok and Roland managers, and the input obtained in the Treshold meeting provided an amount of improvements based upon current content, current design, and technical possibilities.
*As described in the paragraphs above the need for a more interactive website is identified, which can be achieved by updating the current content, design and technical options.*

*Research question 1C: Is there a need for a webshop, and if so what is needed to create a Webshop.*

To conclude whether there is a need for a webshop, a separation must be made between LoadLok and Roland; this is due to the fact that the opinions of the managers of LoadLok and Roland differ.

Even though the competitor comparison shows a general observation that with the generation of a webshop both Roland and LoadLok can create a competitive advantage over a large fraction of both the OEM companies as the product competition companies. The managerial survey shows that several regions and organisations feel no need for a webshop.

The main region and organisation that experience no need for a webshop is East-Europe and Roland International, this is because they allege that the products of Roland are too customised to be sold in a webshop, and they state that their customers in East-Europe don't desire a webshop.

On the other hand LoadLok (mainly the North-West Europe region) shows a clear demand for a webshop, and that the implementation must be as soon as possible. One situation that shows that a webshop is demanded is England; they currently sell via eBay and they process approximate 10 orders per day, the order has an averaged value of £10. The manager of UK LoadLok also expects that once a webshop is created, they will receive 100 orders per month. Another situation that is distinctive is that Germany expects that after 1 year 30% of the orders will be placed trough the webshop.

Thus the spilt of Roland and LoadLok, must be made in the desire for a webshop; where LoadLok has a clear desire and need for a webshop, Roland has no desire or need for a webshop. This split represents the level of information given to the managers of Roland and East-Europe, which must be of a significant higher level than in North & West Europe. The level must be of a high level, because when a webshop is created it will be created for all regions throughout Europe, and not solely for the countries that demand a webshop. The level of information will create a situation where all employees are confident and informed thoroughly. The strategy ought to incorporate these results.

*Research questions 1D: What are current demands and desires of the customers?*

The concluding of the current demands and desires of the customers will be made in two separate parts; the first part will focus on the general needs and desires of all customers throughout Europe and the second part will focus on the demands that are derived from the Technographic profiling.

The current website is mainly used to (re)search for products; hence the product information must be presented in a C.I. approach to fulfil the needs of the customers. One main element to present information through the C.I. strategy is by increasing the ease of finding the products and to support the use of the products.

When the customers use the online contact form the main follow-up actions are via phone and/or email because it is the most simple and clear action for both employee and customers. An option to react to these needs is by promoting that the follow-up action can be chosen by the customer; to assist the customer in his need.

The Technographic profiling shows that throughout Europe the main group is the spectators.
The spectators consume social information, to satisfy the needs of the spectators, the LoadLok Group must create a blog and post videos. The other main group (next to inactives) are the joiners who connect on social networks, to satisfy the needs of the joiners, the LoadLok Group must create a profile on a social networking website such as Facebook.

*As described in the paragraphs above the following main needs of customers are identified, presenting the product information in a more customer intimate method to meet the need of researching the products, and creating social media to fulfil the needs of the spectators and joiners.*

## 5.3.2. Research question 2: How do the websites of the competitors differ from LoadLok's?

To conclude how the websites of competitors differ from the websites within the LoadLok Group, it is important to comprehend the focus groups and the focus points. There were two main focus groups within the research, namely; the OEM companies, and the product competition. The focus points were the availability of several functions, such as; Social media, News forum, Webshop, Customer portal and the level of interaction.

*Social media*

Social media are widely used concepts, and consist out of several social media; the main media are Twitter, Facebook, LinkedIn, Youtube, and blogs. Currently the only social medium that is used in the LoadLok group is LinkedIn, at this time the LinkedIn profile of LoadLok has 45 connections.
The percentage of social media usage among the OEM competitors is significantly higher than the percentage among the product competitors; this can be coherent with the level of services. The OEM competitors are more service focused than the product competitors, because they provide mainly customised products.

*News forum*

The availability of a news forum among the OEM competitors is exceptionally high, while the availability of a news forum among the product competition is significantly inferior. The websites within the LoadLok Group have an inactive news forum. The research has shown that an active news forum is important because "over 50% of the transport professionals use the internet to stay informed on relevant news and publications". (HI-RE)

### Webshop

The webshop is a tremendously vital tool for the smaller customers who order a small amount of products, e.g. 5 straps that want the most convenience when ordering, currently the most simple order method is a webshop, neither LoadLok nor Roland has a webshop. These small customers with a desire for a webshop currently tend to be lost for personal contact, due to the nonexistence of a webshop. The availability of a webshop among the competition is currently equivalent to LoadLok, considering that most of the competitions doesn't provide webshop.

### Customer portal

The availability of a customer portal is a marketing tool often used in permission marketing, and CRM; currently the website LoadLok.com has a customer portal. To conclude the availability of a customer portal among the competition it is important to make a separation between the OEM competitors and the product competitors. The separation must be made because the availability of a customer portal among the product competition is significantly lower than the availability among the OEM competitors. There is also a distinctive difference in the use of the customer portal between the competitors groups; the product competition have the hyperlink to the customer portal in their website header, thus on all pages within the website the customer can login into their portal. The OEM competitors on the other hand often have the customer portal (including the hyperlink) solely on the webpage where spare parts can be ordered. This means that LoadLok is equivalent to the OEM competitors, and they have a competitive advantage over (most of) the product competition.

### Level of interaction

The level of interaction of a website, it´s probable that it is coherent to several elements of the visitors behaviour, namely; the average time spent per visit, and the averaged of page visits per visit. The level of interaction in both of the competitor groups is significantly low. Although there are also several competitors that have some interaction on their website, they are not achieving the full potential of the interactive elements.

### Product vs customer focused

The final focus point was whether the website focuses on customers or on products. The aim of the current and future websites within the LoadLok Group is to create a website that is customer focused.
The websites of the competitors are mainly focused on products; when LoadLok improves the website to fulfil all the need of the customers and to achieve a more customer intimate website, they will belong to the niche that has a website with a focus on the customers.

### Competitor behaviour

To conclude the competitor behaviour, the focus groups (OEM and product) are divided in several competitor groups. The competitor groups are as described in *2.1.5 Competitor comparison- Philip Kotler Competitor Behaviour.*

The main competitor behaviour group within the product competition is the followers; the main competitor behaviour group within the OEM competition is the challengers. LoadLok is added to the group of market leaders, since they aim the current and future website to achieve a customer focused website. Thus among the OEM competitors 10% belongs to the same behaviour group, and 22% of the product competitors.

### Other relevant elements;

Other elements that were a result of the competitor comparison are as follows;
❖ Language support
Both the website of LoadLok and Roland have a higher amount of supported languages; this creates a competitive advantage over the competition.
❖ Copyright
A current threat is the copyright; once the copyright is placed it is probable that a higher number of referencing will occur and it will most likely create more awareness among the users of the information.
❖ Mobile App
In the current era a mobile app can be a very useful tool, even though the availability of mobile apps is limited. The branch that the LoadLok Group is active in is a branch that is very active, and tends to travel a lot. A mobile app could support their customers when they are in transit.

The main elements that are represented in a mobile app (among their competition) are as follows;
1. A calculation element to calculate the needed straps, and its breaking weight
2. Product information
3. Company information

❖ Google Ranking

The research has shown that how higher the ranking of the company- how higher the likeability that the company obtains the attention of the customer. Especially among the product competition the Google Ranking is an important factor.

❖ Current usage

The main current usage among the organisational websites in the branch is to provide online information to support offline transactions, another use of the website among the competition (significantly lower) is to provide a mixture of online and offline activities; here the website is used as support for offline transactions, but it also has a number of online transactions.

*As described in the paragraphs above the websites varies on multiple elements from the competitors, in some of the elements they differentiated themselves in both current and future website, in other elements they need to improve the website to actualise to the equivalent of the competitors.*

### 5.3.3 Research question 3: What are the current malfunctions of the website?

The research shows that there are several malfunctions present on the current website; these can be divided into two main elements; Content/Design and Technical defects.

#### *Content/Design*

The main deficiency among the content/design aspect is that the content is not up-to-date, and that several elements are missing, the missing content is as follows;
❖ There are no blogs or other social media present on the website,
❖ Not all languages are supported (Swedish and Russian).

Another deficiency in the content design is that the website is not fulfilling several current trends, such as;
❖ Green products,
❖ Sustainability,
❖ CSR.

These trends support C.I. and by not having these trends the website is not fulfilling its full potential. The final imperfection among the content aspect is the product information; there is not enough technical info available, the website has no technical drawings, no information regarding norms, and limited certifications. There is no sufficient amount of information available on how to use the products, and there is no advice element for the products.

#### *Technical defects*

The deficiencies among the technical aspect are that JavaScript and the out-dated flash menu is making the website speed very slow, and the website design is not responsiveness. The out-dated flash menu and JavaScript are also responsible for the current website navigation, thus the current website navigation is not optimal which leads to a difficulty in the quest for products. Another imperfection among the technical aspects is that the website is not using the recently invented functions such as HTML5 and jQuery, or the renewed functions in the E-pages system, such as the possibility to add page titles and page descriptions to support the SEO.

*As described in the paragraphs the current malfunctions of the website, based upon the customer perception are missing content, missing trends, and several technical defects. The appropriate approach for the website renewal is that these malfunctions must be revised immediately.*

### 5.3.4 Research question 4: What problems do employees encounter when using the website?

The research shows that employees encounter several problems when they use the website.
These problems have a direct effect on the perception of both employees and customers, these problems can be divided in several various aspects, namely;
1; Management
2; Content,
3; Technical difficulties

*1; Management*

The problem in the management aspect is that there is no commitment from the subs to the website; this enhances the situation that the website is not up-to-date. The lack of commitment continues into the lack of measurement and monitoring, where a tool like DAGMAR would be excellent to measure and monitor the results of the website. And the final outflow of the lack of commitment is that the managers don't know who is the designated person within their own sub to create input into the website, and there is no strict policy for providing input.

*2; Content*

The first tribulation in the content aspect is that not all languages are represented, the LoadLok website doesn't support Swedish, and the Roland website doesn't support Russian, Both the Swedish as the Polish (East-Europe) regional managers has shown the desire for websites in those languages.

Another main concern is the C.I. element, the current content of the website doesn't support the C.I. strategy, this is due to several aspects. The main aspect is that the current website is not user-friendly. Other aspects that effect C.I. are;
❖ There is not enough technical info available,
❖ The possible functions within the website are limited,
❖ The contact information is not clear.
The final tribulation in the content aspect is design; the articles do not follow any appearance pattern, it is always random, this leads to difficulties in finding the products within the multiple sections.

*3; Technical difficulties*

The concerns in the technical aspect is that the website doesn't work properly on mobile devices, even though the current rate of mobile users is limited to *7,8% of the total visitors*. A certain level of ongoing digitalization occurs in the transport branch, the responsiveness (the ability to adapt themselves to the origin of the visitor on basis of the screen resolution) of a website will become an important part to provide a satisfying website. Other technical concerns are that the website takes a very long time to load even when the internet connection is fast, and the current navigation is not optimal and is not time effective; this is due to the current use of JavaScript on the website.
 *Measured over the period of 7 January 2013 till 5 May 2013 on the LoadLok website*

The appropriate approach for the website renewal is that these problems must be revised immediately, in order to support the employees in their online activities.

*As described in the paragraphs above the employees using the website encounter various problems in three main aspects; Management, Content, and Technical difficulties. The main problems in the management aspect are the missing guidelines and transparency in responsibility, the main problem in the content aspect is the missing content in order to support the customers, the main problems in the technical difficulties aspect are the website navigations, and the missing responsiveness element.*

**5.3.5 Research question 5: What are the most used search engines per country and what are the most used search terms?**

This question was aimed at increasing the ease of finding LoadLok/Roland and its products; the main tool in search engines to increase the find ability of the LoadLok Group and its products is through paid search services. Currently the amount of organic searches, organic visitors are referred by an unpaid search engine listing (e.g. Google.com), is 40.5%*.
*measured over the LoadLok website from 07/01/2013 to 05/05/2013

There is one search engine that has an overhand on all the other search engines, namely Google with an average of 92.84% usage among all regions were LoadLok is represented. Google Adwords is therefore the paid search service to be used; Google Adwords works on national campaigns and keywords. In the national campaign several aspects are stated; one main element is the budget, the budget can be determined per day, per week, and per month. The budget also demands that an amount for the pay-per-click is set. This is the amount that the LoadLok group will pay Google to rank the websites of Roland and/or LoadLok higher among the search results. Once the visitor clicks on the link of the company, Google will claim the amount of 1 pay-per-click amount. The other main element that must be set are the keywords, which are search terms which will redirect the customer to the website of LoadLok and/or Roland.

Considering the fact that the campaigns are national, the keywords must be in the national language. In the case of LoadLok these languages are; Dutch, German, English, French, Italian, Spanish, Polish, and Swedish. And in the case of Roland these languages are; Polish, Dutch, German, French, Spanish, Russian, and English. The outcome of the managerial surveys, SEO blogs, and the Treshold meeting shows that the main perception is that the keywords in the Adwords campaign should be highly used products that LoadLok and/or Roland offer in their assortment. Google Adwords shows which campaigns are successful and which aren't, this means that at any given time and period an Adwords campaign can be either adapted or deleted. As described above the Google Adwords campaigns are nationwide a useful tool to combine with the campaigns is Google Analytics. It shows the visits per day, the percentage of visits that are referrals (e.g. via Google Adwords), and it shows the origin of the visitors. Currently the top countries of both Roland as LoadLok are the countries where the LoadLok Group is represented, as seen in the Google Analytics analyse. The Google Analytics Dashboard shows the origin of the visits per week; in the future it can occur that another country will generate a high amount of visitors. When this occurs a Google Adwords campaign can be started to generate even more visitors in that region.

*As described in the paragraphs above the main search engine throughout Europe is Google and the search terms are (national) highly used product names.*

## 5.3 Summary of the conclusions

In chapter 5.2 the conclusion of the research findings is described per research question. Each conclusion has been aimed to answer the thesis objective; formulate an appropriate strategy for the restructuring of the website; that suits the current market and current era.

The strategic elements for the appropriate strategy for the restructuring of the website are described in chapter 5.2 conclusion. The main conclusion for the strategy of upgrading the websites can be divided into three main phases; the first phase will focus on improving the current website (main activities are actualising the content and improve the technical flaws), the second phase is the implementation of social media, the third and final phase will focus on the webshop project.

## 5.4 Introduction next section

The following chapter will provide recommendations per research theme, these research themes are as described in Chapter 1.7 Ishikawa Diagram;
❖ Customer
❖ Website
❖ Competitors
❖ Employees
❖ Customer Intimacy

## 5.5 Recommendations per research theme

### 5.5.1 Customers

*Perception*

To create a website that will be perceived as a customer intimate website by the target group of the LoadLok group it is important to follow the main trends in the organisation culture of the market, these trends that must be present on website and therefore must be added to the websites within the LoadLok Group are; the availability of "green" products, the level of sustainability, and the CSR of the Group.

*Preferred contact methods*

The target audience within the LoadLok Group throughout Europe demonstrated that in accordance with the customer intimate strategy the preferred contact method is via personal contact. The current website contact options (the general phone number and the contact form) don't support the C.I. strategy, the information is to general and impersonal. The market shows that more personal contact options can be achieved by adding several elements to the current contact options; contact details of multiple employees per region or per department. The preferred contact details which must be added are; the name/ department of the employee which will help the target audience, a direct phone number, and a direct email address.

### Needs

The prospected and current customers within the LoadLok Group, belong to a branch were the accessibility of a website is highly important. As the customers spend a lot of time in transit they always need to be able to access the website and product information. This is achieved by having a website that is adaptable to mobile use, the current website is not optimal for mobile use; therefore the main recommendation is to create a website that is adaptable to mobile usage. By providing a website that always can be accessed it will increase the customer friendliness of the website that coheres more to the customer intimate strategy.

The second recommendation in the customers need research theme is the product information; currently the product information is presented in a static manner. To create a more customer intimate website that fulfils the needs of the target audience, the product information must be presented in a more customer intimate style. Coherent to the branch and the target audience, adding more/different technical information such as usage tips and tricks, and product drawings will create a more customer intimate website.

### Current/future website usages

The main current usage of websites in the branch and amongst the target audience is to (re)search the products; the main recommendation to achieve a customer intimate website is as prior described in this research theme to improve the level of the customer intimate product information.

To increase the future usages of the website; it is important to follow several trends in the organisational culture of the branch, these trends will allow the LoadLok Group to achieve a more optimal and a more customer intimate website. The current branch trends that are coherent to the customer intimate strategy and the customer's needs are as follows;
* A blog; to increase the level of communication between the customer, the branch, the website, and the organisation.
* An up-to-date news forum; to fulfil the main activity of the customers (to stay updated on relevant news and articles).

## 5.5.2 Website

### Webshop placement

In the process of webshop placement it is highly vital to inform all the employees extensive before launching the webshop, for the customers a broad campaign that will inform the customer on the webshop and its launch must be commenced. This is coherent with the customer intimacy strategy; personal contact will decrease when using the webshop, thus the target audience must be aware of all benefits and options before launching the webshop to create a (likely) higher usage rate. When creating the webshop and informing the customer, the LoadLok group will distinguish themselves from the competition in the branch.

### Lack of interaction

The lack of interaction is realised due to one main element; the level of organisational input.
The level of organisational input throughout all sales offices and manufacturing plants is low; this creates a website that offers limited information. The lack of interaction is in conflict with the C.I. strategy where interaction between customer, market, and organisation must be present.

The limited information can be solved easily with the creation of a plan which states that every two weeks a sales office/manufacturing plant should provided a blog, a news article, or anything worth mentioning to the designated person. This employee will place the information on the website; this will create a regularly updated website and the schedule will create clearance on when a location has to provide input. Considering that there are 15 subs (12 sales offices & 3 manufacturing plants), each sub has to provide input once every 30 weeks. These 30 weeks interval will create a situation where the subs can easily manage their time to provide input.
Once the website will achieve a higher level of interaction, it will excel from competition in the branch, and it will support the LoadLok Group in maintaining a relationship with their target audience.

## Non-optimal use of the online utensils

The current strategy within the LoadLok group for the online utensils is not optimal; the set-up of clear, distinctive rules for the online utensils will create a situation where the online utensils are fulfilling more potential. Currently a lot of the potential is lost; due to the actuality that many employees and managers have no indication of who is responsible for the website and what is possible in the E-Pages system. The website could easily be used in a more significant manner if they would adjust several functions in the E-Pages system. One simple adjustment that creates a more optimal use is by adding a small customer satisfaction survey in the footer; this way the website visitors can leave their opinions and remarks of the website. When the results are e-mailed to a email address (depending on the usage) an employee could summarise these remarks/opinion and once a month research which remarks he/she could adjust immediately, and (again depending on the usage) once every six months the larger adjustments could be made.

The customer satisfaction survey is coherent with the C.I. strategy, because it creates a situation where feedback is provided and The LoadLok Group can either obtain or maintain a relationship with the (prospected) customer.

## Operational malfunctions

The current operational malfunctions of the website can be divided into two main elements; Design, and technical deficiency.
The operational malfunction of the design element is that the website is not responsive to mobile use.
The current programme that is used to create the website is JavaScript, disadvantages of JavaScript are that it takes long to load and that flash is not recognized on the mobile devices of Apple (phone & iPod). The recommendations for the design are first to make the website responsive to mobile devices and to replace the JavaScript with HTML5 and jQuery. The operational malfunctions of the technical deficiency are that the page titles and page description are inclusive. The E-Pages system offers the ability to add page titles and page description to each page within the website. Page titles and page descriptions are useful for Google Ranking, because when searching for a product/services or information of an organisation in the LoadLok group the information placed in the page titles and page descriptions are shown as a result. Currently both page titles and page description of all pages within the website are deficient; this could and should be implemented as soon as possible. Another technical operational malfunction is that the current URL's of the website are too long, and incorrect. One example of an URL is as follows;
 http://www.LoadLok.com/epages/LoadLok.sf/secc3dc0d635d/?ObjectPath=/Shops/LoadLok/Products/RAT-000/SubProducts/804E this can easily be improved in the e-Pages system by using the short URL function, this will automatically change the URL to http://www.LoadLok.com/nl/weg/spanbanden/eindloze-spanbanden.

## 5.5.3 Competitors

### Current strategy

The current strategy that is mainly represented among the competitors is *operational excellence;* innovation in the market is low, and the main focus is on product price, and purchase convenience. The LoadLok Group has chosen for the customer intimacy strategy, remaining this strategy is strongly recommended. Retaining the customer intimacy strategy is based upon three foundations;
1. The managers still feel that customer intimacy is the best strategy for LoadLok, in order to achieve a relation with the customers.
2. The retention of the strategy will create a situation where LoadLok can differentiate from its competitors.
3. The strategy will support The LoadLok in achieving a customer perception that suits with the organisational aim; to present solutions to its customers.

### Current use of website

To differentiate themselves from the competitors and to create a customer intimate website it is recommended that the websites with the LoadLok Group become a mixture were both online and offline transactions are supported. The mixture will create that they can differentiate themselves from their competition, and the website will support the C.I. strategy by providing a wide variation of options to their

customers. The websites of the LoadLok Group can achieve this mixture by implementing the interactive elements, by the creation of the webshop, and by linking the (English) eBay account to the website.

The current usage of Social media is high among the OEM competition, but is radically lower among the product competition. The recommendations will be based upon the generalised vision of both the competition groups.

To achieve a variation of online options that will support the C.I. strategy several social media should either be updated, implemented, or created.

❖ LinkedIn

LinkedIn is the main social medium used in the transport market, considering that LoadLok and Roland already have a LinkedIn profile; the main recommendation is to implement those profiles into the homepage of the websites.

❖ Facebook

Facebook is another social medium widely used among the competition. The main recommendation for Facebook is to create an account solely for LoadLok; once the importance has been proven (number of likes) an account should be made for Roland. Important note; the account and thus the post on the account should have a professional setting. Facebook should be implemented in order to interact with the (prospected) customers, and to keep them updated on both organisational and market news.

❖ Youtube

Youtube is the main social medium used for video support in the European market, considering the actuality that both LoadLok and Roland use videos on their website a Youtube account will support their online activity, therefore a YouTube account should be created.

❖ Twitter

Even though Twitter is used by several competitors, the use of Twitter is not recommended. This is mainly due to the contradiction of this medium; it can be a helpful tool in the CRM, but the loss of control that is cohere to this medium is extensively high. Considering the current transport market and the C.I. strategy the use of Twitter is not recommended.

❖ Blog

Currently a blog is the social medium that is least used in the transport branch. Although it is not often used, the LoadLok Group should implement this medium; because it is a very useful to change the website usage, to support the SEO, and to create a more interactive website. The implementation of a blog will also support the organisation in achieving the optimal potential of C.I. in their online options.

### 5.5.4 Employees

In order to achieve a customer intimate website the employees have expressed several elements that must be improved or implemented in order to provide a higher level of support to the (prospected) customer.

The managers have experienced that the articles don't follow any appearance pattern, it is always random. They need the appearance to be more logical by categories and article numbers. The main reason for the need is that the employees must be able to find the (requested) product quick when they are providing feedback/support to the customer. Bearing in mind that the target audience are active in the transport branch, the employees must be able to support the customers quick and sufficient to maintain the C.I. strategy.

The second demand expressed by managers is that more languages are supported on the website; currently they are missing a Russian website, and the Swedish website is written in English. The recommendation is to implement these languages to support the Russian (east-Europe) and Swedish employees, these employees need these languages to support the (prospected) customers in these regions.

The employees have expressed one general expectation; when the website is updated it will become a useful instrument in their activities. This can be achieved by updating the content, and by adding elements to make the website more customer intimate and less static. The elements are widely expressed among these recommendations; once the recommendations have been implemented, the website will become an optimal tool in achieving the C.I. strategy.

*Operational failures*

The employees in general face the same operational failures as described in *5.5.2 Website-operational malfunctions.* However there is one failure that radically diminishes the operational activities of the employees and that is based upon the internal website. The failure is that when an article is not available, the system keeps it as outstanding but does not inform the user on ETA. To support the employees in their activities it is very useful to adjust this, so that the employees have the needed information when informing the (prospected) customer on the product. By being able to provide more information to the customer, the employee can use the website in their quest to gain/maintain relations with their customers.

*Little managers input*

The current level of managers input is significantly low; this leads to a situation where the website is not supporting the C.I. strategy. The managers input should be improved to support the employees, the customer, and the C.I. strategy; the input should be enlarged trough the schedule as discussed prior in *5.5.2 Website- Lack of interaction.*

The DAGMAR[5] model should be used as a strategic tool for the current and future website, in order to maximise the level of understanding among all employees. Below a customer plan which is coherent to the second phase (The second part is to create a process were the customer goes via four stages from unaware to aware) of the Dagmar model is shown.

| 1. Awareness |
| :---: |
| Google Ranking |

| 2. Comprehension | |
| :---: | :---: |
| Knowledge of the company- Company information | Knowledge of the product- Product information |

| 3. Conviction |
| :---: |
| Product superiorty |

| 4. Action | | |
| :---: | :---: | :---: |
| Sales communication; | Clear Contact data | Free telephone number |

## 5.5.5 Customer Intimacy

*NO CSR/ Lack of social relationship*

The current website doesn't support CSR or social relationships, the deficiency of these elements lack to support C.I. strategy.  The research has shown that LoadLok currently has one (known thus far) situation to which CSR applies. This is that they outsources business activities to a sheltered workplace in Rotterdam which are performed by employees belong to the *WSW law. This type of outsourcing provides itself to be acknowledging under CSR and is probable to create social relationships with potential/current customers.

Throughout the market in Europe CSR is one of the main upcoming trends to create relationships between organisations and customers, the target audience will be able to relate with the company through its CSR activities.
*The *Dutch WSW law* is for inhabitants who have limited abilities, and it allows them to work in social & protected work environments.

*CRM is absent*

The research has shown that CRM is not absent, but limited. The current CRM management of the website is limited to the follow-up actions of the online contact form; the website can easily improve the CRM aspect, by adding several elements;
❖ Place more emphasis on product benefits- next to the technical information.
❖ Focus must be on customer retention, e.g. the ability for repeat orders.
❖ An element to gain customer feedback, and responding to the given feedback.

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[5] The Dagmar model used is by (Brassington en Pettitt ,2006); the implementation is performed by the author of the report.

❖ High focus on services; e.g. short delivery time.

CRM is one of the main elements in a C.I. strategy where the CRM must be of an extremely high level in order to support the customers. In a market where there is limited innovation the target audience can often be bound by being a company with a high CRM service level.

*Strategic elements are deficient*

The current websites of LoadLok and Roland lack strategic elements, such as; planning, monitoring, objectives, and measuring. The websites are launched, but no strategic plan is made for the website. A useful strategic tool is the digital roadmap, which is a route that consists out of 5 phases that each website should endure; it is a continuous plan that once the final phase has been reached the process will eventually start over from phase 1.

The digital roadmap has five main phases
1; Frame the objectives and deliverables
2; Assess your current environment (market and target audience)
3; Option mapping
4; Collaborative reviews
5; Recommendations and communications (active roadmap)

An (active) roadmap that is based upon the current strategy of LoadLok has been created and is shown below;
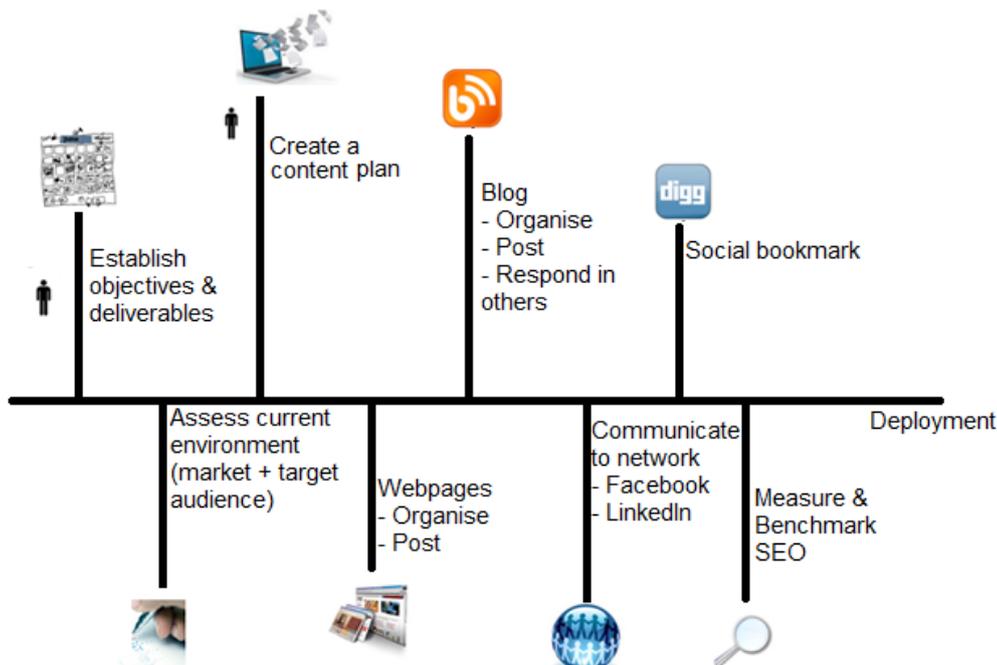


6

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[6] The active roadmap is created by the author of the report.

## 5.6 Summary of the Recommendations

Chapter 5.5 has provided recommendations per research theme; these research themes were as described in Chapter 1.7 Ishikawa Diagram; Customers, Website, Competitors, Employees & Customer Intimacy. The recommendations will be summarised below, per phase;

**1. Improve current website**
The main recommendations in these phases are:
❖ Retain the Customer Intimacy strategy to differentiate from competitors and to support the customers in their business activities.
❖ Provide a clear management support element; with clear rules and guidelines for the website use. The management team should also invest more time in the monitoring and measuring of the website results/visitors.
❖ Improve the technical deficient; such as mobile adaptability and the out-date JavaScript,
❖ Add several design elements; such as clear technical information, tips and tricks for usages, appearance pattern & the contact information should be adjusted.
❖ Create more language support; Russian and Swedish should be supported on the LoadLok website.
❖ Placing copyright in the footer will prevent unreferenced copying of the website.

**2. Add social media**
The main recommendations for this phase are as follows;
❖ Implement the LinkedIN account to the homepages.
❖ Create a Youtube account for video support.
❖ Create a Facebook account for LoadLok and implement this account into the homepage of LoadLok.
❖ Design a blog to support the C.I. Strategy and the current SEO Strategy.
❖ Updating the current news forum (and keeping it updated) will support the current target audience more in their online activities.
In phase 2 next to the social media, the options of Google Adwords and Google Analytics should be incorporated more in the organisational activities to create more traffic to the (newly improved) C.I. website.

**3. Set-up webshop**
The main recommendations for this phase are as follows;
❖ Start a new project to research all needed information for the implementation of a webshop.
❖ Before launching the webshop the employees should be educated thoroughly about the options in the webshop in order to support the prospected webshop users. The customer should be informed on the webshop, its options, and the launch in order to maintain the C.I. strategy and prevent any problems that can occur when using the webshop.
❖ The possibility of a mobile app should be reassessed.


## 5.7 Introduction chapter 6

The next chapter; *Chapter 6; Implementation* will contain several elements to create an implementation plan for the LoadLok Group. One element will be the actual implementation, other elements are as follows; a timeline with short, mid, and long-term actions, a financial overview of costs and benefits, and risks.

# CHAPTER 6; IMPLEMENTATION

## 6.1 Chapter introduction

This chapter; *Chapter 6; Implementation* contains several elements to create the implementation plan for the LoadLok Group. One element will be the actual implementation, other elements that are described in this chapter are as follows; a Timeline with short, mid, and long-term actions, a financial overview of costs and benefits, and risks.

## 6.2 Implementation plan[7]

The implementation plan will contain three main phases; two of which will be described in this implementation plan, the main phases are as follows;

**1.  Improve current website**
In this phase the main elements are to actualise the content and to improve the technical flaws.

**2.  Add social media**
This phase will begin after phase 1 is finalised; the main elements are to add social media and to focus on mobile use.

**3.  Set-up webshop**
In this phase the website has achieved the highest segment of communication support and the implementation of a webshop is achieved.

### Activities in phase 1

*1; Content improvement*

A.  Implement green and sustainable products and news in the website.
Create an article on the level of sustainability (product endurance).


B.  Achieve regular news updates.
A rotation of requested input where each sales office and manufacturing plant will provide input; once every two weeks a different location will provide information.


C.  Increase the level of product understanding
Among the product information several tips and tricks for the use of the product must be added.


D.  Reorganize the contact data to become more customer intimate
Add a personal name, function, and a more personalised email to the call-me-banners.


E.  Create a blog
To support SEO and to achieve more interaction a blog should be implemented. An example of a blog could be; How to secure cargo for road transport.


F.  Employ footers
Copyright should be placed in the footer; another element to be added in the footer is a (short) general customer support survey


G.  Language support
Create a Swedish LoadLok website and a Russian Roland website.


H.  CSR
To create a relation with the customer CSR is the main trend to follow; thus CSR must be implemented in the blogs and articles. The first CSR blog should be about the outsourcing of business activities to sheltered workplaces.

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[7] The letter of the activity responds to the activity in the implementation timeline. E.g. Implement green and sustainable products and news in the website, responds with activity A in the timeline.

I. Interactive element

Add either a calculation to compute the needed amount of products or the calculation to compute the maximum weight per strap.

J. URL's

Create a short URL for all pages.
Make sure that the provider of your web site has entered a domain name.
This is how to create a short URL for all pages:
1. Open the Administration home page.
2. Click **Generate short URLs**.
3. Read the ensuing message carefully and click **Generate short URLs**.

K. Page titles and descriptions

Add page titles and description per website page, this can be done in the E-pages system. The page title will contribute to SEO, and the page description is the sentence that will be shown in search engine results.

L. Out-dated JavaScript

The current out-dated JavaScript is decreasing the website speed, to increase the website speed the JavaScript should be replaced by a mix of jQuery, CSS, and HTML5.

M. Design

The articles should be presented by categories and article numbers to increase the user-friendliness of the website.

N. Article availability

When an article is not available, the system keeps it as outstanding but does not inform the user on the ETA; thus the article availability should be incorporated in the website to inform the users on ETA.

O. Logo hyperlink

The logo should hyperlink to the homepage, so when a website visitor clicks on the logo the website will redirect to the homepage.

P. State the objectives and expected outcomes

Q. Create a guideline of what is expected and what is allowed for the managers input

R. Adwords

Set-up a number of national (Google) Adwords campaigns, after results shown the benefits expand the numbers of Adwords campaigns.

## Activities in phase 2

*Social media*

S. LinkedIn

Currently both Load-lok International and Roland International have a LinkedIn page; the pages should be implemented in the website, *Load-lok International should be renamed to LoadLok Group.*

T. Youtube

A Youtube account should be created and implemented into the websites for video support.

U. Facebook

A Facebook account should be created for LoadLok Group; once an amount of at least 500 likes is achieved a Facebook page for Roland should be achieved. The Facebook page of LoadLok group should have English as its main language base. All articles and blogs should be posted on the Facebook page to create an interactive account.

V. Updates

All social media should have at least one activity per month and the Facebook page one per week.
Once the activity limit is not met the designated person in the Dutch head office should step in and create the activity for the accounts.

*Mobile use*

W. Responsiveness

The improvement of the outdated JavaScript to the mix of jQuery, CSS, and HTML5 will create a responsiveness website that can be viewed on mobile devices.

X. Mobile app

The mobile app will be achieved in phase 3 to achieve the optimal communication potential of the website. It will translate the website in a mobile application. The elements to be represented in the mobile app are;

❖ Product information
❖ Company information
❖ Services
❖ Calculation elements (*as described in phase 1; interactive elements*)

## 6.3 Timeline

### 6.3.1 Continuous activities in all time periods

Several of the activities described in *6.2 Implementation plan* are coherent continuous activities in all time periods. The table below shows the coherency between the activities and the planning; once the final activity is fulfilled the activities will start with the first activity.

| Table 11 | Activity B+H+A | Activity E+ H+A | Activity V+E+B | Performed by |
|---|---|---|---|---|
| Week 1- Introduction | | | | Dutch management team |
| Week 1/2 | | | ■ | Designated website employee |
| Week 3 | ■ | ■ | | LoadLok – UK |
| Week 3/4 | | | ■ | Designated website employee |
| Week 5 | ■ | ■ | | Roland- The Netherlands |
| Week 5/6 | | | ■ | Designated website employee |
| week 7 | ■ | ■ | | LoadLok Belgium |
| week 7/8 | | | ■ | Designated website employee |
| week 9 | ■ | ■ | | LoadLok Germany |
| week 9/10 | | | ■ | Designated website employee |
| week 11 | ■ | ■ | | LoadLok Italia |
| week 11/12 | | | ■ | Designated website employee |
| week 13 | ■ | ■ | | Roland- Poland |
| week 13/14 | | | ■ | Designated website employee |
| week 15 | ■ | ■ | | LoadLok- The Netherlands |
| week 15/16 | | | ■ | Designated website employee |
| week 17 | ■ | ■ | | Manufacturing UK |
| week 17/18 | | | ■ | Designated website employee |
| week 19 | ■ | ■ | | LoadLok- Poland |
| week 19/20 | | | ■ | Designated website employee |
| week 21 | ■ | ■ | | Roland- UK |
| week 21/22 | | | ■ | Designated website employee |
| week 23 | ■ | ■ | | LoadLok- France |
| week 23/24 | | | ■ | Designated website employee |
| week 25 | ■ | ■ | | LoadLok- Sweden |
| week25/26 | | | ■ | Designated website employee |
| week 27 | ■ | ■ | | Manufacturing- Poland |
| week 27/28 | | | ■ | Designated website employee |
| week 29 | ■ | ■ | | LoadLok- Spain |
| week 29/30 | | | ■ | Designated website employee |
| week 31 | ■ | ■ | | Manufacturing- The Netherlands |
| week 31/32 | | | ■ | Designated website employee |
| Start over with week 3 | | | | |

The table shows that every 2 weeks an location within the LoadLok Groups must provide input, the input can either; be a news article with influences of Green, CSR, or sustainability, or a blog with influences of Green, CSR, or sustainability. The other element that is shown in the table is that a designated website employees should place the input of a articles of blog on social media, in the weeks were no input is provided the employee should create a own post for social media.

## 6.3.2 Timelines per time period

| Table 12. Activity *(as described in 6.2 implementation plan)* | Time period SHORT-TERM (1 to 9 weeks) | | | | | | | | | | Performed by |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | week 1 | week 2 | week 3 | week 4 | week 5 | week 6 | week 7 | week 8 | week 9 | | |
| Activity P | ■ | ■ | | | | | | | | | Dutch management team |
| Activity Q | ■ | ■ | | | | | | | | | Dutch management team |
| Activity K | | | ■ | ■ | | | | | | | (yet) to be designated/hired employee |
| Activity J | | | | ■ | | | | | | | (yet) to be designated/hired employee |
| activity F; Copyright | | | | | ■ | | | | | | (yet) to be designated/hired employee |
| Activity C | | | | | ■ | ■ | ■ | | | | (yet) to be designated/hired employee |
| Activity S | | | | | | | ■ | | | | (yet) to be designated/hired employee |
| Activity M; Design outline | | | | | | | | ■ | ■ | | Dutch management team |
| Activity D | | | | | | | | | ■ | | (yet) to be designated/hired employee |
| Table 13 | MID-TERM (3-12 months) | | | | | | | | | | |
| | Month 3 | Month 4 | Month 5 | month 6 | month 7 | month 8 | month 9 | month 10 | month 11 | Month 12 | |

| Activity | | | | | | | | | | | | Responsible |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Activity G | █ | | | | | | | | | | | (yet) to be designated/hired employee |
| Activity H | █ | | | | | | | | | | | (yet) to be designated/hired employee |
| Activity M; Design implementation | | █ | █ | █ | | | | | | | | Treshold |
| activity O | | █ | | | | | | | | | | Treshold |
| Activity L+V | | | █ | █ | | | | | | | | Treshold |
| Activity I | | | | █ | | | | | | | | Treshold |
| Activity T; Account | | | | | █ | | | | | | | (yet) to be designated/hired employee |
| Activity T; Uploading | | | | | █ | | | | | | | (yet) to be designated/hired employee |
| Activity U; LoadLok | | | | | | █ | | | | | | (yet) to be designated/hired employee |
| Activity R | | | | | | █ | | | | | | (yet) to be designated/hired employee |
| Measuring and Monitoring (Trials) | | | | | | | █ | █ | █ | █ | | (yet) to be designated/hired employee |

| Table 14 | LONG-TERM (1+ years) | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Activity F; Customer survey | ▉ | | | | | | | | | | | (yet) to be designated/hired employee |
| Activity T; Roland | ▉ | ▉ | | | | | | | | | | Dutch management in cooperation with Treshold |
| Activity X | | ▉ | ▉ | | | | | | | | | (yet) to be designated/hired employee |
| Activity R | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | | (yet) to be designated/hired employee |
| Measuring and monitoring | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | | (yet) to be designated/hired employee |
| Continuous improvements based on results of the measuring and monitoring activities | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | ▉ | | (yet) to be designated/hired employee |

## 6.4 Cost and benefits

### 6.4.1 Cost

The main cost of the actions is time, several employees and managers are expected to invest time in the project.

One employee must be assigned to maintain the website and the social media of both LoadLok and Roland, the managing directors of the sales offices and manufacturing plants are expected to invest time once every 30 weeks. This project encounters that one employee will have an average of 24 hour per week, that they have in workload. First the employee will face the webshop project (research and implementation) and the maintenance of the website and social media. Once the webshop project is completed the employees will have to maintain the webshop besides the other maintenance projects. The averaged cost for this employee will be €700/800 per month.

The other cost element is the use of Treshold Automatisering for the improvement and creation of the technical aspects. The LoadLok Group has a subscription with Treshold Automatisering; therefore the activities will be without charge.

### 6.4.2. Benefits

The main benefit of this project is hard to express in figures, because it is to create a more customer intimate website that has a higher level of user-friendliness. The other benefit is to create a website that is more interactive and up-to-date, to increase the customer perception.

The benefits will lead the LoadLok Group to a situation where the website is one of the online utensils that support the C.I. strategy of the company. The LoadLok Group will differentiate themselves from their competitors in the branch, due to the fact that they are one of the limited organisations that have a customer focussed website.

## 6.5 Risks

During the execution of the implementation plan several risk can occur; these risks are as follows;
❖ Force majeure occurs.
❖ There is a lack of commitment.
❖ Activities are missing from scope.
❖ There is a resource shortfall.
❖ Technical changes impact the project.
❖ The project fails to match the organisations culture (C.I.).
❖ There is a delay due to the training/recruiting of employees.
❖ The design is infeasible, not fit-for-purpose.

## 6.6 Chapter summary

This chapter; *Chapter 6; Strategic Implementation* contained the implementation plan for the LoadLok Group. The elements described in this chapter in addition to the implementation plan are as follows;
❖ A timeline with short, mid, and long-term actions
❖ An overview of costs and benefits
❖ Risks

## 6.7 Introduction chapter 7

The next chapter; *Chapter 7; Reflection* will contain several elements to generate a complete and clear impression of the gained competencies during the entire process of the thesis. The elements that will be described in-depth are as follows; generic competencies, professional competencies, lesson learned, improvements points, and the eligibility BBA degree.

# CHAPTER 7; REFLECTION

## 7.1 Chapter introduction

This chapter will contain several elements in order to provide a complete and clear impression of the gained competencies during the entire process of the thesis. The elements that will be described are as follows; generic competencies, professional competencies, lesson learned, improvements points, and the eligibility of the BBA degree.

## 7.2 Reflection on the competencies (Generic + Professional)

| 7.2.1 Generic Competencies | level 1 | level 2 | level 3 | Applicability to research subject | Coaching needed |
|---|---|---|---|---|---|
| *Interpersonal Competencies* | | | | | |
| **Leadership** | high | medium | medium | medium | Low |
| The competence of taking initiative and a leading role within a project is a competence that the student has provided on occasion; the student could show more leadership by taking more initiative | | | | | |
| **Co-operation** | high | high | high | medium | None |
| Co-operation with the company supervisor and school supervisor to gain feedback to achieve the optimal result can only be successful with a high level of co-operation. The student has shown the right communicative skills to obtain the right co-operation. | | | | | |
| **Business communication** | high | high | high | high | None |
| The student has shown a professional level of English communication during the research. The student has provided several presentations, proposals, and draft reports to support the level of professional English. | | | | | |
| *Task-oriented Competencies* | | | | | |
| Business research methods | high | high | medium | high | Low |
| The student has shown the ability to apply relevant information to various theories and concepts; the student has combined the gathered information and draw conclusions in a fine method. | | | | | |
| Planning and Organization | high | high | medium | high | Medium |
| The student worked with a matrix planning that suited the organisation, in the chancing planning. The planning somewhat changes due to the fact that the organisation has flexible activities so the student did also have a flexible planning. | | | | | |
| *Intra-personal Competencies* | | | | | |
| Learning and self-development | high | high | high | high | None |
| The students is well aware of both the personal strengths and weaknesses as the professional strengths as weaknesses. The student has used the criticism provided by the company supervisor well in order to support a better end-product for both the student and the organisation. | | | | | |
| Ethical and corporate responsibility | high | high | medium | High | None |
| The student is well aware of the organisational ethical and corporate responsibility; this is shown by the fact that the student will not share corporate information to which it doesn't belong to. | | | | | |

| 7.2.2 Professional Competencies | level 1 | level 2 | level 3 | Applicability to research subject | Coaching needed |
|---|---|---|---|---|---|
| *International business Competencies* | | | | | |
| **International Business Awareness** | high | high | high | high | None |
| In this thesis several key patterns and trends of international business activities within the LoadLok Group are outlined and analysed to support the thesis objective. The student has applied the international aspect in a complex situation of international generalisation while maintaining the adequate level of required skills. | | | | | |
| **Intercultural Competence** | high | high | high | high | None |
| Considering the actuality that the research has been performed in a company group that is internationally active and the reality that several international managing directors are part of the primary research, the intercultural competence of the student must be of a professional level. The student has proven to contain the ability to adjust the international communication methods to apply to all users among the international aspect. | | | | | |

| General Management Competencies | | | | | |
|---|---|---|---|---|---|
| **International Strategic Vision Development** | high | High | high | high | Low |
| In both the research as the conclusion/recommendations the student has provided the ability to use the conceptual visionary skills to contribute to the evaluation of the international strategy for the website.<br>The competence of international strategic vision development in this thesis is to develop a general international uniform strategy. | | | | | |

| Functional key-areas competencies | | | | | |
|---|---|---|---|---|---|
| **International marketing and sales management** | high | High | High | None | None |
| The main functional key area of this thesis is the international marketing element; the competence of the student is supported by the various marketing models and the international market survey (among the managing directors) and the international secondary research. The competence of marketing is represented in all phases of the research and thesis | | | | | |
| **International supply chain management** | Low | Low | Low | Low | None |
| This thesis doesn't focus on international supply chain management. | | | | | |
| **International finance & accounting** | Low | Low | Low | Low | None |
| In the scope of this thesis no international finance and accounting aspect are indentified. | | | | | |
| **International human resource management (HRM)** | medium | low | Low | low | None |
| Human resource is a very small part of this thesis; since it focuses on employee's perception and in the recommendation a small shift in current human resources is proposed. | | | | | |

## 7.3 Lessons learned throughout the process

While writing, revising, and submitting the thesis for acceptance, the student has learned six specific lessons;
1. The theoretical models and concepts must have a thick description.
2. Adherence to the guidelines is essential.
3. A high level of independency is coherent to working from home.
4. Revising is quite common.
5. Don't mix emotion with a professional report.
6. Patience and persistence pay off.

## 7.4 Improvement points

During the thesis process the student has faced several improvement points, which are applicable to future projects and professional positions.
1. **Leadership;** The student should in future case take more leadership on the project; during this specific research the student was too reticent. This is coherent to the student confidence level.
2. **Planning;** The student lacks a transparent planning; the student does a lot of sub-projects via a matrix system. A simple planning can help the student, because it achieves a more organised manner of working.

## 7.5 Eligibility BBA degree

The student is eligible for the BBA degree, based on the following points;
* The student has shown to be able to effective in the cooperation with the parties involved during the research process.
* The student has applied a professional level of business communication in the thesis.
* The student has been able to conduct research in accordance with the guidelines.
* The student has learned from the research process.
* The student has shown self-development.

## 7.6 Chapter summary

This chapter contained several elements to provide a complete and clear impression of the gained competencies during the entire process of the thesis. The element that was described in-depth is as follows; generic competencies, professional competencies, lesson learned, improvements points, and the eligibility of the BBA degree.

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# CHAPTER 9; APPENDIX

This chapter contains the following documents;

1; Google Analytics Analysis (LoadLok)
2; Product Competition Comparison (Schema)
3; OEM Competition Comparison (Schema)

**Analysis of Google Analytics on the LoadLok website, based upon the first 17 weeks of 2013.**

## 1.0 Table of contents

This document contains the following chapters;

## 2.0 Elucidation

Week 1:   07 – 13 January
Week 2:   14 – 20 January
Week 3:   21 – 27 January
Week 4:   28 January – 03 February
Week 5:   04 – 10 February
Week 6:   11 – 17 February
Week 7:   18 – 24 February
Week 8:   25 February – 03 March
Week 9:   04 – 10 March
Week 10:  11 – 17 March
Week 11:  18 – 24 March
Week 12:  25 – 31 March
Week 13:  01 – 07 April
Week 14:  08 – 14 April
Week 15:  15 – 21 April
Week 16:  22 – 28 April
Week 17:  29 April – 05 May

Direct: Visitors who visited the site by typing the URL directly into their browser.
Referral: Visitors referred by links on other websites
Organic: Visitors referred by an unpaid search engine listing, e.g. a Google.com search

## 3.0 Analysis; visits per country

### 3.1 Total visits per country/per week (Excel)

| | week 1 | week 2 | week 3 | week 4 | week 5 | week 6 | week 7 | week 8 | week 9 | week 10 | week 11 | week 12 | week 13 | week 14 | week 15 | week 16 | week 17 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Netherlands | 272 | 205 | 340 | 306 | 329 | 265 | 279 | 260 | 277 | 286 | 299 | 290 | 267 | 304 | 327 | 408 | 269 | 4983 |
| Germany | 141 | 161 | 164 | 152 | 146 | 143 | 153 | 195 | 174 | 174 | 125 | 103 | 135 | 171 | 177 | 164 | 112 | 2590 |
| United Kingdom | 63 | 75 | 82 | 77 | 83 | 79 | 97 | 106 | 91 | 71 | 77 | 83 | 110 | 80 | 101 | 132 | 91 | 1498 |
| Italy | 80 | 85 | 92 | 74 | 83 | 76 | 93 | 73 | 87 | 73 | 65 | 90 | 51 | 70 | 66 | 68 | 60 | 1286 |
| Belgium | 59 | 65 | 74 | 58 | 55 | 57 | 57 | 62 | 68 | 51 | 68 | 70 | 67 | 70 | 74 | 63 | 46 | 1064 |
| Poland | 53 | 31 | 30 | 50 | 30 | 35 | 56 | 46 | 57 | 37 | 54 | 52 | 50 | 51 | 52 | 39 | 26 | 749 |
| Spain | 34 | 34 | 38 | 24 | 42 | 37 | 40 | | 36 | 38 | 25 | 31 | 35 | 35 | 33 | 26 | 27 | 535 |
| Sweden | 22 | 13 | 13 | 21 | 28 | 17 | 15 | 15 | 56 | 35 | 28 | 25 | 23 | 22 | 19 | 16 | 16 | 384 |
| France | 21 | 26 | 25 | 22 | 21 | 29 | 32 | | 22 | 32 | 22 | 14 | | | 17 | | 14 | 297 |
| China | | | | | | | | 15 | 34 | | | 19 | 16 | 15 | 18 | 23 | | 140 |
| Finland | 16 | 23 | 13 | | | | | | | | 18 | | | | 15 | | | 85 |
| United States | | | | | 16 | 14 | | | | 16 | | | 13 | | | | 16 | 75 |
| Austria | | | | | | | | 18 | | | | | | 14 | | | | 32 |
| Turkey | | | | 15 | | | | | | | | | | | | | | 15 |
| Switzerland | | | | | | | 10 | | | | | | | | | | | 10 |

## 3.2 Total visits per country/ week 1-17 (Graph)



Total visits per country/ week 1-17

Legend: Netherlands, Germany, United Kingdom, Italy, Belgium, Poland, Spain, Sweden, France, China, Finland, United States, Austria, Turkey, Switerzerland

Values: 4983, 2590, 1498, 1286, 1064, 749, 535, 384, 297, 140, 85, 75, 32, 15, 10
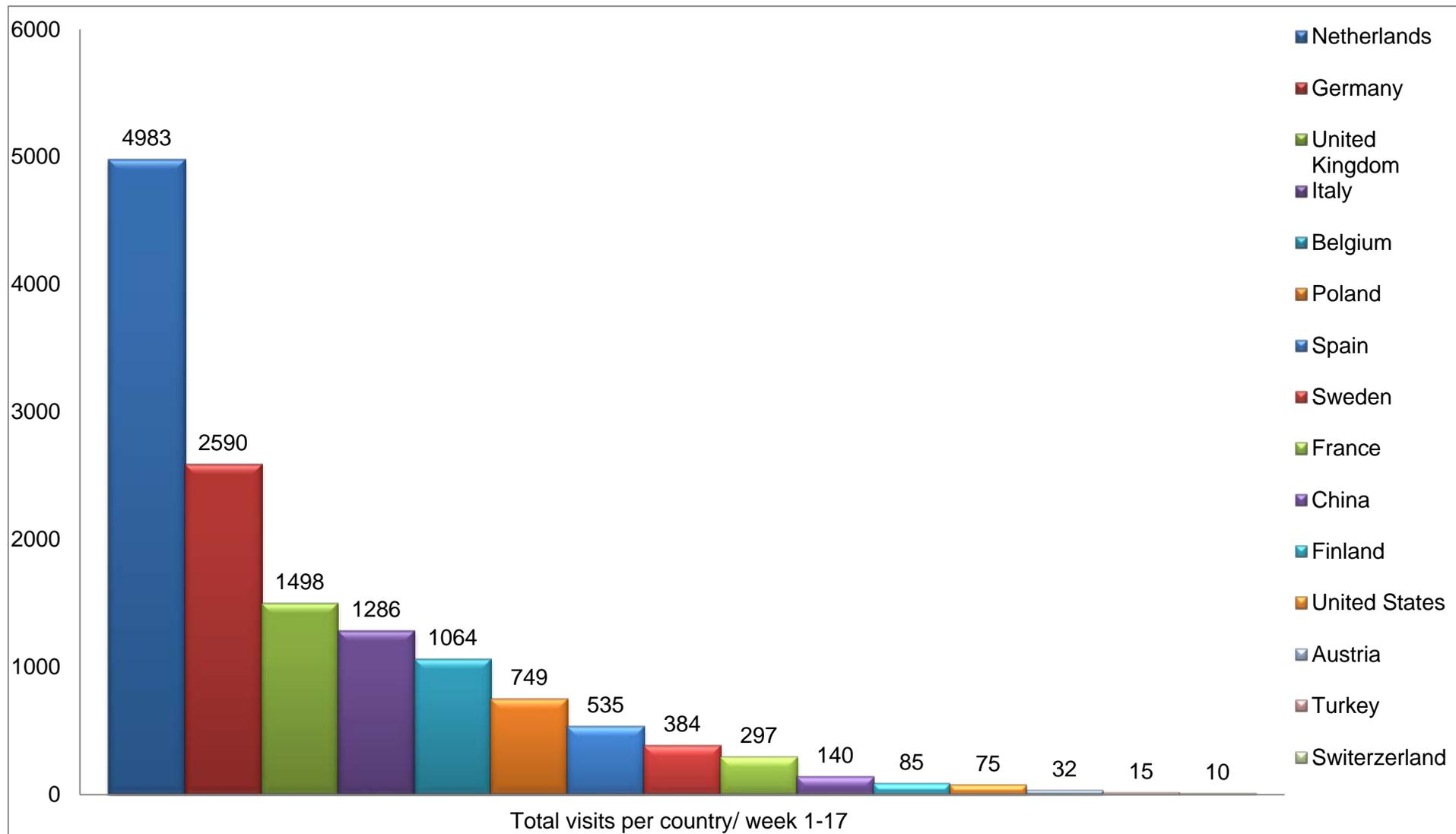
## 4.0 Analysis; visits per day

### 4.1 Total visits per day/per week (Excel)

| | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | |
|---|---|---|---|---|---|---|---|---|
| **week 1** | 146 | 165 | 177 | 177 | 166 | 32 | 49 | **912** |
| **week 2** | 159 | 180 | 163 | 151 | 127 | 45 | 31 | **856** |
| **week 3** | 226 | 169 | 177 | 190 | 176 | 40 | 52 | **1030** |
| **week 4** | 205 | 174 | 183 | 176 | 144 | 37 | 35 | **954** |
| **week 5** | 194 | 182 | 175 | 174 | 164 | 38 | 38 | **965** |
| **week 6** | 145 | 140 | 201 | 142 | 166 | 33 | 38 | **865** |
| **week 7** | 155 | 227 | 143 | 184 | 160 | 53 | 46 | **968** |
| **week 8** | 188 | 177 | 176 | 179 | 157 | 43 | 48 | **968** |
| **week 9** | 196 | 222 | 185 | 194 | 161 | 64 | 45 | **1067** |
| **week 10** | 185 | 171 | 165 | 179 | 155 | 49 | 49 | **953** |
| **week 11** | 179 | 199 | 173 | 179 | 124 | 40 | 40 | **934** |
| **week 12** | 163 | 168 | 205 | 164 | 111 | 35 | 37 | **883** |
| **week 13** | 65 | 169 | 206 | 187 | 159 | 41 | 47 | **874** |
| **week 14** | 166 | 187 | 172 | 192 | 159 | 40 | 36 | **952** |
| **week 15** | 202 | 200 | 212 | 166 | 171 | 42 | 37 | **1030** |
| **week 16** | 222 | 208 | 221 | 180 | 162 | 45 | 47 | **1085** |
| **week 17** | 155 | 105 | 105 | 180 | 157 | 33 | 30 | **765** |
| | **2951** | **3043** | **3039** | **2994** | **2619** | **710** | **705** | **16061** |

## 4.2 Total visits per day/ week 1-17 (Graph)



Total visits per day/ week 1-17 (graph)

Legend:
- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

Values: 2951, 3043, 3039, 2994, 2619, 710, 705
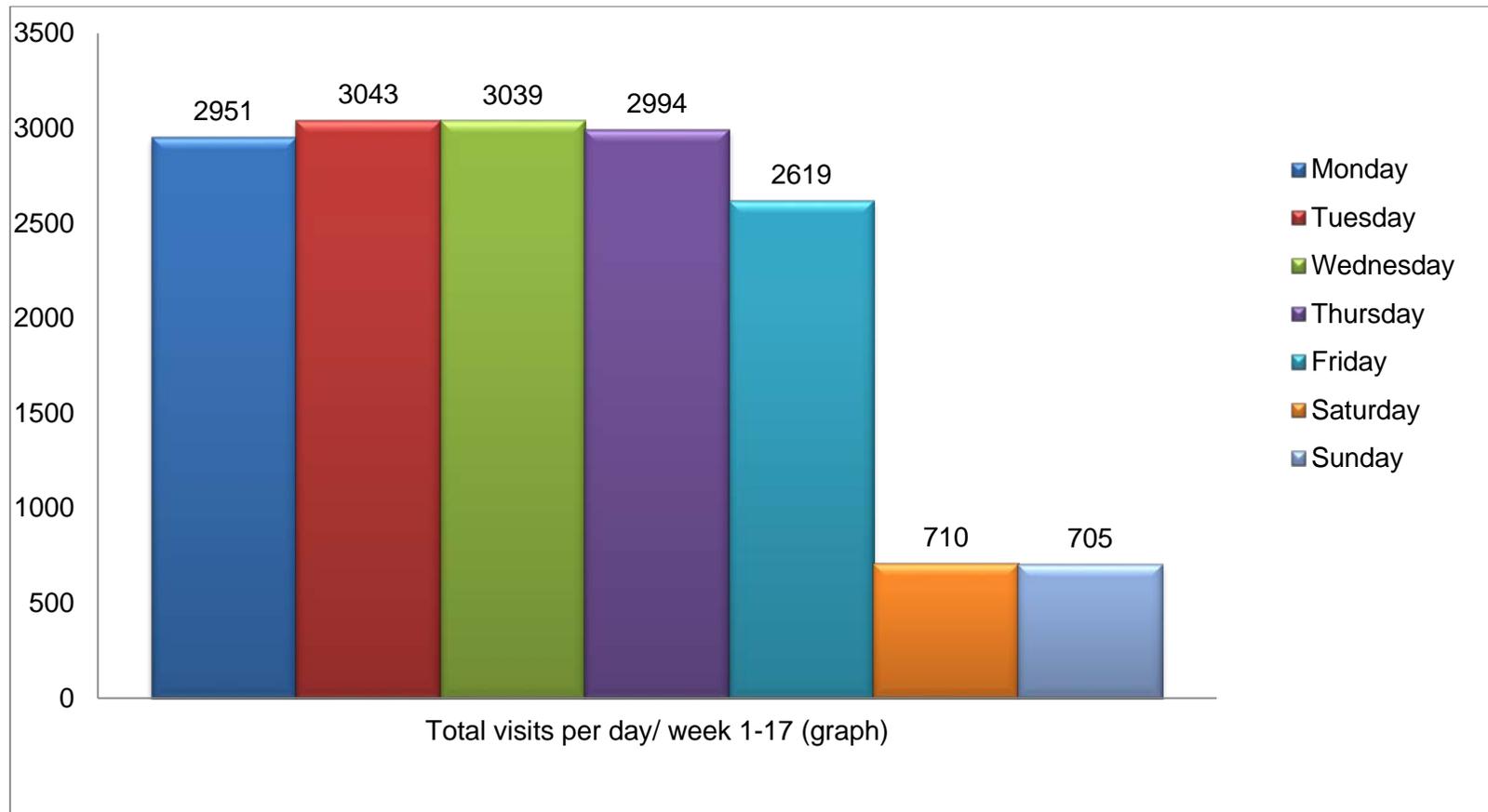
## 5.0 Analysis; Mobile vs PC

### 5.1 Mobile vs PC/per week (Excel)

|  | PC | Mobile |  |
|---|---|---|---|
| week 1 | 861 | 51 | **912** |
| week 2 | 793 | 63 | **856** |
| week 3 | 958 | 72 | **1030** |
| week 4 | 880 | 74 | **954** |
| week 5 | 893 | 72 | **965** |
| week 6 | 818 | 47 | **865** |
| week 7 | 900 | 68 | **968** |
| week 8 | 888 | 80 | **968** |
| week 9 | 983 | 84 | **1067** |
| week 10 | 867 | 86 | **953** |
| week 11 | 872 | 62 | **934** |
| week 12 | 816 | 67 | **883** |
| week 13 | 793 | 81 | **874** |
| week 14 | 880 | 72 | **952** |
| week 15 | 926 | 104 | **1030** |
| week 16 | 985 | 100 | **1085** |
| week 17 | 687 | 78 | **765** |
|  | **14800** | **1261** | **16061** |

## 5.2 Mobile vs PC/ week 1-17 (Graph)
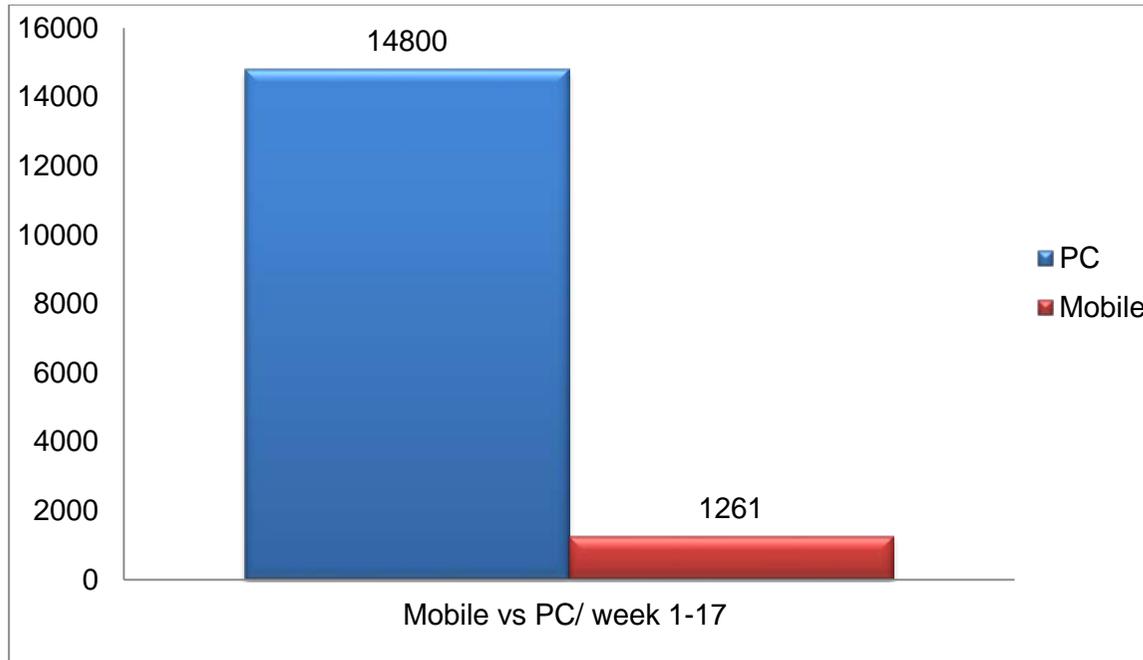
## 6.0 Analysis; Direct vs Referral vs Organic

### 6.1 Direct vs Referral vs Organic/per week (Excel)

|  | Direct | Organic | Referral |  |
|---|---|---|---|---|
| **week 1** | 536 | 359 | 17 | **912** |
| **week 2** | 457 | 368 | 31 | **856** |
| **week 3** | 610 | 382 | 38 | **1030** |
| **week 4** | 543 | 389 | 22 | **954** |
| **week 5** | 520 | 427 | 18 | **965** |
| **week 6** | 468 | 379 | 18 | **865** |
| **week 7** | 516 | 431 | 21 | **968** |
| **week 8** | 514 | 428 | 26 | **968** |
| **week 9** | 604 | 437 | 26 | **1067** |
| **week 10** | 506 | 431 | 16 | **953** |
| **week 11** | 516 | 405 | 13 | **934** |
| **week 12** | 520 | 346 | 17 | **883** |
| **week 13** | 503 | 354 | 17 | **874** |
| **week 14** | 559 | 363 | 30 | **952** |
| **week 15** | 622 | 389 | 19 | **1030** |
| **week 16** | 690 | 364 | 31 | **1085** |
| **week 17** | 491 | 244 | 30 | **765** |
|  | **9175** | **6496** | **390** | **16061** |

## 6.2 Direct vs Referral vs Organic/ week 1-17 (Graph)



Bar chart showing Direct = 9175, Organic = 6496, Referral = 390 for Direct vs Referral vs Organic/ week 1-17.
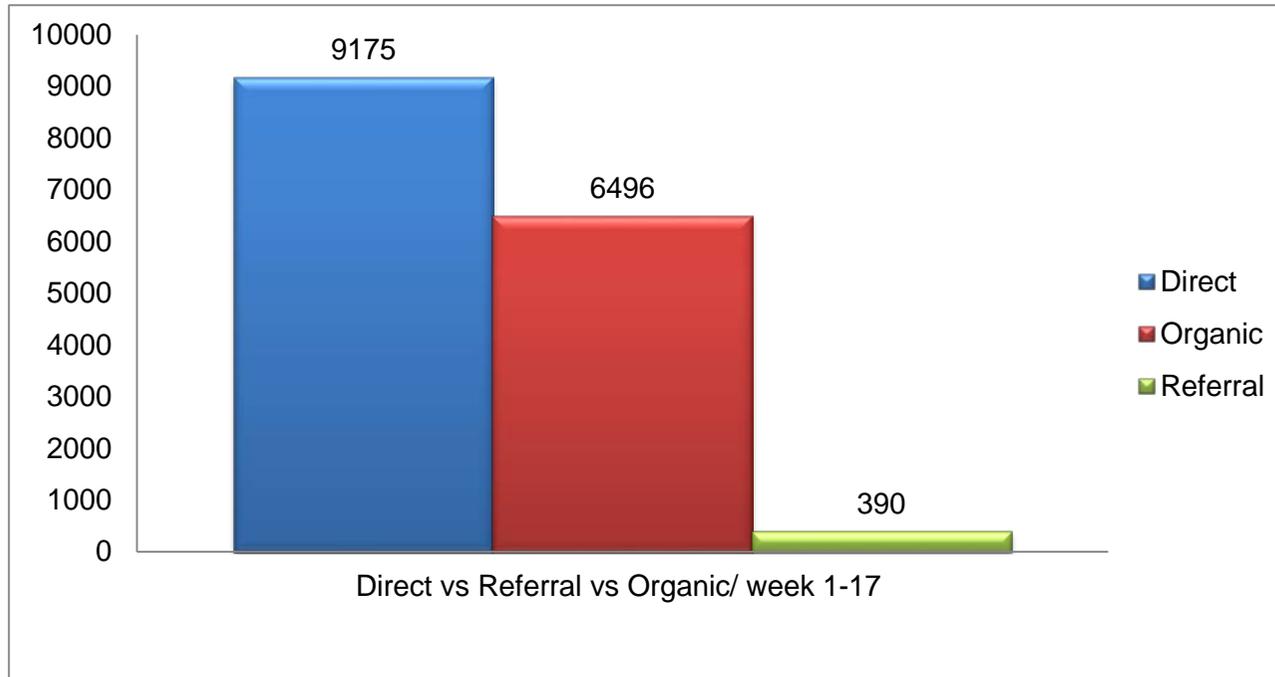
## 7.0 Management conclusion

From the information above several statements can be made. Those statements are described in the paragraph below.

The information shows that the larger amount of visitors are located in The Netherlands, remarkable is that there are six countries that don't have a local sales office but did create website visitors. Those countries are as follows; *China, Finland, United States, Austria, Turkey, and Switzerland*. Other information illustrate that the website attracts most visitors on Tuesday and Wednesday, noteworthy is that in the weekends the visitors are ¼ compared to the weekdays. When comparing the visits per mobile and per computer it is significant that the visits by computer are 11 times more than via a mobile server, this means that the website is not often visited on the go but from a work- or home- location. The final piece of information shows that most of the visits are directly by typing the URL into the internet browser, an astonishing +/- 40 percent of the visits are organic visits. This means that over 40% has used search engines to find the website of LoadLok, and found it via the unpaid service of the search engines.

## 9.2 PRODUCT COMPETITION COMPARISON (SCHEME)

| Product Competitors | Social media | | | | | Interaction | App | News | Webshop | Focus is on; | | Customer Portal |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Twitter | Facebook | LinkedIN | Youtube | Blog | | | | | Customers | Products | |
| Boy Riven .NL | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✔ | ✖ |
| Boy Riven .COM | ✖ | ⚠ | ⚠ | ✖ | ✖ | ⚠ | ✖ | ✔ | ✔ | ✖ | ✔ | ✔ |
| KS/ Cargo Lock Profiles | ✖ | ✔ | ✔ | ✔ | ✖ | ✔ | ✖ | ✔ | ✖ | ✔ | ✖ | ✔ |
| Wistra | ✖ | ⚠ | ⚠ | ✔ | ✖ | ⚠ | ✔ | ⚠ | ✖ | ✖ | ✔ | ✖ |
| Ancra | ⚠ | ⚠ | ✔ | ✔ | ✖ | ✔ | ✖ | ✔ | ✖ | ✖ | ✔ | ✖ |
| Allsafe Jungfalk | ✖ | ⚠ | ✔ | ✔ | ✖ | ✖ | ✔ | ⚠ | ✔ | ✖ | ✔ | ✖ |
| Spanset (spanset.de) | ⚠ | ⚠ | ✔ | ✖ | ✖ | ✖ | ✔ | ✔ | ✔ | ✖ | ✔ | ✔ |
| Spanset (spanset.nl) | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Spanset (mennes.nl) | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Gunnebo/Elcee | ✖ | ✖ | ✔ | ✔ | ✖ | ✔ | ✖ | ✔ | ✖ | ✖ | ✔ | ✖ |
| Fixx Cargo Control | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| VDH/ Van Der Hoeven | ✖ | ✖ | ✔ | ✖ | ✖ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✔ | ⚠ |
| Intertruck | ✔ | ✔ | ✔ | ✔ | ✖ | ✖ | ✖ | ✔ | ✖ | ✖ | ✔ | ✔ |
| Technotex (Technotex) | ✖ | ✖ | ✔ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Technotex (Unitex Group) | ⚠ | ⚠ | ✔ | ✖ | ⚠ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| PCL Package Control | ✔ | ⚠ | ✔ | ✔ | ✖ | ✖ | ✖ | ✔ | ✖ | ✖ | ✔ | ✖ |
| Cordstrap | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✖ | ✔ | ✖ | ✔ | ✖ | ✖ |
| Koster Industrial Textile | ✖ | ✖ | ✔ | ✖ | ✖ | n/a | ✖ | n/a | n/a | n/a | n/a | n/a |
| Spanband XL | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✖ | ✔ | ✖ |
| Spanload | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✖ | ✔ |
| Hectotherm | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Spanband Concurrent | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✔ | ✔ |
| SpanbandGigant | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✔ | ✖ |
| Hijs-en Spanbanden | ✖ | ✔ | ✔ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✔ | ✔ |
| Veltkamp-Packaging | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Navaqs | ✔ | ✔ | ✔ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ | ✔ | ✖ |
| Ebotex | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✔ | ✖ |
| Cargo Control Plus | ✖ | ⚠ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Storr | ✖ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |
| Albers Zeilmakerij | ✖ | ⚠ | ✖ | ✖ | ✖ | ✖ | ✖ | ⚠ | ✖ | ✖ | ✔ | ✖ |
| Willem de Jong | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✖ | ✔ | ✖ |

# 9.3 OEM COMPETITION COMPARISON (SCHEME)

## OEM

| | Social media | | | | | Interaction | App | News | Webshop | Focus is on; | | Customer Portal |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Twitter | Facebook | LinkedIN | Youtube | Blog | | | | | Customers | Products | |
| Kröne | ✗ | ✓ | ✓ | ✗ | ✗ | ! | ✓ | ✓ | ✗ | ! | ! | ✗ |
| Schmitz | ! | ✓ | ✓ | ✓ | ✗ | ! | ✓ | ! | ✓ | ✗ | ✓ | ✓ |
| Kögel | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✓ | ✓ | ✗ | ✓ | ! |
| CIMC Silvergreen | ✗ | ✗ | ✗ | ✗ | ✗ | ! | ✗ | ✓ | ✗ | ✗ | ✓ | ! |
| SDC Trailer | ✓ | ✗ | ✓ | ✓ | ✗ | ✗ | ✗ | ✓ | ✗ | ✗ | ✓ | ✓ |
| Cartwright | ✓ | ✓ | ✓ | ✓ | ! | ✓ | ✗ | ✓ | ✓ | ✗ | ✓ | ! |
| Lawrence David | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✓ | ! | ! | ! |
| Leci trailer | ✓ | ✓ | ✓ | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | ✓ | ✗ |