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Growth by Customer & Company Equity: How Douwe Egberts Coffee systems can gain market share in its Belgian out-of-home Medium Business customer segment.

29th of August 2012

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THANKWORD

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EXECUTIVE SUMMARY

Introduction

DECS is an international subsidiary of Douwe Egberts Master Blenders 1753 that provides complete coffee supply to its customers in the Out-of-Home market. It is headquartered in the Netherlands and has production facilities/sales offices in other countries of which one is located in Grimbergen, Belgium (thesis site).

In assignment of DECS the thesis has been written to find opportunities for market growth by company and customer equity in its Medium Business (MB) customer segment. The research has been created from the MB segment which has been experiencing stagnated growth in a market that has been declining in size. Because the company's goal is to be market leader and stimulate yearly growth in each of its specified customer segments, the MB market needed to be re-evaluated. The results from the market were then compared to DECS for clarification of the effectiveness and efficiency of the company's current efforts.

Methodology

To get a clear picture of both DECS' efforts and the market definition of its MB segment, different research methods were applied; 1) desk research, 2) qualitative and 3) quantitative analysis. During the desk research secondary literature on the topic was searched. The main key words for research were customer purchasing process, Organizational Buying Behavior, the buying center, sources of information and customer satisfaction. DECS' existing secondary documents and folders were also scanned during the desk research to understand the knowledge that already existed on the MB segment.

The qualitative stage of the research process existed out of three methods. The findings from these methods would confirm or add elements to the information retrieved from the desk research. For the definition of the MB's, testimonial surveys and prospect observations were completed. These two methods would capture the whole scope of the customer purchasing process. In the definition for DECS efforts in the MB segment, its employees were interviewed on a prepared and unprepared basis.

For the quantitative stage, Likert scaled questions were sent as a survey to existing DECS customers. The percentage distribution of the respondents confirmed or rejected the findings from the desk research and the qualitative methods.

Literature review

The methods applied to research were necessary for understanding the company and customer equity in the MB segment. For this equity the analysis of the MB's Organizational Buying Behavior needed to be analyzed. The Organizational Buying Behavior is the process by which companies search for, select, purchase, use, and dispose of goods and services to satisfy their needs and wants. This behavior can be modeled by the customer purchasing process and involves 6 stages that a company experiences when there is a need for coffee supply: 1) need recognition 2) information search 3) evaluation 4)choice

5)after purchase evaluation 6) satisfaction. The companies that engage themselves in this process may allocate separate roles to different internal individuals. These individuals form the 'buying center' of the process and exist out of: 1) initiator 2) gatekeeper 3)influencer 4) decider 5) buyer and 6) user.

Findings

Stage 1: need recognition

In the need recognition stage of the customer purchasing process company employees initiate the need for change in the coffee supply. This need for change is mostly related to coffee quality complaints. The shift to stage 2, information search, however doesn't start until the existing contract with the coffee supplier is close to expiring.

Stage 2: information search

The information search starts with the definition of the gatekeeper. The gatekeeper is the individual of the buying center that is assigned to the information search for a different coffee supplier. The function of the individual that fulfills the gatekeeper's role is primarily a receptionist/assistant manager followed by purchasing/facility manager and a director.

The extent of time of this stage differs, which is subject to different influences which are as follows:
1) the education and experience of the individual that fulfills the gatekeeper's role
2) the loss of internal knowledge on this type of purchase
3) the amount of criteria defined by the company needed for evaluation that needs to be supported by information

The information sources that the gatekeeper utilizes are leaflets, employees, supplier websites, customer testimonials, sales representatives and employees. From DECS' prospective, it is active in all the information sources MB prospects consults.

The content of information that gatekeepers collect from the information sources are a result from the criteria/needs the company has towards the purchase of coffee supply. The most common criteria that defines the MB market are: 1) clear price overview of the offers 2) on person of contact 3) Time to deliver machines 4) Elements included in the contract 5) Timeliness to make repairs and 6) Not to many technical problems.

DECS uses the MB's sources of information to communicate mostly technical criteria concerning the machines. Besides this being an important criteria for MB's, it does not include all of the other criteria that are mentioned by the prospect. These criteria are mentioned in the first contact with DECS' sales representatives and only when the prospect asks for it.

Stage 3: evaluation stage

In the stage 3 of the purchasing process, company's evaluate the different coffee suppliers individually by the purchasing criteria it has set. After this evaluation the different coffee suppliers are compared with each other for choice and is executed in a precise process.

The amount of suppliers that are compared for evaluation contain 2 to 3 on average. The need for additional experiential sources are needed in this stage, since the market demands a trial for the coffee and the machines from the suppliers. This need for trial is typically demanded to be conducted on site. This way the employees, which are the main users of the coffee, can give their opinion on the products from the different suppliers. From the decision maker's point of view they have a large influence on the decision making since they are needed to be satisfied with the supply.

The criteria in the stage of evaluation is downsized from to the former stage. The most important elements subject to evaluation are: 1) price 2) convenience of machine 3) coffee taste/quality 4) coffee variety. An additional element for evaluation that is becoming of increasing importance is sustainability. This element is mostly related to the machine rather than the coffee and includes recycling and electricity consumption.

DECS is competent in most of the criteria of evaluation. They are known for their good quality of Douwe Egberts coffee, they have products at a large price range and have machines that can be applied to the criteria of coffee variety.

There are however some competencies in the quality of its Cafitesse coffee and its communication of sustainability that are not in equity with the criteria of the customer/prospect. Existing DECS customers have expressed a need for change or a certain dissatisfaction with the taste of Cafitesse coffee. Moreover, DECS does not include the criteria for sustainability for machines in its communication.

The criteria of prospects are subject to different influences. As much as the sources of these influences differ, there are two main stakeholders: 1) the satisfaction of employees and their satisfaction and 2) the economic environment that create financial setbacks.

According to DECS the economic environment puts a heavier weight on the determination of the choice by means of the budget available for a product versus employment satisfaction. All resources in the MB market however show that this is not the case. Therefore satisfying employees with good quality coffee is more important and companies are willing to pay more for it.

Stage 4: Choice

The choice stage in the customer purchasing process is the last stage of the customer decision making where the prospects make their final choice, the coffee supplier. The main reasons why MB's chose for DECS were: 1) the brand name 2) best price/quality and 3) word-of-mouth from existing DECS customers.

The choice is made by the individual that fills the role of the decider. In MB's this individual is mostly also the purchaser and do not show a high involvement in the stages that precede the choice stage. The individuals that sales representatives get in contact with in the first meeting are therefore not the direct deciders. The influence that the indirect individuals (gatekeepers) have on these deciders differ according to the existing function. Looking at the extent of time needed for the stages 1 through 4, the determinations are mostly correlated to the gatekeeper rather than the size of the company.

Stage 5: after purchase evaluation

When a choice is made the prospect, who now has become a customer, enters the after purchase evaluation. This stage determines whether a new acquired customer will be encouraged into being loyal and repeat the purchase at its existing supplier or switch brands.

The satisfaction and the dissatisfaction from the purchase are the attitudes that determine customer loyalty. Because the MB customers engage themselves mostly in 5 year contract, these two attitudes are related to the purchase itself and the sales and marketing efforts DECS introduces during the contract.

There are 11 factors that are related to the perception of the customer's satisfaction. DECS answers three of these factors that are related to the good service: 1) quick product delivery 2) technical intervention 3) good technical service 4) good communication. The need for service in comparison to DECS' other element of the product proposition(machine & coffee) appear to be important for the existing customers.

Customer satisfaction has different effects that can stimulate DECS' profitability. These effects are however only reached when customer attain a form of high satisfaction which creates 1) word of mouth 2) increase in product purchases and 3) customer loyalty.

DECS has taken customer loyalty.

Conclusion

The methods applied for research and the literature models used for structuring the findings were necessary to create a clear overview on how the MB market's purchasing process functions. Comparing the MB's findings from its purchasing process with DECS' efforts would then determine the customer & company equity.

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GLOSSERY OF TERMS

RAM	Regional Account Manager is another word for sales representative who is only working in a limited geographical area.
B2B	An abbreviation for business to business were transaction occurs between two companies, as opposed to a transaction involving a consumer. The term may also describe a company that provides goods or services for another company.
MB	An acronym for Medium Businesses that have 50-200 employees.
DMU	An acronym for Decision Making Unit.
OOH	An acronym Out-Of-Home that describes advertising media that must be viewed outside the household and is not available in the home.***
OBB	An acronym for Organizational Buying Behavior: The process by which individuals search for, select, purchase, use, and dispose of goods and services, to satisfy their needs and wants.**
Decision making process	One part of the organizational buying process by which the prospect (1) identifies its needs, (2) collects information, (3) evaluates alternatives, and (4) makes the purchase decision. These actions are determined by psychological and economic factors, and are influenced by environmental factors such as cultural, group, and social values.**
The 6 stages of B2B Customer Buying Process	Stage 1: Need Recognition Stage 2: Information search Stage 3: Possibilities evaluation Stage 4: Choice Stage 5: Results Stage 6: Satisfaction*
Buying Center	A category of prospects/customers that take part in the decision making process of an organization. They are stakeholders that are named after different roles: initiator, influencer, decider, buyer, user, and gatekeeper.*
Request for proposals (RFP)	A common process through which buying organizations invite alternative suppliers to bid on supplying their required components.*
Initiator	The person who first suggests buying the particular product or service.*
Buyer	The person who handles the actual paperwork of the purchase.*
Decider	The person who ultimately determines any part of or the entire buying decision.*
Gatekeeper	The person who controls information provided to decision makers and influencers. *
Influencer	Person whose views influence other members of the buying center in making the final decision.*
User	The person who consumes or uses the product or service.*
Consultative buying center	The process of having one person in to make a decision, however solicits input from others before doing so.*
Modified rebuy	The buyer has purchased a similar product in the past but decides to change some specifications.*
New buy	A customer who purchases a good or service for the first time; likely to be heavily involved in all stages of the purchasing process. *
Straight rebuy	The buyer purchases additional/the same units of products that have been previously purchased.*

*Retrieved on August 1, 2012 from www.flashcardmachine.com
** Retrieved on August 1, 2012 from www.businessdictionary.com
*** Retrieved on August 1, 2012 from http://www.answers.com/topic/out-of-home
**** Retrieved on August 1, 2012 www.investorwords.com

BACKGROUND

1.Introduction

Douwe Egberts Coffee systems (DECS) is a company that delivers an entire concept around the coffee supply to the out-of-home market (OOH). Because of a recent (end of June 2012) spin-off from its former corporation `Sara Lee´, DECS is now part of the Amsterdam listed corporation “Douwe Egberts Master Blender 1753”, also known as DEMB (picture 1). DECS is a subsidiary of DEMB and has its headquarter in the Netherlands (Utrecht), together with other establishments of which one is located in Belgium (Grimbergen). This is also the thesis site.

The spin-off results in a future change on DECS´ product branding, company logo and name (DE professional). Because DEMB is still in the process of fulfilling these changes, this new status will not yet be of any influence on the needs of the customers purchasing coffee. The data collection for this thesis occurred before the spin-off. For this reason, the information related to the after-spin-off is only highlighted in the research when necessary.

DECS’ mission is to provide its customers with the best quality coffee. This quality is reached by providing a unique concept of high quality coffee with advanced coffee machines in combination with good service and technical support (Boeykens, 2012 February 27).

Picture 1: Logos of the new corporation and DECS

1.1 The product proposition

DECS sells its concept to businesses (B2B) in a trinomial form which includes: the coffee, the coffee machine and the service. As much as these three terms are separate products/services, they are connected with each other through cross selling, extra services and the point of sale (Boeykens, 2012 February 27).

Even though the business presents its product in a clear triangular form, its primary activity consists of selling coffee. The company currently believes that the coffee machine is a convenient tool for the delivery of coffee in OOH. The service is the third component of the concept which includes technical services, and reoccurring timely delivery (Bral, 2012 February 6). Figure 1, provides a clear overview of the product proposition.

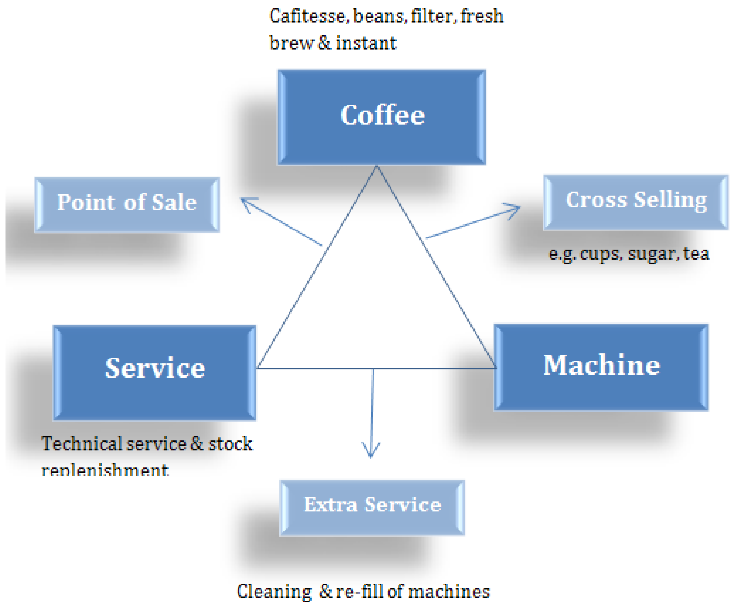


Figure 1: The Triangle of the Product proposition

1.3 The 10 different segments for DECS´s customers

To increase specialization within the diverse Belgian B2B market, DECS has divided its customers into 10 segments (figure 2) of which seven are specifically identified (function based) and 3 are general (employee size based). Businesses that cannot be classified under one of the 7 specific segments are classified as small, medium or large, based on the total number of employees (Posson, 2012).

1.3.1 The 3 targeted segments

In addition to the goal of maintaining and increasing its leadership within the Belgium market, DECS also has goals for market leadership within each of its individual defined customer segments. The targeting strategy prioritizes three segments: Small-(SB), Medium-(MB), and Health&Care (H&C) Segments (figure 2). The reason for this specific targeting is based on the relative high level of competition DECS experiences in other segments. This focus increases market share and it also increases administrative cost in relation to the income per customer (Bral, 2012 February 27).

2. Background of the organization

The main goal of DEMB for the future is to expand the presence within OOH through further developments and innovations, which have to result in overall market leadership within the countries where it is present (DEMB, 2012). The second goal is to maintain and increase its leadership within the general Belgium market and in each of its individual segments. In order to do so, R&D will have to detailed need-analysis for each of the 10 segments. This analysis will contribute to the efficiency in marketing (new account), the purchasing process and to value-added offerings (Hunneman, 2012).

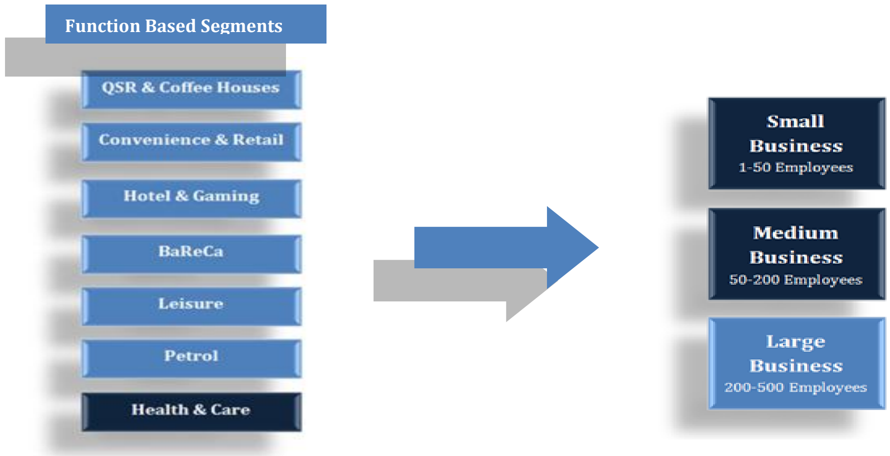


Figure 2: The 10 customer segments of DECS

In relation to DEMB's goals, DECS is in the process of shifting its new strategy from product focused to customer focused. With this strategy, customers should get a more central position within the business. As a result, customers should benefit of a products/services that are more fitted and integrated to their needs. This goal would create value-added offerings.

3. Developed problem area

To this day, the strategy on its targeted segments (small- medium- and H&C) resulted in market leadership within all of the segments of which SB and H&C are still gaining more market share. The results are in line with the goals of DECS. Surprisingly, the targeted MB segment has fallen behind with a market share of 26% and has been stagnant over the last 3 years. This is a consistent percentage within a potential market that has shrunk (bankruptcy and lay-offs). Reasons for the market decline is based on the economic crisis affecting businesses going bankrupt in this segment and the shift of consumption towards other hot drinks besides coffee (Bral, 2012 February 27). The stable percentage of the MB share (albeit decrease in growth of income), together with fewer MB customers and increased competition, adds urgency to the understanding of the MB segment (Boeykens, 2012 may 22).

At present, a fine grain analysis of the MB segment has not been made. For this reason, I have been asked to define, redefine, clarify and analyze the elements of the MB segment for the purpose of: 1) giving recommendations on improvements or changes needed for gaining competitor advantage, in terms of customer and company equity and 2) creating opportunity for gaining market share.

4. Methodology

The methodology section of this thesis consists of secondary data collection and empirical findings. The secondary data collection (desk research) is carried out in the form of a short literature review and a form of returned highlights in the findings section. The intention of these forms used are to increase the comprehension for of the background of this thesis: customer & company equity in DECS´ MB segment.

The data was collected from articles, blogs, books, magazines and theses that were mostly found through the information search engine "Google". The key word of the data collected were in relation with the background and existed of the customer purchasing process, customer satisfaction, the buying center and the customer equity.

The second part of the methodology, empirical findings, was divided in two approaches: 1) collecting primary qualitative data and 2) collecting primary quantitative data. For the qualitative approach, different methods have been used to tri- and bi-angulate the primary data collected. It was carried out in the form of employee interviews, prospect observations and customer testimonials. The quantitative primary data collected was carried out in the form of a customer Likert scale.

The restrictions to the research are related to the collection of information from internal sources during the desk research. Because a large extent of company files and folders were not structured for visual scanning, the findings in this thesis heavily relied on the primary data collected.

5. Report outline

The methodology section of this thesis gives an in-depth overview of the methods used in the approach of data collection. These methods of choice are determined by the goals and aims related to content of information needed for the background of this research. After this section the thesis continues with the findings of the research where both the desk research and empirical findings are formatted over different chapter that are related to the stages of the customer purchasing process. To clarify the red line through the finding a clear overview in terms of a conclusion is given in section four. This conclusion is based on the information that has been tri and bi- angulated in the findings . Lastly recommendations in term of the research background and the findings are made as means of customer & company equity in the MB segment.

METHODOLOGY

6. Research Design

The question answered in this thesis, in accordance to DECS´ need for research, was: **"How should Douwe Egberts Coffee systems Belgium (DECS) redefine its customer equity in order to increase the efficiency and effectiveness in marketing efforts within its Medium Business defined, B2B customer segment?"**

To answer this question, an observational and cross sectional study of the prospects and existing customers from the MB segment and the employees of DECS in the MB division was completed. The study consisted of three stages; Desk Research, Qualitative and Quantitative stage.

6.1 Desk research

Desk research was needed to create an overall view of the market where DECS is active. This stage has also provided the thesis with secondary research that DECS was previously done on customers within the MB segment. The ultimate goal of the phase was to clarify and create an overview of the existing situation at DECS. The results contained information that was provided internally (N:Drive) as well as externally (key words: e.g. purchasing process, customer equity, customer retention). The information formed a basis for further research questions and clarified areas of information disconnects(missing customer knowledge). The knowledge base was used to guide the next stages. DECS´ information network has no specific guidelines; rendering information mining difficult. All employees are allowed to post their observations, research surveys, employee opinions on a shared intranet site, without a search engine visuals scanning for relevant document is very difficult (E.g., titles of are not standardized to content, outdated information).

For internal search only the sales and marketing folders were scanned. Out of approximately 26.000 documents 130 were potentially relevant based on title and 5 were retained based on content. As a result information sources used for recommendation relied mainly on primary research. (limitation)

External sources of information have been retrieved through the search engine "Google" and included the following key words: Douwe Egberts Coffee Systems, Buying center, Segmentation, Customer Purchasing Process, Customer Buying behavior, integrated marketing, Customer Equity, Customer satisfaction, Customer Retention.

6.2 Qualitative research

During the qualitative stage information has been collected through different methods from DECS as well as from its MB segment. All results were based on primary research that has been tri- or biannulate in order to validate the findings. The qualitative research was needed to 1) Identify the market dynamics including: the purchasing process, the buying center and the influences on the customer decision making and 2) Identify to what extent DECS has taken these findings into its value added offerings .

Defining these two goals helped formulating recommendations on DECS´ opportunities for growth and improvement on equity. From broad topics, sub-questions were formulated to narrow the focus. In turn, methods were applied to answer the sub-questions at the qualitative and quantitative level.

6.2.1 Meeting the prospects

For the purpose of this thesis prospects', on-site visits were conducted with 2 regional account managers (RAM). The on-site visits allowed observations between the RAM and the prospects, and resulted in insight on the prospects' needs and values.

The aim was to provide insight in what values were being expressed by the prospect, how the RAM reacted and they stimulated movement from the decisional phase to the buying phase. The main goal of the qualitative research was to collect different elements of observations that defined the MB market. Structuring the elemental in an overview (appendix 1) has helped defining the market which resulted in fitted recommendation that would increase the quality and effectiveness of DECS efforts. The observation allowed to answer the following sub-questions:

- What are the needs of the prospect?
- What information do MB´s search for?
- What are the main sources of information used?
- How are the buying centers of MB´s?
- What is the main reason for contact with DECS?
- Is DECS´s proposal request fitted to what the prospect demands?

To help define the sub-questions above eight prospects and three existing were observed (figure 3) . The goals were to meet ten prospect, but this has not been accomplished. This shortcoming had no negative influence on the findings, because the eight prospects provided a representative sample of the market (spread over the scope of the medium segment and business function).

6.2.2 Testimonials for existing customers

The general aim of a testimonial is to give information in the form of appreciation on a person's service or achievement. The data collection method was used to clarify the elements of criteria related to the evaluation and the choice stage of the purchasing process. In addition, for the analysis of the MB´s after purchase and the customer satisfaction stage (in relation to DECS). In the search for equity, the alignment between existing customer´s perception and DECS´ own perception were analyzed. Customers were solicited to answer the testimonial survey via a personalized e-mail questionnaire, containing 10 short, open-ended questions (appendix 2). The open ended format was designed to illicit an elaborate answer from personal experience. This format was chosen over the multiple choice format which tends to narrow the answers and personal experience.

A sample size of 20 loyal existing MB customers was selected by regional account managers (RAM). To increase the response rate of the sample each customer received a phone before the testimonial was sent. Seven customers (35%) responded to the questionnaire. Even though the response rate was lower than expected the information obtained was valuable. The ensuing analysis of the questionnaire and of DECS´ perception permitted to answer the following:

- How is DECS existing product proposition experienced by its existing customers?
- What are the elements of criteria in the decision making stage?
- What has made the existing customers choose for DECS?
- What is DECS´ strength according to its existing customers (satisfaction?)
- What is DECS´ weakness and should be improved (dissatisfaction)?

The limitations to this this phase of research were related to the small size of the sampling pool and the limited excess to existing customer contact information when it was clear that the customers contacted would not return their questionnaire. In addition, no follow up call occurred after receiving the customers´ testimonial, thus the vague, general, or ambiguous answers were not clarified or further investigated.

6.2.3 Personal interviews with DECS employees

The personal face-to-face interviews were held with employees within DECS´ employees if they held a position in the field of this research. Three of these meetings were well prepared and based on individually preliminary created lists of open questions, that were addressed during the meeting to refine the findings for the desk research (appendix 4). The aim of these meetings was to answer the following sub-questions:

- How is DECS´ internal communication between sales and marketing organized?
- How do the employees see the needs of the medium segment?
- How do managers perceive the product proposition?
- Are there additional opportunities in the market that DECS has not yet answered?
- Does DECS focus more on gaining market share through acquiring prospects or retaining existing customer?
- Are DECS´ efforts in line with the changing goal of becoming customer focused?

For these internal interviews, 6 employees of the sales and marketing department were met: the marketing manager, 2 marketers, 2 RAMs and 1 business analyst. Because the group of employees involved in the MB segment is small, it was necessary to meet all of them to increase reliability of results. The response rate and cooperation of DECS´ employees was 100%.

The limitation to this method for defining DECS´ profile was related to the nature of the answers, namely employees´ opinions and perspectives. Because the amount of employees interviewed were low these answers may be valid or representative

6.3 Quantitative Research

6.3.1 Likert Scale for existing customers

During the quantitative stage, qualitative data were expressed in percentages. This method is used for assigning quantitative value to quantitative data and made the findings usable for analysis. The Likert scales are valuable in conveying the importance and size of the different qualitative findings. Sub-questions that were answered

- What is the position of coffee within MB´s?
- What elements are most important to the decision making?
- What are the most valuable needs in the MB segment?
- What position does sustainability take in MB´s?
- What do the existing customers think of DECS?
- What do customers want from DECS in the after evaluation

A bi-angulation of Likert scale´s data for existing customers and DECS´ employees was not conducted. During the research it appeared Likert scales were most useful with customers, because the amount of employees that are linked to the MB segment was too low. The percentages of the employees´ response would not give a valid outcome. For this reason I decided to implement the questions of this stage in the qualitative interviews that were held for the employee sample.

The medium segment counts 917 existing customers and the goals was to have 50 respondents. However limitations made this goals unreachable, because the contact information for most existing customers were not accurate in DECS´ CRM system. Due to time limitation and the unwillingness of additional customer solicitation, only the customers with the complete contact information (email address of purchasing responsible, phone number, name of purchasing responsible) were contacted by phone.

Because of these limitations only 97 out of 971 customers were called. Of the ninety-seven customer contacted, eighteen were not available and seventeen did not respond. From the 61 customers spoken to only 1 did not cooperate, leaving 60 customers that agreed to respond to the questionnaire. After their consent, a personal email containing a link to the questionnaire was sent. This link guided them to the questionnaire uploaded on www.monkeysurvey.com (appendix 3). Three email addresses were invalid and returned an error message. From the remaining 57 customers, 40 responded to the email yielding a response rate of 70.18%. In terms of quantitative research and amount of customers that contributed, the targeted 50 respondents was not reached. This limitation had however no influence on the relevance of the results related to defining the MB segment.

FINDINGS

7. Literature review

The key recommendations given for stimulating growth in DECS´ MB, resulted from the analysis done on its purchasing dynamics, also known as the Organizational Buying Behavior (Wind & Thomas, 1980). The Buying Center, the Buying Process, Organizational Buying Behavior provided the structure for this thesis. The models also defined the relevant information necessary for finding opportunities for growth. In this chapter, an overview of the models are shortly explained.

7.1 Reasons for basing a customer segmentation on needs

The purpose of marketing is to satisfy the customers' needs and to make profit along the way. This is however difficult because the individuals and company´s needs toward a product can differ across groups of customers. Recognizing and identifying these needs constitutes the basics of any marketing communication (Hague & Harrison, 2012).

As seen in figure 2, the MB segment only consists of businesses (50-200 employees) that cannot be classified under DECS´ 7 function-based segments. These MB segments, according to Posson (2012) 'real' businesses, are defined by the amount of employees and they are organizes within the Firmographic'-based segment classification system (Hague & Harrison, 2012). Implementing a customer-focused strategy, which is based on the definition of the most common needs, is hard to attain in a 'Firmographic'-based segment. In addition, it does not stimulate competitor differentiation, making strategies applied on the analysis of the firmographics easy to copy (ibid).

Another reason for defining the different most common needs within the MB segment and moving toward a needs based segmentation, is driven by the change in customer behavior. Wunderman states that it is necessary to segment your customers according to needs because the future of marketing is based on customization. Defining, understanding and implementing these needs in the company's communication will make it more fitted increasing its effectiveness and give answer to this change (Onzia,2011).

In figure 3, an overview of the different types of segmentation is given from easy-to-accomplish to hard-to-accomplish. The company´s goals and the changing customers within the market should stimulate the firm to segment the MB on behavior or even needs (Hague & Harrison, 2012).

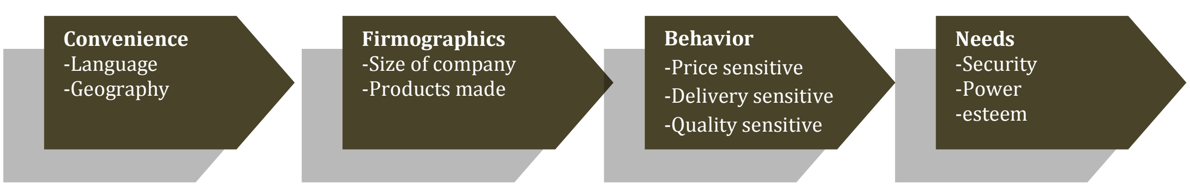


Figure 3: The Road to a need-based segmentation (based on the analysis of Hague & Harrison, 2012)

7.2. The Organizational Buying Behavior

Finding opportunities for growth in the market starts with the definition of the needs. These needs are however subject to a lot of different mechanisms that create, influence and define them. For attracting prospects or retaining them after their purchase, all of these related variables are defined by examining the process of the Organizational Buying Behavior. The Organizational Buying Behavior (OBB), can be illustrated by three separate, but interrelated models: 1) the buying center, 2) the buying process and 3) the factors affecting the buying center and the buying process (Webster & Wind, 1980).

7.2.1 The 6 stages of the customer purchasing process

According to Webster (1979) customers go through different stages before and after making a purchasing decision (figure 4). Structuring the purchasing process based on prospects´ visits and testimonial research illustrates how the different stages are defined within the MB segment, reveling and structuring the OBB.

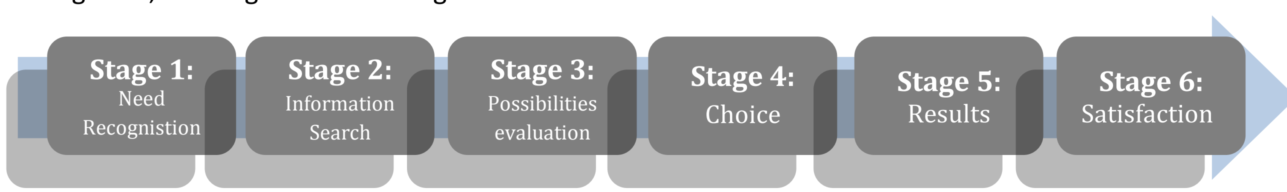


Figure 4: The six stages of the decision making process

7.2.2 The buying center

Several individuals are included in the different stages of the organizational purchasing process. Each person fulfills its roles in a temporal sequence and is subject to the influence of the members of the buying center(figure 5). According to Webster & Wind (1972) the individuals forming the `buying center´ are defined by their role in the center 1) the influencer, 2) the decider, 3) the user, 4) the buyer and 5) the gatekeeper. The roles defined by Webster & Wind (1972) were further extended and renamed by different analysts, for example Wesley et al. (1981) added an key role 6) the initiator

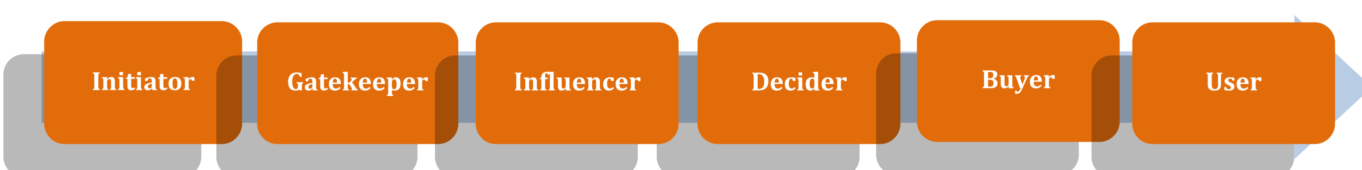


Figure 5: The roles that form the buying center

7.2.3 The factors influencing the decision making process

According to Rope (1998) different factors that fall under four main topics affect the buying process and the buying center. In figure 6 these factors are stated accordingly.

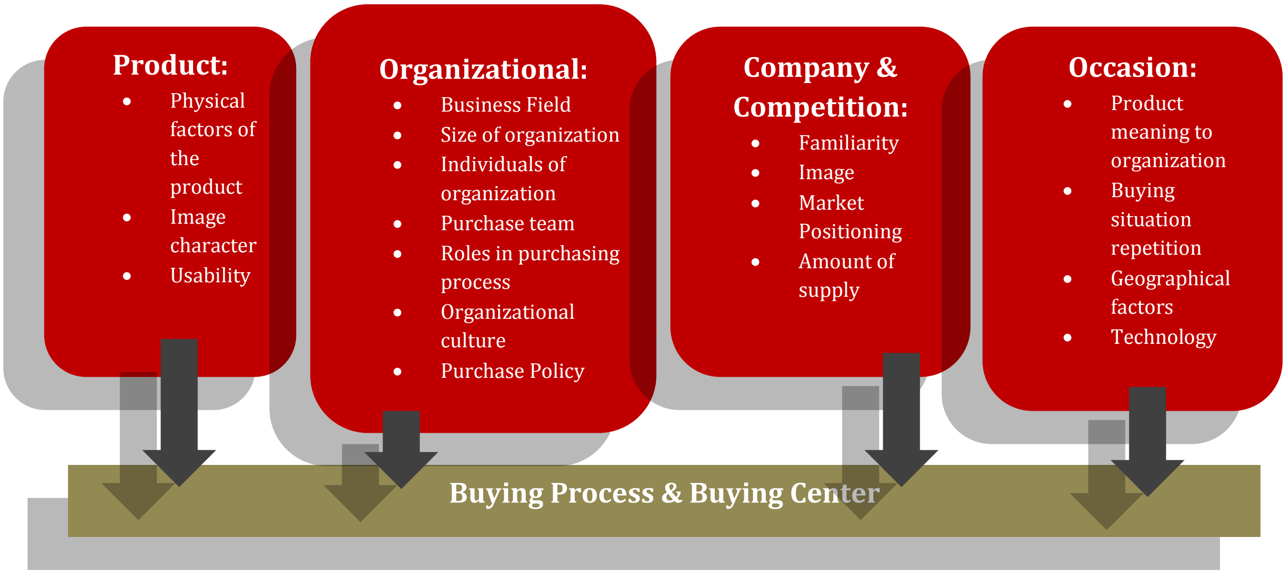


Figure 6: The factors influencing the decision making

7.3 The sources of information used for collecting information

A customer gathers and obtains information from several sources throughout every stage of the purchasing process. In figure 7 the different types of sources are given. The usefulness and influence of these sources of information will vary by product and by customer. Defining and implementing them for communication would increase the integration level of marketing for the company´s targeted segment. (Yeoh, 2000)

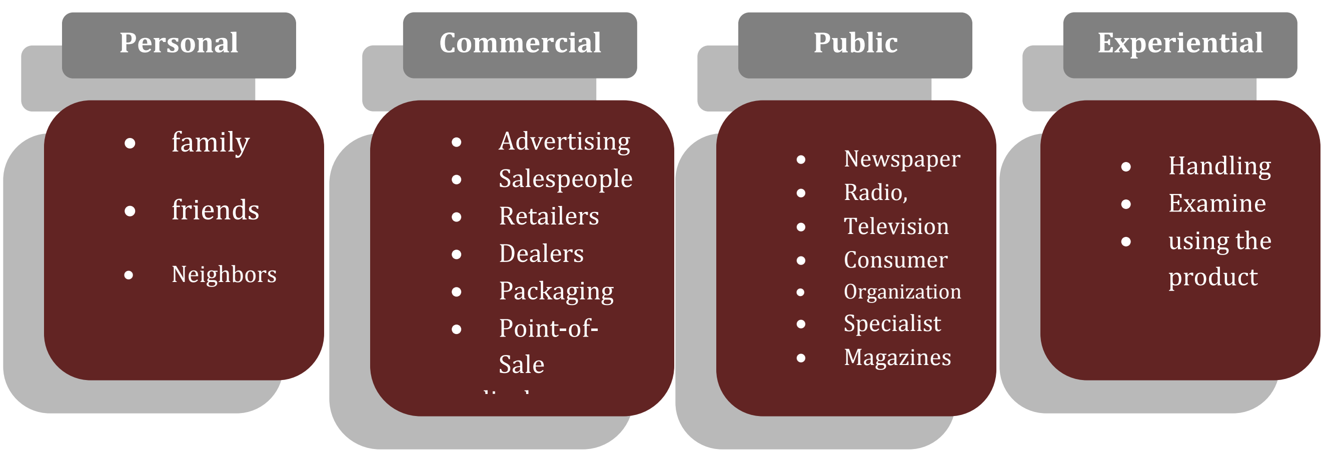


Figure 7: The different sources of information

8. STAGE 1: The Need recognitions

The decision making process starts with the definition of a problem that needs to be solved (Frederick & Webster, 1965). The reason that most of the prospects contacted DECS was due to their employees being dissatisfied with the quality of the existing coffee (taste and smell) (Appendix 1). Other reasons for contacting DECS included finding coffee for a lower price and inquiring into a new machine. From the 8 prospects observed, seven served fresh brew, three served instant and one served Coffee Beans. The coffee quality complaint came from SY and LU serving instant coffee and CL serving Fresh Brew (Appendix 1).

8.1 Coffee has a central position within MB´s

Employees and the prospect´s customers are the `users´ of the buying center (Webster & Wind, 1972). Most of the quantitative respondents highly agreed on the coffee supply being a service to the employees (83,8%) and a service to the customers (59,5% highly agree). However when problems occur with the machine or the quality of the coffee, employee complaints increase. The perception of the coffee appears to be `something we can´t work without´(42,2% highly agree)(appendix 3, Q1). The high necessity for coffee in the MB's would imply that an immediate product at hand stimulates quick purchasing, making the extent of the purchasing process shorter (Robinson et al., 1967). This however does not seem to be of relevance to this segment, since the high level of current long-term contract engagement gives prospects the opportunity to start the information search approximately 3.5 months before the expiration date of the current contract (appendix 1).

8.2 The initiators of the buying center are mostly employees

Because of coffee being mostly a service to the employees, their complaints are often strongly taken into account during the re-purchasing process. They are in fact the stakeholder, in this stage, that `initiate´ (Wesley et al., 1981) the need for the buying center to start its information search (looking for a new supplier). This is the main reason why the observed prospects contacted DECS rather than contacting their current. Even though employees initiate the need for change, the main stimulus for shifting to stage 2, the information search, starts when an existing contract is at the point of expiring.

9. STAGE 2: The Information Search

9.1 The gatekeeper of the buying center is often a receptionist

The stage of information search starts with assigning a person responsible for the search (Frederick & Webster, 1965). This person is also known as the `gatekeeper ´and is of renumbered influence within the decision making, since it provides and denies access to the decision making unit (Webster & Wind, 1972). Most of the time the gatekeeper is a receptionist or assistant manager (5 of 8) and a female (7 of 8) and is supposed to gather information on all the different coffee suppliers (Appendix 1).

9.2 The complexity of purchase is related to experience

All of the prospects that participated in the study were engaged in a rental contract from a competitor. For example, they already have a coffee machine and experience with the purchasing process (appendix 1). The experience with the purchase would make the buying situation a modified re-buy where the information requirements to complete the transaction are moderate and the novelty of the problem is medium (Robinson et al., 1967).

The impression that the gatekeeper has on the complexity of the buying situation is, however, not related to the company' experience, but to its personal experience. Seven out of eight prospects were engaged in this type of purchase for the first time, thus increasing the complexity and level of information search (unknown buying alternative, suppliers to consider) (appendix 1). In contrast to the repurchase being a modified type, the purchasing is handled from the gatekeeper´s perspective as a 'New Task'(Robinson et al., 1967).

9.3 The number of alternatives considered in information search

The prospects visited had an average of 4 coffee suppliers that they invited for a visit in means of a more defined proposal. Out of the 8 different competitors mentioned during prospect visits, the most mentioned were Miko followed by Café bar (Auto bar), Rombouts and coffee serve (appendix 1). Looking at the composition of the coffee suppliers in the MB market, the frequency corresponds to the size of its market share (Figure 8).

The 4 remaining competitors mentioned were all local coffee suppliers (appendix 1). According to Boeykens (2012, May 22) the local grounders are increasingly penetrating the market. The reason for this increase has to do with the customer focusing more on the equity of the personal relationship rather than being brand focused.

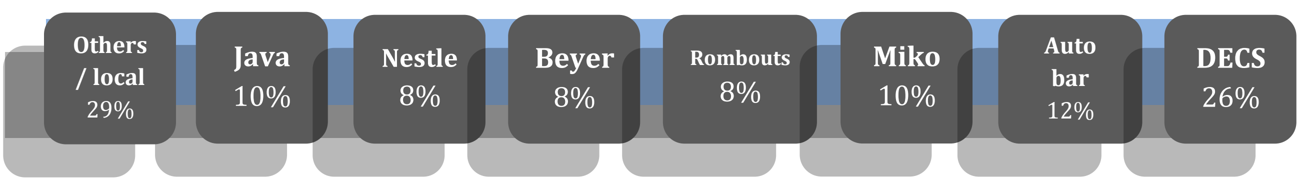


Figure 8: Overview of the market proposition in the MB segment FY11

9.4 The amount of information searched is related to the job function

Inexperience and lack of purchasing knowledge are subject to the need for information and result from two major findings (Robinson et al., 1967). First, the gatekeepers were assigned to the task in addition to their actual job function, lacking knowledge in the procedures of the search (appendix 1). Second, the 5 year contracts, mostly used in MB's, formed a timeframe of knowledge loss, because of employee turnover.

9.5 The information sources used by the gatekeeper

9.5.1. The gatekeeper starts with internal information sources

When the gatekeeper is designated, it gathers internal information related to past company purchasing experiences and filters external sources of information. These sources of information are participate in the establishment of the criteria related to budget for coffee supply, the coffee itself and the machine. The values for these criteria remain fairly general at this stage and are mostly provided by the personal source that has delegated the assignment (the decider) or the employees (appendix 1).

9.5.2 The external information sources are mostly commercial

Of the 8 prospects, some were contacted by the RAM who was using its former network (2 of 8). Others personally contacted DECS 3 of 8 by calling telesales after looking on DECS' website for the telephone number, but most of the prospects contacted DECS through a third party called `Companeo´ 4 of 8 (appendix 1). This commercial source is a B2B web based information platform that provides free offers from different competitors according prospects´ need.

When a gatekeeper starts its information search on a website like "Companeo" (www.companeo.be), it selected its needs through multiple choice search engine that will provide different best-fit offers. If the gatekeeper/prospect has not made the decision yet it can also choose to have an open offer. The offer entails a proposal of a few companies that fit the need of the prospect and enables to shorten the process of this stage. For DECS however Companeo can also present an inconvenience because the website mostly provides the prospect with different proposals from different coffee suppliers. When the gatekeeper selected the best offers, DECS calls the prospect and an appointment is made for a visit.

From all the visits A.T. was the only prospect to come by the showroom in Grimbergen, where it could experience all the different coffee types, see all the different machines and get to know the product. This additional experience, in relation with the sales representative´s explanation, made the prospect evaluate the information collected with its 5 senses adding extra value to the information gathered. The rest of the prospect 7 of 8 were visited on location (appendix 1).

The prospects on location only had the RAM and the leaflets provided by the RAM as a commercial source of information. The leaflets were only used at the moment of the proposal request, at the end of the meeting. With the presentation of the leaflets A.T, SD and I.S mentioned they had seen some of the machines at a business contact (appendix 1). This source of information appeared to be more of use in the lower part of the segment than the upper part of the MB segment where they relied more on their own opinion. During the meeting with LU, Noppen (RAM) mentioned that he could provide the prospect with testimonials of existing DECS´ regional customers as an additional source of information for the evaluation process. Noppen believed, that this information might be of added value in the evaluation stage of the purchasing process (Appendix 1).

At the end of the meeting, several request proposals were made by the RAM based on the prospect's needs. These proposals helped the gatekeeper narrowing down the information relevant to the rest of the purchasing process. Because 5 of 8 prospects did not mention a specific interest in a type of coffee, all of them were given a proposal for Cafitesse coffee (appendix 1). Even CL, who was looking for offers in espresso machines with coffee beans, was given an additional proposal for a the Cafitesse machine with liquid coffee.

From the 8 prospects, three asked for a possible trial of a machine (appendix 1). In all of these cases, it involved one machine that was offered by the sales representative in the request proposal. It appears that this need for trial on location instead of visiting the showroom is related to employees being able to try them. In addition, it gives prospects the opportunity to compare them with other machines on trial from competitors.

9.6 Observations on the sources of information used by DECS

9.6.1 DECS´ leaflets do not answer all criteria

The only material of communication during customer visits are leaflets (Picture 2). After explaining what the customer wanted, sales would show on average 2 leaflets that would fit the need.
The leaflets help visualizing the product proposed and serve as an informational tool during the next stages of the purchasing process. Some of the leaflets that were presented still had the layout of older guidelines. The content of the leaflets contained 1) technical information 2) an overview of the coffee blends and 3) more extended information on what needs it satisfies. The information, however, seemed to be related to what the machine does, making the information only relevant for satisfying functional needs. A reason for this content approach might be that these leaflets are being used for different segments, thus leaving economical and psychological segment-specific-values out.

Picture 2: An example of a leaflet presented

9.6.2 Leads from Companeo in MB´s are small

Part of DECS´ yearly communication budget is invested in Companeo. According to Bral (2012, August 1) this investment is made for reaching its prospects that are part of small businesses (SB) rather other segments. Investing in Companeo in terms of reaching the MB´s would therefore only be related to the lower part of the segment.

According to Bral´s findings (2012, June 8), 5% of the total amount of prospect-leads coming from Companeo were MB´s (based on 2011 results). Translating this percentage into actual numbers, it contained 75 businesses of which eight ended up buying a machine from DECS. Comparing the MB and SB (1179 leads and 116 contract) results according to the investments made, the effectiveness of this source within the MB segment may be waived in comparison with other on-line channels.

9.6.3 DECS differentiates itself with Cafitesse in its request proposal

Prospects often get a request proposal for a machine from DECS' Cafitesse concept. This is a concept that has been developed and introduced by DECS in the 90's and consists of 1) fast, reliable and easy to clean machines 2) 'liquid' coffee and 3) good service. To this day, the concept has not been copied by any other supplier, making this concept a tool of differentiation. DECS's sales representatives are stimulated to sell the Cafitesse concept to customers over other products due to the higher level of profit margin (Boeykens, 2012 May 14).

During the request proposal, prospects that did not have any preference in the coffee type were proposed a Cafitesse machine that would fit the capacity of the coffee consumption. None of the customers did however seem to be familiar with it and asked for further explanation (appendix 1).

In the explanation both Noppen (2012, April 16) and Piron (2012, April 18) explained the conveniences of the machine: easy to clean, fast time-to-cup, not a lot of technical defaults. Afterwards the coffee was explained to be 'liquid' and concentrated. The information given was technical and, again, the overview of the machine on the leaflet only provided technical information related to the machine. Only using their eyes and ears in the collection of this information source was not enough (appendix 1).

From the qualitative testimonial, five out of seven respondents were existing Cafitesse customers. The respondents were presumed satisfied customers according to the RAM's that nominated them. When it came to the question of the quality of the coffee, these customers indicated a certain level of dissatisfaction, where NBA and ES expressed the desire changing blends (table 1).

9.6.4 DECS´ testimonials are for H&C customers

Up until now DECS has only invested in creating testimonial from existing Cafitesse customers. In addition, these customers only appear to be part of the H&C segment. Giving these leaflet testimonials as a source of information to an MB segment does not guarantee to address their needs, because the primary needs of these two segments differ from each other (Noppen, 2012 April 16).

Company Name	What do you think of the Douwe Egberts coffee you drink at the moment?
SM	Weak coffee taste.
EY	Usually freshly ground D.E. beans is chosen over Syrup coffee (Cafitesse).
AU	The coffee is just ok, but definitely not nice.
ES	Good, but occasional change and new offerings would be nice sometimes.
NBA	I'm Not a coffee drinker - Not everyone is equally satisfied with the taste. People who know coffee from the office in Neder-over-Heembeek find it there of better quality. Maybe organize a tasting with different flavors.

Table 1: Answers of testimonials on quality of Cafitesse Coffee

9.6.5 DECS´s website is a temporary solution

When searching for information on a potential coffee supplier, the prospect consults the supplier´s website. At the moment, the content of www.decs.be is minimal and is somewhat the same as the information provided on the leaflets. Because of change of branding, DECS has not invested in the creation of the current and temporary website. A new interactive is being developed and will be launched at the end of August 2012 (Bral, 2012 June 8). Both the appearance and the content will change.

9.7 The approach of information search is related to the job function

No correlation was found between the function of the person responsible for the information search and the Firmographics of the MB's. There was however a correlation between the actual function of the person and his/her approach to collect information. Figure 9 categorizes these functions (Based on findings in appendix 1).

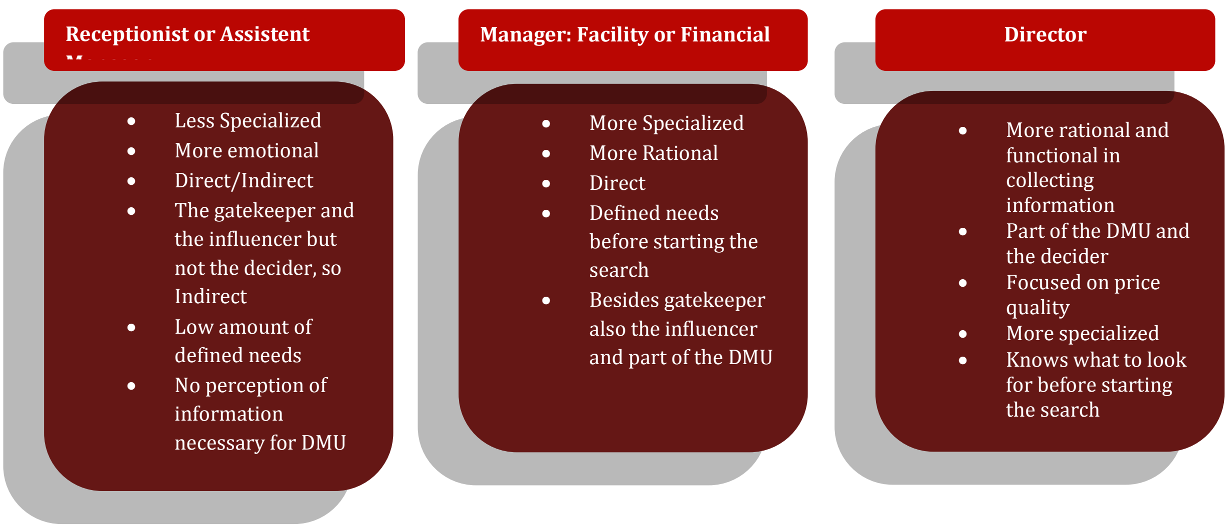


Figure 9: The differences between function and approach of information search

9.8 An outline of the criteria for coffee expressed by the MB gatekeepers

The content analysis of the information searched during this stage are based on the questions the prospects asked and the criteria they expressed (appendix 1). Analyzing the content provided by a basic and broad overview of the criteria defines the MB segment. Table 2 gives the content of the information gathered by the prospects.
Based on the number of 'X' you can draw the conclusions that following needs are (very) important:

1) Clear price overview of the offers
2) On person of contact
3) Time to delivery machine
4) Elements included in the contract
5) Fast time to repair
6) Not to many technical problems

Companies	**A.T**	**AM**	**I.S**	**KC**	**SY**	**MG**	**SD**	**CL**	**LU**	**UI**	**BI**	**Total x**
Communication												
Transparency	X				X		x	X		x		5
Clear price overview of the offers	x				X			x		x	x	5
Simplification of returning coffee order	x				X							2
Good relationship			x		X						x	3
On person of contact			x	x	X			x	X	x	x	7
Quick response					X							1
Service												
Time to delivery machine	x				X		x	x		x		**5**
Delivery products		x								x	x	3
Extent of guarantee on machines bought							x					1
Elements included in the contract	x	x	x		X		x	x	X		x	**8**
Sustainability												
Electricity purposes	x				X						X	3
Fair trade certified coffee									X		x	2
Price of coffee					X					x	x	3
Cross Selling												
Cups		x								x		2
Sugar and milk		x							X	x	x	4
Machine convenience												
Short cleaning time	x				X							2
Ease of use	X				X		x		X			4
Water connection	x											1
Temperature of coffee	x								X			2
Not to many technical problems				x	X		x		X		x	5
Fast time to repair	x				X		x	x	X			5
Capacity									X			1
Possibility for coins					X				X			2
Full operating machines					X				X			2
Language on machine in French									X			1
Hygiene					X							1
Coffee variety												
Coffee+milk+ sugar	x				X		x		X			4
Choco					X		x					2
Good quality coffee		x	x					x	X			4
		x										1
A coffee experience of better quality			x									1
Good quality espresso coffee for customers (not for employees)			x									1

Table 2: selection on criteria related to the important dimensions of the product/service

9.9 Observations from DECS on the information searched by the gatekeeper

9.9.1 The sources consulted by RAM for understanding the needs

The sales representatives are all expected to investigate needs and criteria of prospects before the first visit. According to DECS´s policy both internal (CRM system) and external (company's website) sources of information should be stimulated to be consulted. Whereas the information on the prospect in the CRM system is general, the prospect's website provides a platform for the definition of individual needs and values (Bral, 2012 May 9).

In practice, based on informal reporting, the prospect´s websites were not consulted. This lack of adherence to DECS policy leads to the discovery of the prospects needs and criteria, during the first visit. Not being able to define criteria these beforehand, the sales representatives based its proposal request according the information it collected first during contact. The needs expressed by this person however are not always the only ones to take into consideration (Webster & Wind, 1972). A practical example is LU that had a certificate of `most sustainable company for 2011´ on discovery at the reception desk (appendix 1). By mentioning energy saving machines or UTZ certified coffee, the evaluation stage would have been positively influenced. This however did not happen, leaving no differentiation between DECS and other companies for the prospect.

9.9.2 The educational tool for understanding needs

Sales representatives get educated on different aspect of sales and DECS' product regularly. This form of education is called 'sales force excellence'. One of the learning tools was based on the definition of the needs according to the DMU´s function. The needs expressed were related to the function of the office manager and the facility manager (Gambarini, 2012). As mentioned in section 9.1, the first person of contact can also be a receptionist or an assistant manager. The needs for these functions are however not mentioned in this educational tool.

10. Stage 3: Possibilities evaluation

Before entering stage 3, the amount of coffee suppliers and information has already been narrowed down to a minimum by the gatekeeper. The information remaining is then evaluated and compared to fill the need using preferred criteria. The complexity and extent of the evaluation stage differs per prospect and is subject to 1) the amount of suppliers 2) the need for more information and 3) the number of influencing individuals involved in the decision making (Webster, 1965).

10.1 All the different elements that take part in evaluating DECS

In the prospect's process of making a choice the criteria of the supplier is being compared with the suppliers offering (Webster, 1965).

10.1.1 Besides general criteria sustainability is a hot topic

According to the existing customers, the most important elements subject to evaluation before making a choice were; (1) Convenience of machines 3 of 7 (2) Price 2 of 7 (3) Coffee taste/quality 2 of 7 and (4) Coffee variety 1 of 7 (appendix 2, Q3). Even though the criteria remain fairly general they involve, as shown in table 2, sub-elements that are more specific and compared for evaluation.

An additional element of criteria that has not been mentioned by the existing customers, but has been observed during the prospects visits, is sustainability (appendix 1). This criterion for evaluation appears to be frequently part of the prospects' purchasing policy in relation to the company's CSR. Quantitative findings state that 34,4% highly agrees with sustainability being part of the purchasing policy and 52.99% agrees (appendix 3, Q3). These results undermine DECS' view on the importance of it, since Posson (2012) mentioned that only 15% of the MB segment would likely have a sustainable need as a determining factor, while 30% could be influenced by it.

Looking into the sub-elements of sustainability, Posson (2012) said that it is mostly related to coffee. While 48,6% of the quantitative respondents agreed with Posson´s statement, a stunning 73,5 % of the customers finds sustainability more related to the machines (appendix 3, Q3). Focusing only on the communication of sustainable coffee would undermine the extent to which this topic is part of all aspects of DECS' product proposition.

10.2 DECS is competent in most of the criteria of evaluation

10.2.1 Coffee quality/taste is the company´s strength

DECS perceives itself as being renowned for its high quality coffee due to the long-experience it has since 1753 (Boeykens, February 27). This is in accordance to what prospects say about them. A.T got into contact with DECS because of 'Douwe Egberts' being a good quality coffee, while I.S mentioned to never have drunk anything else and knows it from home (appendix 1).

In contradiction, the findings in 9.6.4. existing customers expressed need for improvement or change . This does not appear to be in line with the perception prospects/customers have on DECS´s coffee quality (appendix 2, Q10).

10.2.2 DECS offers products in any price category

DECS offers all the products that are present in the Belgian market and is therefore able to serve low-price, price-quality and premium focused customers. An offer in the price range a prospect wants to pay can therefore always be met.

10.2.3 Machines are designed for integrated variety criteria

DECS has a large park of different machines for different coffee types. Therefore the need for variety can easily be satisfied in the MB segment. The demand for coffee variety has mostly to do with the capabilities of the machines to make them and is related to the different coffees served (e.g. cappuccino, latte, café choco), rather than the different blends of coffee from a product range. In response to this criteria, the prospects mentioned to want coffee, milk and sugar in the machine where two of them mentioned to want hot chocolate in addition (table 2).

10.2.4 The communication of sustainability is more diverse than only coffee

DECS provides one sustainable UTZ-certified coffee in all of its coffee types. This coffee is called `good origin´. As much as this would satisfy the demand, BI mentioned only wanting to be provided with Fair trade `Max Havelaar´ labeled coffee and others did not seems to be familiar this type of labeling (appendix 1). According to Posson (2012), this finding has to do with UTZ certification not being known on the B2C market, resulting in loss of growth opportunities.

In relation to the machines, prospects demand they be of low electricity consumption. This criteria is expressed as means of keeping the costs of use low rather than it being a criteria of environmental purposes. In addition to their corporate CSR they increasingly demand certifications for the elements of machines produced and recycled. DECS´ certifications are not shared on a central database. Then, when a customer asks for it, the sales representative does not immediately have it at hand (Appendix 4, Posson).

10.3 Prospects compare the suppliers for evaluation

10.3.1 The comparison of the coffee suppliers is precise

The need for a large extent of information on the products from the evaluated coffee suppliers appears to be a necessity. In addition this information should was demanded to be in a clear price overview during the information search so that the comparison of the suppliers could easily be made (appendix 1). Whereas 34.3% highly agreed on defining a large amount of criteria to conduct evaluation of the coffee suppliers in this stage, 37.1% agreed (appendix 3, Q2).

10.3.2 Trying the machines and tasting the coffee is part of comparison

Whereas the economical scope has already been outlined by different sources of information, the evaluation stage also demands extra experiential sources where it can physically experience the emotional-, social-, functional- characteristics as means of an added value to the information gathered. Quantitative results confirm that experiential sources used for the evaluation stage is an important part of the decision process. Whereas 62.8% (25,7 % highly+ 37.1% agreed) agreed on wanting to taste the different coffees before engaging itself in a decision, 72.2% (19.4% highly+52.8% agreed) felt the need for trying the machines (appendix 3, Q2).

During the information stage seven out of eight prospects were proposed or demanded a trial of product for evaluation. This trial was either related to the machine or the coffee and could be tried on location or at DECS’s showroom in Grimbergen (Appendix 1).

A positive aspect of trying coffee at the showroom is that prospects could experience all DECS´ products offered. The brand communication is also well represented, adding an extra value to the experience. On the other hand though, it would only be the `decider´ or `gatekeeper´ that would come and visit, leaving a large part of the `users´ out of the evaluation process (Frederick & Webster, 1965). Info support and Lutosa were asked to come to the showroom(Appendix 1). The geographical proximity location of the prospect made the visit possible. This was not true for all prospects.

To not inconvenience prospects in coming to the showroom, DECS also offers machines/coffee on location for trial. The product offered is then the most fitted to the needs expressed during the information stage. 4 of 8 prospects asked to try a machine while 2 of 8 were offered trying coffee because of no need for a machine (appendix 1). The main reason for trying them at work was for employees to give an opinion on the machines and the coffee quality (in relation to former quality complaints). This is however executed comparison with another machine from DECS' competitor. As a result, employees appear to take an important role as `influencer´ on the decider (Frederick & Webster, 1965).

10.4 The influences that form the criteria of the prospect

There are many factors that influence the decision making. Besides some occasional and organizational factors that have been mentioned already, like buying situation repetition, purchase team and the roles in the purchasing process a few more factors are of importance to be elaborated on (Rope, 1998).

10.4.1 Influences on price/ quality evaluation

During the prospect meeting Accelor Mittal and Conti lines both mentioned to have experienced financial setbacks due to the economic crisis. This external influence weighed heavily on price being an important determining factor in the evaluation process. In line with this finding Boeykens (2012, May 22) stated in an AOP FY13 meeting that as a result budgets for foodservice in businesses have been going down. According to the quantitative research, only a small group (see figure 10) of respondents apply to this profile making this observation only relevant to 14,66% of the total MB market [(6%+17%+15%+ 6%) / 300% * 100]. Generalizing these findings would undermine the majority of the respondents, 47,66% [(3%+28%)+(10%+62%)+(6%+34%) / 300% * 100], disagreeing with their budget being low (appendix 3, Q2).

In line with the budget, MB prospects seem to be more focused on the quality rather than the price. This has to do with coffee taking a central position in MB's as means of keeping the customer satisfied. Customer satisfaction, as mentioned in paragraph 9.1.1, is especially related to the quality of coffee. For this reason prospects feel the need to provide good quality coffee, even if they has to pay more. Respondent from the quantitative survey confirmed this statement with 61.5% that agreed and 10,3% that highly agreed (appendix 3, Q7).

Comparing both price and quality for the evaluation stage, it can be concluded that for most of the MB's coffee supplies, as matter of service to its employees, do not come with a low price or budget making the most part not as price focused.

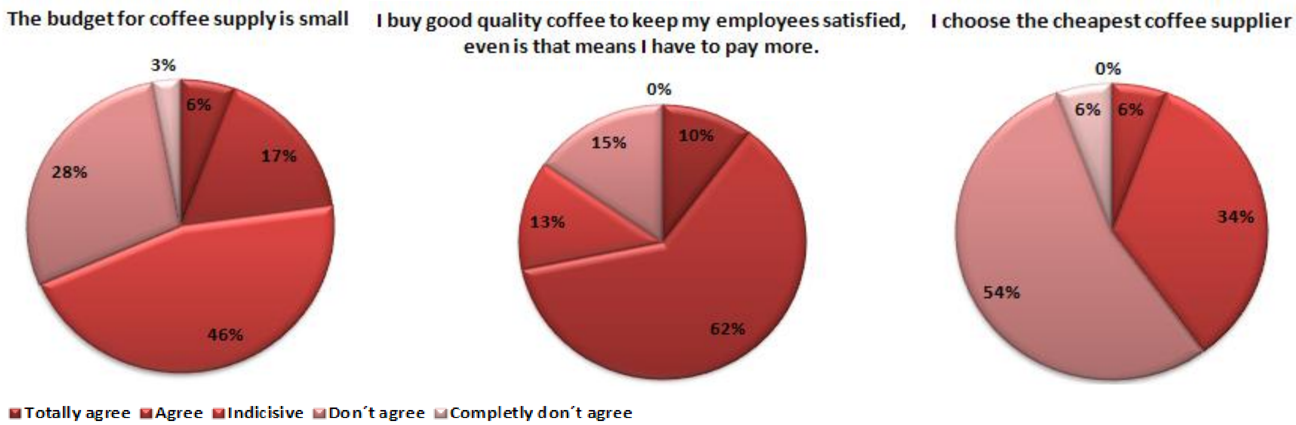


Figure 10: Results from quantitative questions related to the budget (appendix 3, Q2)

11. STAGE 4: Choice

11.1 `Douwe Egberts´ is what made existing customers chose for DECS

In the testimonial survey, existing DECS customers were asked to give their main reason of choice. Most of them could not answer this question, because of their long term customer loyalty to DECS (appendix 2, Q2). What is important in this answer is that the relationship between the customer and DECS appeared to be strong increasing the barrier to leave.

Besides this answer, prospects 3 of 7 mentioned that the brand name `Douwe Egberts' created the cut, since it is a renowned coffee player in the Belgian market (appendix 3, Q2). The quantitative findings confirm that the influence of a supplier's brand image is still important in choice, since 38.9% agreed on it being the main element of choice (appendix 2, Q2). To conclude, even though Boeykens (2012, May 22) stated that customers find 'brand' less important, it still covers a large part of the market.

Other reasons for choosing for DECS as a finalization of the decision making process were quality, best price/quality and word-of-mouth from daughter companies (appendix 2, Q2). As already elaborated on in 10.4.1, price and quality do appear to be two separate criteria but always function in relation with each other. Choosing for a coffee supplier that has the lowest price is therefore perceived as a lowering of the quality. For this reason price and quality has to be in balance for the MB customers since the employment satisfaction is at stake after purchase.

The conclusion on price/quality is related to the quantitative findings where the majority respondents disagreed (54.3%) with choosing for the supplier with the lowest price. 5.7% even highly disagreed on this statement. Only 5.7% agreed on this statement, making the low-price criteria focus on its own not relevant to the MB segment (appendix 3, Q2).

11.2 The deciders of the MB segment

In the decision making stage the deciders make the decision and sign the contract for purchase (Johnston et al., 1981). According to the quantitative results, only 5,9% highly agrees and 8,8% agrees with the involvement of all employees in the choice stage (appendix 3, Q2). As much as these results are correlated to the final stage of the decision process, the process towards the decision which includes the evaluation stage shows taking into account the opinion of its employees during product trial. A strong vertical involvement on choice from the employees to the decider is therefore present (ibid), but it is the decider that had the final say.

11.3 Gatekeeper vs. Decider

The gatekeeper and first person of contact were not always the direct decider. Whereas the receptionist of I.S said *`it is my boss that eventually decides´* , the assistant manager of SD mentioned *`I am only writing the information down for my boss´* and the facility manager of A.T stated *`it is up for management to decide´*(Appendix 1). Only the financial director of CL and the financial manager of Uitgeverij Inn were direct deciders, which in turn were also the `buyers´.

Noppen (2012, April 16) stated that the direct or indirect relation of the first person to the decider´s role is correlated to the amount of employees a business has. This can be true for the SB segment (5-50,) but does not seem to match the findings from the MB segment, since large accounts also involved an indirect contact. There is however a correlation between the function of the gatekeeper and the influence it has on the decision making. Whereas the receptionists seem to be only collecting information, the facility managers also narrowed the information down to what they thought was important and then let the management team only choose and sign. After the choice stage, the facility manager would then finalize the project (appendix 1).

Along these lines, another correlation can be found in the definition of the roles and the size of the buying center. In the lower part of the MB´s the roles of the buying center are not as defined from person on person as much as the upper part of the segment. Whereas the gatekeeper at the lower part is mostly also the `user´ and the influencer being more emotional, the larger companies have individuals assigned that don't always have to be consumers making them more rational. As much as the amount of individuals defining the buying center are related to the amount of employees, it also stands in relation to the budget spend (larger in top part of MB segment) which makes the decision making more complex by introducing different responsible individuals creating a larger decision making unit (DMU).

11.4 The extent of the buying process until the choice stage

Four weeks after the prospect visits, Noppen(2012, May 8) and Piron (2012, May 20) mentioned the prospects to be in the following stages:
-Information search stage: BI, A.T, SY
-Evaluation stage: A.M, LU, I.S & CL
-Choice: UI (fresh brew, espresso beans), SD (fresh brew)

To go deeper into the subject, the extent of the purchasing process until the choice stage can differ but seems to me more correlated to the gatekeeper rather than the size of the company. The gatekeepers of BI and SY were not prepared when visited and seemed to be exploring rather than actually collecting information for the goals and needs they set. These two gatekeepers were not experienced, and where BI mentioned *`this is all new for me since I just started to work here'*. UI and SD seemed already to have chosen for DECS during the first meeting since they set already a goals of what they wanted where SD added *'we have bought your coffee in a big lot, so all we need is the machine that goes with it*'. I nice given from the prospects is that nobody had chosen for a competitor. This left the prospects in the two previous stages subject to influence in choosing for DECS as well.

12. STAGE 5: Results

The stage of evaluation, after the purchase, determines whether a new acquired customer will be encouraged into being loyal and repeat the purchase at the its existing supplier or switch brands. This evaluation will be on influence of the satisfaction or dissatisfaction of the buying experience.

MB customers engage themselves the most in long-term contracts rather than purchasing a machine. This has to do with the ease of the financial books and the technical service that is includes (Noppen, 2012 April 18). Because this is the case, the after purchase evaluation is not only related to the product purchased but also to the perceived relationship and communication it has with DECS over the course of the contract. Because this period is on average 5 years (ibid),it is the task of the sales and marketing team to keep the customer encouraged that is has made the right decision on the product as well as DECS as its supplier.

13. STAGE 6: Satisfaction

Satisfaction is an attitude that a customer has towards a service provider. In addition it can also be translated as an emotional reaction to the difference between what the customer anticipates and what it receives regarding the fulfillment of its need (Hansemark & Albinson, 2004) . The customer satisfaction stage is the last stage of the customer purchasing process and is formed during the results stage. It is also one of the most important aspects for businesses to analyze, because it is closely related to the retention and the loyalty of the customer that in turn stimulates company profitability.

13.1 The main factors for DECS´s customers to being satisfied are related to service

Many factors are related to the perception of the customer´s satisfaction and according to Hokason (1995) these contain 1) friendly, courteous, knowledgeable and helpful employees 2) accurate, clear, timeliness billing 3) competitive pricing 4) good & quick service and 5) good value,.

According to quantitative research, 22.5% of the existing customers are very satisfied with the coffee supply of DECS (appendix 3, Q8). When asking existing customer what factor was most related to the

customer satisfaction, Good service was mentioned the most. This good service entailed quick product delivery, good technical service and quick technical intervention (table 3).
This element of equity and emotional need appears to be of higher value when being an existing customer rather than it being an important criteria for the prospect during its purchasing process (table 3). Why? Because customers may associate a renowned brand automatically with the perception of it providing a good service, not taking into consideration that this might not be the case (Posson, 2012).

	AR	FP	SM	EY	AU	NBA	TOTAL `X´	Total `x´
Good Service	X	X	x	x	x		5	4
Quick product delivery	X		x	x	x	x	5	2
Good technical service						x	1	1
Quick technical intervention	X			x		x	3	1
Good communication			x		x		2	1
Quality	X		x				2	
Good/ convenient Machines		X				x	2	2
Good coffee taste		x		x			2	1
Price			x				1	
Cost transparency					x		1	

Table 3: DECS' main elements for customer satisfaction and word-of-mouth (based on appendix 2, Q10+

X= The elements for word-of-mouth

X = the main element of satisfaction

13.2 The effects of customer satisfaction that stimulate DECS´s profitability

Customer satisfaction has a positive effect on the profitability of DECS as it increases the chance of existing customers to remain loyal. In addition, satisfied customers are also necessary for word-of mouth and increased sales per account (Hoyer & MacInnis, 2001)

13.2.1 Satisfied customers share their experiences

DECS´ profitability in gaining market share by acquiring prospects also relies on its existing satisfied customer, since these form a source of word-of-mouth. It is one of the most influential, credible and personal information sources for a prospect to receive (Hoyer & MacInnis, 2001). Looking at the content of word-of-mouth, existing customer would recommend DECS on behalf of the service it provides according to the contract (appendix 2, Q10).

13.2.2 Satisfaction should lead to brand Loyalty

Even though none of the respondents noted to be dissatisfied with DECS (appendix 3, Q8), the total percentage of the ones being indifferent or just satisfied resulted in a total of 77,5%. According to Noppen (2012, April 16) and Piron (2012, April 18) satisfaction does not directly initiate loyalty, which can only exist when customers are 'highly' satisfied.

In addition to ´high´ satisfaction of customers, secondary research results conclude this type of satisfaction increases the contribution of the customer the revenue of a company more than a somewhat satisfied, let alone, dissatisfied customer (Coldwell, 2001).

13.3 The efforts that DECS implements to stimulate customer retention

The customer efforts that are invested in DECS existing customers should be a practice to satisfy customers with the intention of developing long-term relationships (Hoyer & MacInnis, 2001) and are in line with its future customer-focused strategy. The efforts made, are related to the retention of its existing customer and demand strong commitment on a continuous basis from DECS´s perspective (Zineldin, 2000). According to Lemon, existing customers are a company´s biggest asset, adding value to the necessity of the development of these specific customer-oriented effort.

13.3.1 Action taken by DECS to combat dissatisfied customers

DECS´s invests more in acquiring new customers rather than investing in the handling and to detecting customers dissatisfaction (retain existing customers). According to Boeykens (appendix 3) DECS used to have more initiatives for dissatisfactions. E.g. with technical an occasional defaults of the machine: a recovery mail was the customer. When technical defaults appeared more frequently, a recovery plan was created to keep retention high. This strategy has become non-existent over time due to a shift in focus on innovation or new systems (SAP).

To get an overview on the (dis)satisfactions of the company´s existing customers, DECS assigns an external research agency to 1) create a customer satisfaction survey 2) collect information 3) structure the findings 4) give recommendations (Boeykens, 2012 may 14). The results from the survey give insight on the elements that are part of the (dis)satisfaction. The survey is related to all customers from all different segments, where the analysis is related to the response of each individual customer segment. The last time that this survey has been fulfilled was in 2007. In the five years that followed no customer satisfaction surveys have been implemented.

13.3.2 Actions taken by DECS to increase Customer satisfaction

DECS focuses more on gaining market share through acquiring more customers rather than retaining them, since it is expected that the efficiency of DECS’ internal communication/service is of such reasonable quality that having to deal with additional efforts for building a relationship is not necessary in order to retain the customer (Boeykens, 2012 May 14). These internal communications and services are however only related to the customer product proposition (e.g. technical service) and the customer service (complaints handling) which is only consulted by a customer when problems occur. In turn, DECS’ contact with customers that do not consult these services (perceived as satisfied) are being left out.

In terms of contact Boeykens (2012, May 14) adds that extra contact outside of the contract terms are not necessary in the MB segment as means of retaining them, because these businesses demand the relationship to be of a formal kind. Bral (2012, May 9) adds that MB customer do not feel the need to be contacted by its supplier on an occasional basis: `the only thing they want is being provided with a good product proposition.

According to quantitative results, the need for a phone call from DECS once in a while, would be appreciated by a large part of the respondents in terms of it being a loyal customer. Almost a quarter

(24,3%) of the respondents highly agreed with this need for contact and the majority (34.3%) agreed. Because the contact is demanded to be related to the question if everything is still to their satisfaction, it`s dissatisfactions can be analyzed and satisfaction can be increased (Appendix 3,Q5).

ES and NBA have asked if DECS could introduce a tasting or propose a possible change of the Coffee, as a result of the coffee quality not being well perceived by all its users (appendix 2, Q10). The dissatisfaction on the coffee quality did not directly imply that the customers was overall dissatisfied, since all other elements of the product propositions were relatively well perceived. The indication coming from the two respondents were therefore only expressed as a means of increasing its customer satisfaction.

13.3.3 DECS gets in contact with customer before the expiration of contract

In order to increase customer retention, DECS has introduced a follow up in its CRM system where sales representatives get back in contact with its account three to six months before the existing contract expires (Bral, 2012 May 9). The period of contact is related to the size of the purchase, since a larger purchase also increases the complexity of it. This is the only contact DECS has with its customers besides the contact related to the services mentioned in section 13.3.2.

13.3.4 DECS´ Innovation strategy should stimulate customer retention

As means of DECS´ shift to a long term strategy, Boeykens mentioned that DECS should implement new innovative products every five years (the average duration of contract). By doing so, customers will be introduced to a new product when re-entering the purchasing process which in turn should stimulate customer loyalty (Boeykens, 2012 May 14).

Existing customers also like to be updated on innovations during the contract with DECS by receiving samples of new products, since the majority of the quantitative respondent agreed (51.4%) and 22,9% highly agreed (appendix 3, Q5). Focusing on only communicating innovations at the end of a renewal for contract appears not to be sufficient for MB customers.

13.4 How DECS communicates innovation as means of retention

According to Boeykens (2012, may 14) which DECS innovates its products on a consistent basis but doesn't communicate this well enough, due to the fact that these innovations are perceived to be to minor for external communication. The lack mentioned by Boeykens (ibid) appears to conclude that DECS's communication on innovation is therefore related to new products, rather than renewed or improved products. In an interview, Herkemij mentioned that innovations from DECS have 'basically stopped' since 2001 (Lucas, 2012). Because the communication of DECS focuses especially on the communication of new products, external communication on DECS' innovations are almost nonexistent.

13.5 Customer Loyalty

Customer loyalty exists when a supplier´s efforts create a benefit for the customer that in turn is willing to maintain or increase its purchases accordingly (Hansemark & Albinson, 2004). This a form of customer behavior towards its supplier that refers to a commitment that is deeply held , despite the situational influences and external marketing efforts that could cause a possible switch (Oliver,1997).

13.5.1 A part of DECS´ existing customer are highly subject to external influences

In relation to this finding, 23.5% disagreed and 2.5% highly disagreed on choosing for its existing supplier when re-entering the purchasing process (appendix 3, Q2). Since the respondents of the quantitative analysis involve existing customers of DECS, it can be stated that 26% of the respondents need close attention in keeping them loyal, by means of increasing satisfaction.

It appears as well, since only 39,9% state to be indecisive in choosing for its existing coffee supplier when re-entering the purchasing process. In addition, when being asked if it makes an extended outline of all different coffee suppliers for comparison, 34.3% completely agreed with this statement and 37,1% agreed. As a conclusion the barriers for loyalty are low, increasing the impact of external marketing efforts and influences on the customer.

13.5.2 DECS has no specific program to reward loyalty

Besides the different types of segmentation that have been mentioned in 7.1, existing customers can also be segmented on customer loyalty. Implementing this type of segmentation increases the retention barriers. According to the importance of the customers or the extent of the loyalty DECS can reward them. DECS does not have a specific strategy to reward loyalty (appendix 4, Boeykens). Existing customers however have felt the need receiving

CONCLUSION

The methods applied for research and the literature models used for structuring the findings were necessary to create a clear overview on how the MB market's purchasing process functions. Comparing the MB's findings from its purchasing process with DECS' efforts would then determine the customer & company equity. The determination of the equity is necessary to find possible opportunities of improvements or capabilities that still need to be developed in order to stimulate growth in the MB market.

DECS has developed strengths that have proven its competence in the Belgian market for over 250 years of its existence. It has reached market share leadership in its MB market, however the efforts and market both need to be re- evaluated as profits are falling. DECS knowledge and experience is not lacking, however findings show that competencies in some areas need to be developed further in order to increase the gap of differentiation between DECS and its competitors. These competencies are related to the efforts in acquiring new MB customers and efforts in creating loyalty from its existing customers.

DECS already has a good understanding of the market. It knows that not every customer is the same since they are characterized differently by: 1) needs 2) customer purchasing processes 3) DMU compositions and 4) company influences. This knowledge however needs to be evaluated on consistent basis since external influences change the customer's characteristics on a continuous basis. In turn, the findings should be compared to DECS´ efforts for the company & customer equity in the MB segment which are still effective and efficient.

For the definition of equity the customer purchasing model has been used. This model structures all the phases a company experiences when purchasing coffee supply and can be divided in two separate entities. Until the choice stage an MB can be labeled `prospect´, whereas after this stage it can be labeled as `existing customer´. As much as these two labels need separate attention from a marketing perspective, it should not be forgotten that a company purchasing a product, becomes both of them. DECS efforts should therefore be related to both of them.

The evaluation of the buying center needs expansion
A lot of investments are made in the education of the sales representatives to understand the characteristics and the needs of the different decision makers like a facility or purchasing manager. Besides these incentives being of importance for understanding, the scope for only analyzing the individuals that are part of finalizing the decision stage is narrow. Especially knowing that the decision maker is influenced by the needs of individuals that are part of the purchasing buying process (Katrichis, 1998). From the findings it can be concluded that employees within the medium segment take an important role in the whole purchasing process. They are the main users of the coffee in MB´s who initiate the need for change when coffee quality is low. Additionally, they have a large role in the evaluation process where a trial of machines and coffee on location of the prospect is demanded, for the employees to evaluate. Another role that has not yet been evaluated by DECS is the gatekeeper that most of the time seems to be a receptionist or an assistant.

Not having the right information on hand for educational purposes pushes RAM's into focusing only on the individuals in the decision making stage, making them ignorant to all highly influential individuals part of the processes preliminary to this stage. In addition waste is created in DECS' marketing effort, since the unbalanced focus on the buying center makes them rely on the expression of one role's needs more than others. As a result, the equity of the prospect's needs will not be completely creating possible dissatisfaction in the after purchase evaluation stage or even a lost opportunity for sale (Wind,1972).

The content and sources of information need to be more fitted
From all the information sources that are available to a prospect, MB's only use a small part of these in which DECS can influence. MB's tend to rely more on internal and personal sources, rather than external sources of information. Understanding and using these sources of information increases the effectiveness of the content DECS want to communicate in order to influence the purchasing process. DECS is active in all the sources of information, however some of them are not relevant to the MB market. Looking into the content of the information sources, it is not integrated because the information is used for all customer segments. This leaves important criteria and determinants that characterizes the MB segment in its purchasing process out. Not implementing these expressed criteria in the content of the information sources will decrease the level of potential differentiation. In addition MB prospects may not feel related to the information leaving no added value.

Efforts for existing customers are necessary to conduct a long-term strategy
DECS want to switch from a product-oriented to a customer-oriented strategy. The efforts that it applies to the MB segment is however only related to the acquisition of new customers, making them function on a short-term basis. As much as this is in line with its current strategy it is not sufficient for a customer oriented strategy. Being long-term oriented means that DECS will have to focus more on its existing customers. The efforts applied should be related to adding value as means of building a relationship. The aspects that these efforts should involve are 1) handling dissatisfaction 2) increasing satisfaction 3) increasing loyalty and 4) retention. Creating integrated efforts around the existing customers, would increase the customer satisfaction resulting in an increase in company profitability from the different effects that are subject to satisfaction.

To conclude, DECS has to develop large and diverse competencies that creates an added value to the customer. This added value increases the differentiation between DECS and its competitors, thus stimulates customers to choose DECS as a supplier in the purchasing process and to remain loyal. Efforts need to be implemented in order to create an added value and needs to be related to the customer's purchasing process.

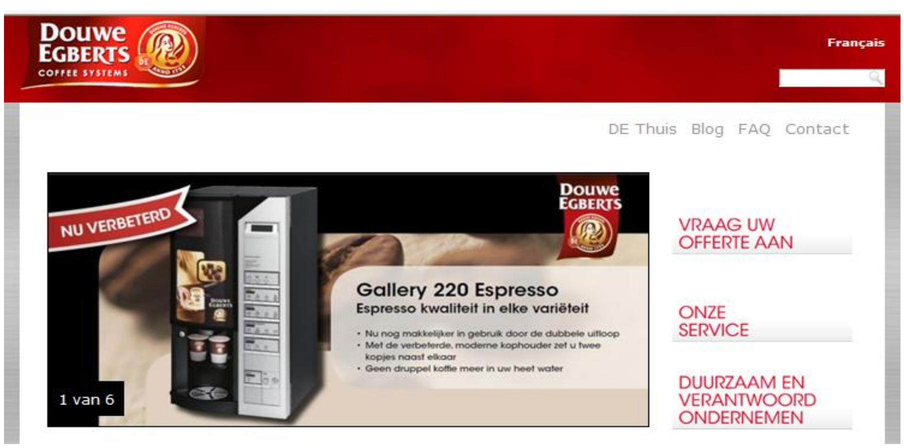
RECOMMENDATIONS

Looking at the phases a customer goes through in the entire purchasing process, it can be labeled as `prospect´ until the choice stage, whereas after this stage it can be labeled `existing customers´. As much as these two labels need separate attention from a marketing perspective, it should not be forgotten that a company purchasing a product, becomes both of them. For this reason recommendations for DECS are related to prospects and existing customers.

14. Innovation

DECS main investments go towards innovation. These Investments on the communication of it, is however lacking, even though the tools necessary for it are available. As a result, customer do not perceive the company as being innovative. DECS' innovation entails new products as much as renewed and improved products. Up till now DECS has only communicated new products while a lot of money is invested in the renewal and improvement of existing products.
Based on this, I recommend DECS to broaden its focus on innovation and communication by including product renewal and improvement in all information sources used, especially towards existing customers. By means of staying loyal and satisfied, customers feel the need to stay updated on all innovations, as long as it is related to their product proposition. Fulfilling this need, could eventually result in higher customer retention but is also a strength that is of influence on attracting new customers. Recommended examples for communication on innovation are:

1) Provide existing customers with samples of coffee that are used for their current machine. These can be distributed by the coffee deliverer when being on location for replenishment of stock.
2) Coffee deliverers should also be educated to transfer information on innovation during contact moments with customers.
3) Stimulate the sales representatives to communicate innovation during prospect meetings.
4) Introduce advertisement on renewed and improved products on commercial sources like the company's website in the form of a banner (picture 3).



Picture 3: examples of innovation banner

5) Quality or taste improvements should be communicated on the packaging for a limited period of time. This can be done by indicating e.g. “improved taste” or “improved quality” to increase direct awareness. To lower the cost of changes in packaging, this can be done by putting stickers on.
6) DECS should invest in creating easily adaptable concepts that enables continuous product renewal. This is especially related to the exterior appearance of the coffee machines and cross-selling products. During my work at DECS, I’ve developed a concept related to this matter: Project Smile.

This concept entails a fresh brew B2B coffee machine serving coffee in portable thermoses. By adding stickers to them, DECS can change its outside appearance on a consistent basis. In picture 4 series of the thermoses are shown. These different series will be introduced on after the other by structured interval every 6 months.

Picture 4: An example of a concept for innovation

This concept increases awareness due to continuous repeating advertisement around the themes. It also creates a possibility for DECS to change the content of the message sends in accordance with the changing of the series. By modernizing the appearance of the thermos the product doesn’t get outdated extending its product life-time. This should result in an increase of return on investment adding that costs for renewal of a product are lower than the costs R&D in new product. This concept does not only meet the psychological needs of the customer but at the same time covers the economical and functional needs as well.

14.1 A financial Overview of the innovative recommendations

Innovation	sub elements	Employment cost	Other Costs	Total
1)Coffee samples				
Smile filter coffee (3 tastes per pack)	**Cost per unit**	**Total amount of MB existing customers (52*3=156)**		
-Dessert (20gr)	€0.37	(156/4=39*price) €14.43		
-Mokka (20 gr)	€0.32	(156/4=39*price) €12.48		
-Decaf (20 gr)	€0.46	(156/4=39*price) €17.94		
-Black (20gr)	€0.42	(156/4=39*price) €16.38		
Total cost for coffee production SF		**€ 61.23**		
Additional Packaging material				
-Printing			60€	
-Design			415€	
Survey for tasting experience(created internally)			60€	
TOTAL COST		**€ 61.23**	**€535**	**€596.23**
AVERAGE COST PER CUSTOMER				**€11.57**
Cafitesse Coffee (2 tastes per pack)		**Total amount of existing MB customers (628*2=1256)**		
Ambient (1.25l)	€5.40	(1256/7=179*Price) €1,063.80		
Superior Dark Excellence (1.25l)	€4.69	(1256/7=179*Price) € 923.93		
Medium Roast (1.25l)	€3.62	(1256/7=179*Price) € 713.14		
Arabica Gold (1.25l)	€4.23	(1256/7=179*Price) € 833.31		
Good Origin (1.25l)	€3.98	(1256/7=179*Price) € 784.06		
Excellence (1.25l)	€3.52	(1256/7=179*Price) € 693.44		
Decaffeinated (1.25l)	€5.14	(1256/7=179*Price) € 1,012.58		
Total Cost for production espresso		**€ 6,024.26**		
Additional Packaging material				
-Printing			246€	
-Design			415€	
Survey for tasting experience(created internally)			60€	
TOTAL COST		**€ 6,024.26**	**€721**	**€6,745.26**
AVERAGE COST PER CUSTOMER				**€10.74**
Espresso Coffee (2 tastes packs)		**Total amount of existing MB customers (176*2=352 packs)**		
Dark Roast (250gr)	€1.32	(325/8=44*price) € 58.08		
Darrk Roast Decaf (250gr)	€1.34	(325/8=44*price) € 58.96		
Extra Dark Roast (250gr)	€1.25	(325/8=44*price) € 55.00		
Good Origin (250gr)	€1.45	(325/8=44*price) € 63.80		
Medium roast (250gr)	€1.21	(325/8=44*price) € 53.24		
Espresso Gourmet (250gr)	€1.22	(325/8=44*price) € 53.68		
Piazza d´oro 46ntense (250gr)	€1.40	(325/8=44*price) € 61.60		
Piazza d´oro dolce (250gr)	€1.23	(325/8=44*price) € 54.12		
Total cost for production Espresso Coffee		**€ 458.48**		
Additional Packaging material				
-Printing			95€	
-Design			415€	
Survey for tasting experience(created internally)			60€	
TOTAL COST		**€458**	**570€**	**€1028**
AVERAGE COST PER CUSTOMER				**€5.84**
Fresh Brew Coffee (2 tastes per pack)		**Total amount of existing MB customers (270*2= 540 packs)**		
Good origin (250gr)	1.26€	**(540/5=108*price) 136.08€**		
Decaffe (250gr)	1.08 €	**(540/5=108*price) 116.64€**		
Select (250gr)	1.32€	**(540/5=108*price) 142.56€**		
Gold (250gr)	1.34€	**(540/5=108*price) 144.72€**		
Professional (250gr)	1.07 €	**(540/5=108*price) 115.56€**		
Total cost for production FB coffee		**€655.56**		

Additional Packaging material				
-Printing			125€	
-Design			415€	
Survey for tasting experience(created internally)			60€	
TOTAL COST		**€655.56**	**€600€**	**€1255.56**
AVERAGE COST PER CUSTOMER				**€4.65**
2&3.Organize an educational meeting for sales and deliverers				
Cost of lost hours personnel (Total of non-worked hours from the 5 MB sales representatives and 5 deliverers)		€18.24x40H= €729.60		
Additional tools made for education (e.g. booklet, PowerPoint, tasting)			€400	
TOTAL COST		**€729.60**	**€400**	**€1,129.60**
4.Banner				
Create briefing for banner		2*18.20€= 36.50€		
Costs for creative agency per banner			138€	
Translation of text			24€	
Total COST		**36.50€**	**138€**	**198.50€**
5. Innovation on packaging				
Design of sticker			220€	
Printing stickers (1000x)			45€	
Handling costs for sticker on pack (1000x)			60€	
TOTAL COST			345€	345€
6. Product Renewal Concept				
Creative agency			3,900€	
Creation of concept for employee (1month)		€2,800		
Sales presentation:				
Cost of personnel present on meeting		4Hx40x18.20=€2,912		
TOTAL 1 TIME COSTS		**€5,712**	**3,900€**	**€9,612**
Costs per series introduced (for 6 months)				
Printing stickers (3000pc)			€8,430	
Handling (3000pc)			€19,530	
Thermos (3000pc)			€117,150	
Transportation			€9,000	
Communication external				
-Leaflet (printing, translation, design)			€854	
-Magazines			€700	
-Tasting packs for new customers (3p.pack*3000pc/4 tastes= 2250 p.blend):				
Dessert (20gr)	(€0.37)		€ 832.50	
Mokka (20 gr)	(€0.32)		€ 720	
Decaf (20 gr)	(€0.46)		€ 1,035	
Black (20gr)	(€0.42)		€ 945	
Communication internal (sales rewards gifts)			€65	
Total repeating costs			**€161,230.50**	**€161,230.50**
TOTAL COSTS				**€170,842.50**
TOTAL CURRENT COSTS				**€154,110**
TOTAL COSTS FOR CONCEPT				**€16,732.50**
GRAND TOTAL				**€28,030.65**

Table 4: Overview of costs for innovation recommendations

15. The content of communication for MB's

The content of the information communicated should be based on the needs of the MB segment in order to have more integrated and effective marketing efforts reaching the prospect. DECS already has a lot of the technical needs communicated, however social and emotional needs to be defined by the buying center are of evenly importance. I recommend therefore to implement the most important needs that would influence the choice of the prospect through relating them to the problem and the individual. In the table 5 an overview is of the additional MB needs recommended is given.

NEEDS	Translation
No more customer complaints on coffee quality	We provide you with good quality coffee to keep your employees satisfied. Because we know tastes differ, we provide our customers with a large assortment of different coffee blend to from.
Trial for evaluation stage	Let your employees decide by trying one of our machines for 1 month (free of charge) or come to our showroom to taste all the blends and experience the machines and our brand.
Not to many problems	Due to fast technical service coffee is always available to keep your employees motivated.
Fast time to repair	As a coffee provider we find it important that you can serve DE coffee to the ones you cater to: - Immediate response - Highly experienced technicians who deliver good quality - You are helped within 24hours
Good relationship	DECS finds its strength in the fast and good service it provides to its customers as means of being customer focused
Elements included in contract	Our contracts are transparent and all elements are included in the price; 1) technical service, 2) when defects return a new machine is placed.
Time to delivery machine	The time to delivery is one month. Provisionary machines can however be placed on short term.
Sustainability	Machines: -DECS machines are provided with a sleeping mode, so you don´t have to worry about additional electricity costs when the machine is not being used. - Elements in the machines are recycled (e.g. filter) Coffee: -We provide UTZ certified coffee that is traceable to its grower.
Clear price overview of offers	Our experienced sales representatives are there to help you find the most suitable offer for your needs and budget. Because we are transparent, you do not have to worry about additional costs.
One person of contact	DECS is an international oriented company, but still find the personal contact with each of its customers important. With our view on building a good relationship and prevent customers from dealing with excessive contact procedures, we provide you with a single point of contact.

Table 5: the needs necessary for the content of communication

16. Investing in the sources of information used

Only a few of the different types of all the information sources available are being used by the MB prospects. It is therefore more important for DECS to invest in the quality of those sources used rather than the quantity, as means of being more effective. From the findings in section 10.5 & 10.6 the following is recommended:

1) Adjusting leaflets

For a more fitted communication that is directly related to MB's, leaflets should be created for each of the 10 segments. This will give marketing the ability to implement the most influential needs (mentioned in CH.22) that relate to them. As a result, the leaflets will not remain general, containing only functional information, but will be specified to the individual needs of each type of MB. Remember one machine can be applicable to different segments, however the reasons why the businesses of these different segments have chosen for it can differ.

A lot of leaflets for the MB market are outdated and do not have a general lay-out. As soon as the guidelines of the general corporate branding and leaflets are confirmed, this layout should be directly implemented and supplemented with modified information related to the market and its customers.

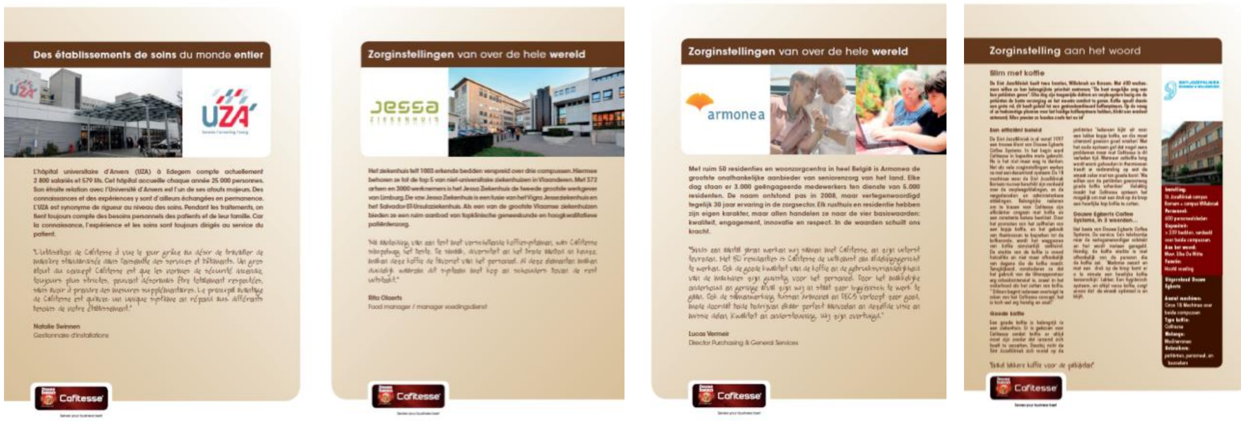
2) Keep on investing in online channels

Some leads in the MB segment come from Companeo and provide DECS with a direct view on the specific needs of a prospect (related to what it asked for on the site). For this reason I would recommend to keep on investing in Companeo, even though the amount of leads compared to other on-line channels is low. As long as the return on investment is positive, this channel should also be used. Especially knowing that DECS competitors are also on this website. The necessary investments should not be increased, for this reason no budget is expressed.

3) Creating fitted testimonials

The current testimonials of DECS's customers, used as a source of information for prospects, are not representative, do to them not targeting the MB market and only including Cafitesse machines. Testimonials are of high influence on the decision making MB prospects. It is therefore recommended for DECS to create testimonials specifically related to the MB market and to DECS' full product range (e.g. espresso, fresh brew, instant). The content of the testimonials should also be revised and should include more information on other parts of the product proposition such as: service, relationship with DECS and the quality of the coffee rather than extensive company information on the customer (picture5).

Concerning the layout, pictures of employees around the Douwe Egberts coffee machine, location should be taken and being used as visuals on the leaflet. MB´s goals of keeping its employees satisfied is then translated. In addition, a closer look at the layout and the communication of DECS branding should be present.



Picture 5: Examples of existing testimonials

4) Sales representatives

From a prospects perspective, the sales representative is perceived as the largest and most direct source of information. They therefore have a high influence on the prospect's buying behavior and decision making, providing the prospect with the best product fitted to its needs. Providing the best fit can however only be accomplished when the sales representative is educated enough on the needs of the prospects including 1)Influencers 2) the buying center and 3) the purchasing process:

- Enforce the current educational tools, " The Sales Force Excellence" . This means that on a short-term they should invest in the educational tools that increase the awareness and understanding of all the influencers that take part in the buying process. Focusing on gaining information on indirect decision makers is of key importance since these have never been analyzed.
- In line with the improvements of the tools it would be advisable to continuously, throughout the buying process, invest in understanding the individual needs of the buying center according to role and function. This will force the marketer to take part in the whole buying process rather than just focusing on the choice stage, which in turn will result in higher customer focus and optimal utilization of sales opportunities. Because Sales force excellence is a separate budget and because recommendations are related to the content rather than the amount, no budgeting for this implementation is necessary.

16.1 A financial overview of the Sources of information recommended

Investing in the sources of information used	**Prices**	**Total Per piece**	**Grand Total**
1)Creation of leaflet			
Costs for creative agency (FR+NL version)	€415		
Translation costs	€167		
Printing costs (variable):			
-500pc.	€272		
-300pc.	(€125)		
-200pc.	(€95)		
-100pc.	(€60)		
TOTAL COSTS PER LEAFLET	**€854**	**€854**	
TOTAL COST (31 leaflest)			**€26,474**

3)Creating fitted testimonials			
Costs for creative agency (FR+NL version)	€415		
Translation costs	€391		
Printing costs (variable):			
-500pc.	€272		
TOTAL COST PER LEAFLET	**€1078**	**€1078**	
TOTAL COST (15pc)			**€16,170**
GRAND TOTAL			

Table 6: Costs for testimonials and MB leaflets

17. Customer retention

DECS focuses more on how it is perceived by the prospects rather than how it is perceived by its existing customers. Investments made on retaining existing customers is therefore low to non-existent, concluding it is short-term focused. Because this is not in line with DECS strategy and because customer retention is necessary for maintaining market share, investments are however necessary. The next recommendations for retention are based on the needs expressed by the existing customers in the findings (appendix 2 & 3). Implementing these would make the investments most effective in increasing loyalty:

1) Send samples of new products (coffee, cross-selling- not possible for budgeting since non-existent)
2) Un-occasionally Send gifts related to the coffee consumption that is in accordance to the loyalty or the consumption of the customer. For example: a coffee holder, a set of 12 coffee cups, 40% discount on 1 month supply.
3) After purchase appreciation: send thank you note through regular mail.
4) Send personal notes. Can only be done having a good CRM system that has the necessary information to do so. Think of company anniversaries and additional gift or reduction.
5) Interacting with customers by creating events where products can be won. For example a one month free coffee supply.

17.1 Financial overview for customer retention

Customer Retention				**Total**
2) Gifts				
Coffee holder (per piece)	**€ 2.27**			
12 Cups	**€ 0.36*12= €4.32**			
3)After purchase appreciation				
Printing costs (1000)	€380.80			
Creation cost	€ 300			
Translation cost	€ 68			
Posting fee	€O,65 per stamp			
TOTAL (1000pc)				**€ 1398.80**

Table 7: Costs for customer retention

18. Handling dissatisfaction

DECS´ main strengths for satisfaction is the service, that includes technical support and stock replenishment. These two services are important in building a good relationship with the customers. Customers that are dissatisfied with an aspect of the product do not always come into action to solve it. It is therefore the task of DECS to make sure that these dissatisfactions are detected before the customer gets "highly" dissatisfied. Detecting these can however not be done through general satisfaction surveys.

Besides increasing satisfaction, it is also recommended to tackle possible dissatisfaction of existing customers before it is too late.

1) Sending recovery messages after technical defaults (though mail).
2) Send satisfaction surveys that entail open questions to be answered and that are sent by email after being called (through monkeysurvey.com)
3) Introduce a tasting at companies to keep the quality of the coffee in accordance to their taste expectation (see table 5, nr.1)

19. Cafitesse

DECS strength lays in its Cafitesse concept, which is a good product for differentiation. Because prospects have shown that they do not know the product before it being introduced during the first visit with DECS´ sales representatives, it may be necessary to keep on investing in the communication of the concept. Even though innovation on the machines have not been completed over the recent years, this concept should be communicated on a regular basis using the sources of information used in the MB.

Sales representatives should also be educated on how to sell this concept better since they only explain the concept (insight of machines & coffee being liquid).

All existing Cafitesse customers questioned in the testimonials expressed a need of change or dissatisfaction towards the Cafitesse coffee. DECS however mentioned the quality of the coffee beans used for this coffee being of high quality. The communication of DECS and the result from the customers do not seem to be in equity. For future purposes, DECS should further invest in the quality of the Cafitesse coffee. This will increase the strength of the product and create a larger gap of differentiation.

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Appendix 1- Information retrieved from Prospect Visits

Sales Prospects	Attentia	Accelor Mittal	Info Support	Kimberly -Clark	Synstra	Metage-nics	Securitas direct	Conti-lines	Lutosa	Uitgeverij van INN	BP
Regional accountmanager	**Manu Noppen**	**Bart Piron**	**Manu Noppen**	**Manu Noppen**	**Bart Piron**	**Manu Noppen**	**Manu Noppen**	**Bart Piron**	**Manu Noppen**	**Bart Piron**	**Bart Piron**
Type of business					Education		a security agency	Shipping	Potato factory	magazine publisher/creative	Gas/factory
Position	Prospect	Prospect	Existing/ Propsecting for new machine	Existing and problems with machine	Prospect	Existing and unsatisfied	Prospect	Prospect	Prospect	Prospect	Prospect
Amount of employees	40	40	50	60	80	100	100	120	150	/	250
Area	Showroom	Brugge	Mechelen	St. stevens woluwe	Turnhout	Oostende	Evere	Bergen	Brugge	Wommelgem	Brugge
Type of consumer	Employees & Visitors	Employees	Employees & visitors	/	Employees & Visitors	Employees	Employees	Employees & Visitors	Employees & visitors	Employees	Employees
Person of contact	Facility manager	Facility manager	Reception/ secretary	receptionist	Project procure-ment & facility manager	Assistant purchasing	Secretary of financial manager	Financial director	secretary/ informant (purchasing manager)	Direct financial manager	indirect: informer & purchasing manager
Gender	Man	Woman	Woman	Woman	Man	Woman	Woman	Man	Woman	Man	Woman/man
The reason for contact	Manager contacted DECS	RAM contacted manager	Manager directly contacted DE CS	-	RAM contacted manager	-	Directly contacted DE	Through companeo they got called by telesales	Through companeo they got called by telesales	Got in contact through companeo	Got in contact through companeo
DMU?	Indirect	Direct	Indirect	/	Indirect	Direct	indirect	Direct	indirect	Direct	indirect
Reason of contact	1 person of contact	looking for possible cheaper coffee	wants to look into espresso	Machine defects due to not using DE brand coffee	Bad quality coffee complaints from employees	Bad quality machines	Need for new contract due to moving new place. Already known with DECS	Bad quality Coffee complaints from employees	Bad quality coffee according to employees	looking for cheaper coffee	Too old machines: satisfied customer with coffee serve
Competitors that are taken in consideration	Cafe Bar & Miko	Rombouts	-	-	Aramark, Nescafe, Miko & Drinkomat	-	Used to have DECS at former location	Coffee serve, fountain, Café bar & Miko	-	Rombouts	Coffee serve own brand

Type of coffee at the moment	Fresh brew & Instant	Fresh brew	Fresh brew	Espresso	Instant	cafitesse	fresh brew	Fresh Brew	fresh brew and instant	Fresh brew& beans	Fresh Brew
Type of machines at the moment			1 DE Gallery 210FB	2 DE machines		1 DE Cafitesse	1 from competitor		2 Smile/ fresh brew		31x 15 year old version of the smile
							1 from employee		3 payable instant machines		
Coffee of interest		Fresh brew					fresh brew	Espresso		Espresso & Fresh brex	no interests in specific coffee more in machines
needs	Transparen-cy		a coffee experience of better quality	not to many problems	machine with coin receiver	Immediate-Technical service	not to many problems	Good quality coffee	Good quality coffee	Price of coffee	Sustainability: Fair trade certified coffee & low electricity
	simplification of order		good quality coffee to serve to the customers	good communication through a single person of contact	low prices of coffee	Not to much damages to the machine	Coffee variety: coffee, choco milk and sugar in machine	one person of contact	Variety of coffee for satisfaction of choice	Possible cross selling: cups	good relationship with delivering partner
	sustainability; electricity purposes		good relationship with a single person of contact		Sustainability: electricity purposes		technical security	Transparency	Temperature of coffee	one person of contact: cross selling also from DE	reliable: no defects
	good price of coffee				One person of contact		no hidden costs	Clear price overview of the offers	Easy to use		
	machine needs water connection				Hygiene: HACCP certifica-tion		time of delivery (to long)		Capacity of coffee		
	variety: coffee+ milk+ sugar						The appearance of the machines: in first place not important afterwards yes		possibility for coins		

	Temperature of coffee								Full operating machines: because of possible robbery		
	ease of use								sustainability		
	short cleaning time								Language on machine should be in French		
									because of working with fresh food, hygiene is high		
									Design of the machine		
rent or buy?			Rent		free on loan or leasing also an option?		Rent	no preference/ wants to see both	Rent	free on loan for smile	
costs/ price			tile consuming		cleaning, electricity, coffee, machine, technical defaults		technical+cleaning+coffee+ machine	price of coffee	Coffee + machine	Price of coffee	
Manu Noppen	possible machines on trial for employees	trial of different coffee bean- mix	Come visit showroom	come visit showroom	Possible machines on trial for employees (from different competitors)			Possible machines on trial (from different competitors)	Come visit showroom		
Cafitesse					Did not know: asked for more info/hard to imagine			no interest	Unable to get an idea about it	/	
Coffee supply	Central within the company	central			extra service for profit purposes		a service to the customer	extra service	Central within the company	central	central

Appendix 2- Questions of testimonials and results

Companies	Wat role does coffee fulfill in your business?
AR	Service naar werknemers toe
FP	Rustmoment
SM	staat centraal binnen het bedrijf, kan niet zonder
EY	Voor onze medewerkers een aangename verpozing tijdens de drukke werkuren. Wordt door ons cliënteel geapprecieerd.
AU	Comfort voor de werknemers
ES	veel voor de evidente reden dat mensen eenmaal graag koffie drinken
NBA	Dagelijks bakje troost voor velen, opkikker

Companies	What is the reason that you have chosen for DECS?
AR	Naam Kwaliteit
FP	Beste prijs/kwaliteit verhouding
SM	loyaal, al heel lang klant door betrouwbaar contact
EY	Zolang ik mij herinner maken wij als kantoor reeds gebruik van D.E. koffie. In verschillende vormen. Wellicht heeft ook mijn voorganger zich laten leiden door de goede naam en faam.
AU	Weet niet; keuze reeds gemaakt begin jaren 90
ES	Goede naam , bekende speler in de koffie markt
NBA	Reeds aanwezig op kantoren CEI-De Meyer (1 van de partners in de THV)

Companies	What elements played the most important role choosing for DECS?
AR	Prijs
FP	Smaak, kwalietit, degelijke koffiemachines
SM	contact, de goede relatie, loyaal, al heel lang klant door betrouwbaar contact
EY	De smaak en gebruiksvriendelijkheid van de toestellen.
AU	/
ES	Dat is al te lang geleden. Misschien de prijs .?
NBA	Gemak van toestellen voor een groot aantal personen, keuze aan dranken in automaat

Companies	What are you most satisfied with?
AR	Technische service
FP	Toestellen zelf en de service
SM	comunicatie service: belevering
EY	De koffie en andere produkten en de dienst na verkoop.
AU	Correcte service
ES	/
NBA	Machines gemakkelijk te bedienen en te onderhouden.

Companies	What do you think of the service we provide?
AR	Zeer goed
FP	Zeer degelijke service
SM	Goed
EY	Zeer goed
AU	Prima
ES	Goed maar passief
NBA	Weinig contact met servicedienst – Leveringen via Chips – onderhoud machines doen we zelf
	Misschien moeten wij sneller contact nemen voor bijkomende vragen

Companies	Is your current coffee provision in line with your expectations?
AR	Ja
FP	Ja
SM	Ja
EY	Eigenlijk wel
AU	Ja
ES	Neen, wij missen de décaféïne
NBA	Globaal wel

Companies	If you would recommend us, what would you say? Min. 4 sentences.
AR	Tevredeheid over de service en kwaliteit, Vlotte leveringen van producten, Snelle interventie van defect, Denk goed na alvorens te beslissen welk toestel je gaat nemen
FP	degelijke toestellen Lekkere koffie goede service
SM	Prijs Kwaliteit service
EY	/
AU	De service is prima. Er zijn geen extra kosten voor onderhoud van de machines. De leveringen gebeuren quasi perfect. De contacten met de binnen- en buitendienst verlopen correct.
ES	/
NBA	Douwe Egberts , een goede start van de dag
	Met éénvoudige duw op de knop, drank naar keuze
	Opvolging op maat
	Het ruikt overhéérlijk als je aan fabriek passeert

Companies	What do you think of the coffeemachine(s) that you currently use??
AR	Niet tevreden over de Gallery 210, regelmatig defect
FP	Degelijke, relatief eenvoudige toestellen
SM	Tevreden
EY	We schakelden dit jaar over van een Gallery 200 met gemalen koffie naar een Cafitesse met koffie in siroopvorm. Deze laatste vond men minder lekker dan verse gemalen koffie. Doch een nazicht van de machine leverde toch een betere smaakkwaliteit op.
AU	OK
ES	Goed
NBA	Gemakkelijk te bedienen
	Gemakkelijk te onderhouden – doch tot nu toe regelmatig problemen misschien duidelijke opleiding aan de mensen van het kuisteam

Companies	What type of Machine(s) do you currently use?
AR	Diverse types
FP	Type waarbij de koffiebonen gemalen worden per tas, spijtig genoeg kon het toestel niet zó geplaatst worden dat het aangesloten kon worden op stromend water.
SM	Cafitesse
EY	Cafitesse
AU	Cafitesse
ES	Zie contract
NBA	Cafitesse 3100 – Cafitesse 400, Cafitesse 100NG

Companies	What do you think of the Douwe Egberts coffee you drink at the moment?
AR	Tevreden
FP	Persoonlijk vind ik hem tamelijk sterk. Algemene reactie van de gebruikers is “zeer goed”.
SM	Prijs, Kwaliteit, Service
EY	Zie rubriek hierboven. (doorgaans wordt verse gemalen D.E. koffie boven siroopkoffie verkozen)
AU	De koffie is maar juist ok, zeker niet lekker.
ES	Goed maar afwisseling af en toe en iets nieuws aanbieden zou goed zijn
NBA	Ben zelf geen koffiedrinker – Niet iedereen even tevreden met smaak. Mensen die koffie kennen van kantoor in Neder-over-Heembeek vinden hem daar beter à misschien eens proeverij organiseren voor verschillende smaken

Appendix 3- Questions and results from quantitative Likert Survey

The ‘average score’ has been calculated (see question 1; ‘een service naar onze klanten’):
1 x 0,611 + 2 x 0,278 + 3 x 0 + 4 x 0 + 5 x 0 + 6 x 0,111 = 1,83. ‘Helemaal mee eens’ = 1, ‘mee eens’ = 2, ‘onbeslist’ = 3, ‘niet mee eens’ = 4, ‘helemaal niet mee eens’ = 5, ‘niet van toepassing’ = 6

1. In ons bedrijf is koffie: Diagram maken Downloaden

	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	niet van toepassing	Gemiddelde score	Reactie telling
een service naar onze werknemers	**82,1% (32)**	15,4% (6)	0,0% (0)	0,0% (0)	0,0% (0)	2,6% (1)	1,28	39
een service naar onze klanten	**61,1% (22)**	27,8% (10)	0,0% (0)	0,0% (0)	0,0% (0)	11,1% (4)	1,83	36
een middel om werknemers gemotiveerd te houden	**29,4% (10)**	**29,4% (10)**	**29,4% (10)**	2,9% (1)	0,0% (0)	8,8% (3)	2,41	34
iets waar we niet zonder kunnen	**42,9% (15)**	37,1% (13)	11,4% (4)	0,0% (0)	0,0% (0)	8,6% (3)	2,03	35
een rustmoment	14,3% (5)	**37,1% (13)**	**37,1% (13)**	2,9% (1)	0,0% (0)	8,6% (3)	2,63	35
							beantwoorde vraag	**40**
							overgeslagen vraag	**0**

2. Wanneer ik moet kiezen voor een koffieleverancier: Diagram maken Downloaden

	Helemaal mee eens	mee eens	onbeslist	niet mee ens	helemaal niet mee eens	Gemiddelde score	Reactie telling
Zet ik alle verschillende koffieleverancier uitgebreid onder elkaar	34,3% (12)	**37,1% (13)**	22,9% (8)	5,7% (2)	0,0% (0)	2,00	35
Is iedereen in het bedrijf betrokken bij het maken van een keuze	5,9% (2)	8,8% (3)	17,6% (6)	**50,0% (17)**	17,6% (6)	3,65	34
wil ik eerst de verschillende aangeboden koffies proeven	25,7% (9)	**37,1% (13)**	22,9% (8)	11,4% (4)	2,9% (1)	2,29	35
wil ik eerst de koffie machines testen	19,4% (7)	**52,8% (19)**	22,2% (8)	5,6% (2)	0,0% (0)	2,14	36
Wordt er een budget vastgesteld die klein is	5,7% (2)	17,1% (6)	**45,7% (16)**	28,6% (10)	2,9% (1)	3,06	35
ga ik voor de goedkoopste	0,0% (0)	5,7% (2)	34,3% (12)	**54,3% (19)**	5,7% (2)	3,60	35
ga ik voor een bekend merk	2,8% (1)	**36,1% (13)**	27,8% (10)	30,6% (11)	2,8% (1)	2,94	36
ga ik voor hetgeen waar ik al klant van ben	7,9% (3)	26,3% (10)	**39,5% (15)**	23,7% (9)	2,6% (1)	2,87	38

3. Duurzaamheid: Diagram maken Downloaden

	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
behoort tot onze verkoopstrategie	28,6% (10)	**45,7% (16)**	22,9% (8)	0,0% (0)	2,9% (1)	2,03	35
behoort tot onze aankoopstrategie	32,4% (11)	**52,9% (18)**	14,7% (5)	0,0% (0)	0,0% (0)	1,82	34
is alleen prijs economisch gerelateerd	2,9% (1)	**34,3% (12)**	31,4% (11)	28,6% (10)	2,9% (1)	2,94	35
is van belang in de keuze van mijn koffieleverancier	14,3% (5)	**68,6% (24)**	14,3% (5)	0,0% (0)	2,9% (1)	2,09	35
heeft betrekking tot koffie	14,3% (5)	**48,6% (17)**	28,6% (10)	5,7% (2)	2,9% (1)	2,34	35
heeft betrekking tot machines	11,8% (4)	**73,5% (25)**	11,8% (4)	0,0% (0)	2,9% (1)	2,09	34
betekend voor mij dat ik meer moet betalen voor mijn product	2,9% (1)	26,5% (9)	**47,1% (16)**	20,6% (7)	2,9% (1)	2,94	34
						beantwoorde vraag	**39**
						overgeslagen vraag	**1**

4. Buiten mijn gewoonlijk gamma wil ik op de hoogte gehouden worden van andere: Diagram maken Downloaden

	Helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
koffie melanges/types	13,5% (5)	**43,2% (16)**	29,7% (11)	8,1% (3)	5,4% (2)	2,49	37
machines	15,8% (6)	34,2% (13)	**36,8% (14)**	7,9% (3)	5,3% (2)	2,53	38
bijproducten	13,5% (5)	**40,5% (15)**	32,4% (12)	5,4% (2)	8,1% (3)	2,54	37
						beantwoorde vraag	**40**
						overgeslagen vraag	**0**

5. Mijn getrouwheid aan mijn koffieleverancier moet gewaardeerd worden: Diagram maken Downloaden

	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
Met af en toe een telefoontje, of alles nog naar wens is	24,3% (9)	**37,8% (14)**	18,9% (7)	8,1% (3)	10,8% (4)	2,43	37
Met een kado op zijn tijd dat gerelateerd is aan mijn koffieafname	22,9% (8)	**34,3% (12)**	22,9% (8)	14,3% (5)	5,7% (2)	2,46	35
Met samples van nieuwe producten	21,6% (8)	**51,4% (19)**	18,9% (7)	2,7% (1)	5,4% (2)	2,19	37
						beantwoorde vraag	**40**
						overgeslagen vraag	**0**

6. Om een goed idee te hebben van wat ik koop/huur vind ik het belangrijk om de verschillende soorten koffie te proeven en de machines te testen. Diagram maken Downloaden

	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
	23,1% (9)	**53,8% (21)**	15,4% (6)	7,7% (3)	0,0% (0)	2,08	39
						beantwoorde vraag	**39**
						overgeslagen vraag	**1**

7. Ik koop goede kwaliteit koffie om mijn werknemers tevreden te houden, ook al moet ik daar meer voor betalen. Diagram maken Downloaden

	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
	10,3% (4)	**61,5% (24)**	12,8% (5)	15,4% (6)	0,0% (0)	2,33	39
						beantwoorde vraag	**39**
						overgeslagen vraag	**1**

8. Ik ben tevreden met de huidige contract formules die Douwe Egberts voor stelt.

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	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
	5,0% (2)	**60,0% (24)**	35,0% (14)	0,0% (0)	0,0% (0)	2,30	40
						beantwoorde vraag	**40**
						overgeslagen vraag	**0**

9. Ik wil enkel één contactpersoon bij de koffie leverancier wanneer er zich problemen voor doen.

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	helemaal mee eens	mee eens	onbeslist	niet mee eens	helemaal niet mee eens	Gemiddelde score	Reactie telling
	35,0% (14)	**42,5% (17)**	20,0% (8)	2,5% (1)	0,0% (0)	1,90	40
						beantwoorde vraag	**40**
						overgeslagen vraag	**0**

10. Over onze Douwe Egberts koffievoorziening ben ik...

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	erg tevreden	tevreden	neutraal	ontevreden	erg ontevreden	Gemiddelde score	Reactie telling
	22,5% (9)	**65,0% (26)**	12,5% (5)	0,0% (0)	0,0% (0)	1,90	40
						beantwoorde vraag	**40**
						overgeslagen vraag	**0**

Appendix 4- Interviews with managers

Peggy Boeykens (14th of May): Marketing Manager DECS

1.General questions

1.1 When Looking at DECS What do you think are its most important strengths?

1.2 Will Innovation Drive customer loyalty

1.3 What is all part of the customer perception on innovations according to you?

1.4 Are these also well communicated to the customers?

1.5 Does the customer perceive innovation as an added value?

1.6 In what way does DECS differentiate itself from others?

2. DECS is changing its strategy from product focus to customer focus:

2.1 Why have you chosen for this change in strategy?

2.2 are there guidelines set in accomplishing this strategy and do they differ per segment?

2.3 What does this change mean DECS?

2.4 What does this change mean for the marketing communication?

2.5 Wat does it mean for the customer?

2.6 DECS has segmented its medium segment on a fimographical aspect,: does this enable this change in strategy?

2.6 Is DECS short-term or Long-term oriented?

2.7 Will this change with different focus they have at the moment? And how?

3. Customer Equity

3.1 Looking at customer equity, what do you think is most important to a customer?

3.2 Looking at Brand, what is the most important to the customer when talking about DECS?

3.3 What is the added value that DECS provides to its customers in comparison with its competitors?

3.4 What does DECS perceive as most important?

3.5 Based on customer satisfaction; does SAP make it more efficient or inefficient towards the customer satisfaction?

3.5 Do you think DECS understand its customers well?

4. Customer Retention

4.1 Do you think building a relationship with the customer is of importance and why?

4.2 What do you do about customer retention?

4.3 Do you make segment on customer loyalty, where you have special offerings for returning customers, increased sales, or loyalty?

4.4 Does DECS focus more on prospects or on its existing customer?

4.5 What does the customer want in a relationship with?

4.6 What do you think is more important? Wat vind u belangrijker? Dat een klant tevreden of loyaal is?

5. Internal communication

5.1 Do you think that the internal communication between marketing and sales is good?

5.2 How and when do you communicate?

5.3 Do you think it should be improved for a better integration of the customer?

5.4 Do you think that this efficiency in communication will increase equity and stimulate growth?

5.5 Does marketing get a lot of feedback from sales?

6. De behoeften van de klant

6.2 Do you think the customer is becoming more emotional in its decision making?

6.3 Wat are the emotional needs and how and how can these be influenced?

6.4 What needs are of more importance in the decision making: economical, psychological, functional or social?

6.5 Do you think that the marketing communication is fitted to what the customer wants?

6.6 Are there any element in the communication that should be added or improved in order to increase equity?

Stephan Bral (2012, 9th of May): SB & MB Marketer and portfolio manager

1.General Questions/ competitive questions

1.1 Looking at DECS in General what are the company´s strengths?

1.2 Could you elaborate more on the product proposition? (Coffee, machine, service, cross selling, extra service, Point of sale)

1.3 The goal of DECS is to become market leader in all its segments. Are there guidelines that are set in order attain this goal?

1.4 Can you name the three biggest competitors in the Belgian market?

1.3 Are the competitors you named also directly the competitors in the medium segment?

2. From product focused to customer focused.

2.1 DECS is going from product focused to customer focused in the future:
What does this mean for DECS?

2.2 What does this mean for the marketing?

2.3 When you talk about a customer, do you see the customer as an individual, a segment or in general?

2.4 Is it possible to have a good integration, when being customer focused, when the medium segment is based by a demographic aspect; amount of employees?

2.5 Is DECS short term of long term oriented?

3. Internal communication

3.1 Within the medium segment; what does the customer ask for today?

3.2 Does sales communicate the marketing tools that are not yet existing but are necessary?

3.3 Do you get enough feedback from sales on the medium segment?

3.4 What highlight sales within the medium segment that is of high importance?

4. Internal communication

4.1 DECS is going from product focused to customer focused. this will put the needs and wants of the customer more central in the company´s decision making. Good communication between marketing and sales is therefore important:

4.2 Does sales communicate a demand for marketing tools that explain the durable aspects of DECS to the marketing department?

4.2.1. Do you think that the communication between sales and marketing is good?

4.2.2. Do you think it should be improved in order to integrate the customer better?

4.2.3 Do you think that this efficiency in communication will increase future sales?

4.3 The Medium Segment is based on businesses that go from 50-200 employees. Can you name more typical aspects that characterize the medium segment?

4.4 Do you think that DECS understands the customers' needs within the medium segment well at this point?

4.5 Customers within B2B are more likely to base their decisions on rational aspects and actual needs, while consumers within B2C tend to base their purchasing decisions on emotional aspect. Do you agree?

4.5.1 Do you see a change in decisional aspects? Do they become more emotional?

4.5.2 Looking at the emotional aspects of the decision making within the market. Do you think that DECS could incorporate a certain communication in its marketing tools that would influence the customer´s decision making without the customer having to think about this aspect in the first place?

4.5.3 Do you think that sales uses this way of working?

5. Customer/company equity

5.1 Does DECS understand the customer?

5.2 Do you think that what DECS implements in its marketing tools, also is part of the content that is aligned to the customer needs?

5.3 What, to you, undermines price and quality?

5.4 What are the key driver of the customer according to DECS?

5.5 Do you think that building a relationship with the customer is important and why?

5.6 What are the aspects of building a relationship with the customer?

5.7 What do you understand from pro activity?

5.8 Looking at the customer satisfaction, what is a DECS customer most satisfied with?

Dominique Posson (2012, May 4th) segment marketer & portfolio manager

1.Do you think that sustainability is a trend or that it is something that is becoming of more importance within B2B in the long run?

1.1 If you think of sustainability within the market of DECS what are things that pop up in your mind?
1.2 Do you think that all these tools are being used efficiently in the marketing communication of DECS?
1.3 Which sustainable tools are being used the most based on the product proposition of DECS? Machine, coffee and service?
1.4 If you look at DECS do you think of sustainability?
1.5 Do you think that DECS branding could project more sustainability ?
1.6 On the short term (1 year), what do you think that could be implemented within marketing ?
1.7 How would you like to see durability to be implemented in the long term?
1.8 With the new branding of DE, do you see a positive change concerning this subject?
1.9 As a company you take all these changes in count to become more sustainable, but does this reach the customer?

2.Internal communication

2.1 Are there guidelines set within DECS about sustainability?
2.2 Does sales communicate a demand for marketing tools that explain the durable aspects of DECS to the marketing department?
2.3 DECS is going from product focused to customer focused. this will put the needs and wants of the customer more central in the company´s decision making. Good communication between marketing and sales is therefore important:
2.3.1. Do you think that the communication between sales and marketing is good?
2.3.2 Do you get a lot of feedback from sales on durability?
2.3.3 Does marketing use the information it gets from sales, and indirectly the customer?

2.3.4 Do you think that communication should be improved in order to place the customer more central in the decision making for marketing tools?

2.3.5 Do you think that this efficiency in communication will increase future sales?

2.3.6 Do you get a lot of feedback from sales on sustainability?

3. The customer

3.1 Is the customer asking for more durability in the market today?

3.2 If so what do you think is all part of the customer wants and needs within durability?

3.3 Do you think that durability is a tool that would influence a prospect into signing a contract at DECS?

3.4 Do you think durability can be used to increase the overall value that it has towards Douwe Egberts?

3.5 Is the understanding that you have of the importance of durability also communicated to the customer?

4. Utz Certified

A lot of customers that I have visited ask for sustainable coffee, however do they start talking about fairtrade and max havelaar:

4.1 Why did DECS decided to go with Utz and not fairtrade?

4.2 Can they be compared?

4.3 Is the content of UTZ certified broader than fairtrade?

5. The competition

5.1 Within the Belgium B2B market, who you think is the most durable competitor?

5.2 Could you name tools that this competitor used?

5.3 Does DECS have a competitive advantages in the durable tools that it is using at the moment?

5.4 Could it be improved? If so, what?