

# Travel to Reposition

Marketing Plan for the Travel & Languages Program of Travel Active



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## Executive Summary

This marketing communication plan will provide a research in order to reposition the Travel & Languages program as a part of the company Travel Active. Travel Active's program requires a repositioning because there exists a severe competition in the market of studying languages abroad. Due to the fact that there has been no augmentation in the amount of bookers the last few years perhaps as an effect of the economic crisis, it is of importance to take a good look at the Travel & Languages program and research what steps there need to be taken in order to get a stronger market position and encourage growth. An answer will be given to the central question: 'How to reposition the Travel & Languages program of Travel Active in order to increase the number of bookings and get a stronger position in the high competitive world of studying languages abroad in the year 2014?'

The internal analysis shows that the program offers many possibilities regarding destinations, accommodations and programs. Also, the possibility to combine the language program with other programs of Travel Active is a strength. They offer the customer good assistance and have experienced personnel. However, the find ability rate of their website regarding the languages program is very low and there exists a poor attendance at information gatherings. There is also a lack of visual aids regarding their website and they did not release a language brochure yet. For this particular program there is a low budget and therefore promotion is weak. The external analysis shows an overview of the main competitors. As an outcome, the Travel & Languages programs seem to be already distinguished as apposed to their competitors' programs due to their focus on travelling. On the other hand it seems to be that they are not specialised in languages because of the accent on their other programs like the au pair, wild life and travel & work programs. Travel Active is rather known as exchange expert instead of language expert compared to their competitors. Surveys show that consumers are certainly interested in the cultural and travel aspects as a part of their language travel. Reliability is very important to them. Some respondents indicated they had trouble with their host family or the level of their language. A focus group mentioned that Travel Active comes across as a fairly professional company. However, it is recommended that some adjustments regarding their website should be made.

In order to reposition the Travel & Languages program, 2 strategies are recommended: the differentiation strategy and customer intimacy strategy. It is advised to focus more on the travel aspect and on professionalising the languages. Travel Active will get a stronger market position and will be more differentiated from its competitors. On the other hand, focussing on the wants and needs of the customer is very important during this time of crisis. The relationship between Travel Active and its Travel & Languages customers should be strengthened. By adapting the website and

implementing new program possibilities that conform the needs of the consumer, customer relationship and reliability will grow. Also, a strong follow-up system and brand awareness is important. This target can be reached by improving the Google rate in combination with low-cost direct marketing tools and cross-selling promotions.

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## Introduction

This report will present the findings for the repositioning of the Travel & Languages program of the company Travel Active. Through the importance of learning a second or even a third or fourth language, the market of organisations that provide the study of languages abroad developed very fast. Due to this severe competition, and through the fact that there has been no augmentation in the amount of people that booked a language course the last few years, possibly as a result of the economic crisis, Travel & Languages requires a new position to distinguish themselves. Besides, they acquire higher brand awareness. In order to come up with a new strategy, the most important competitors are examined together with the needs of the customer. On the basis of these findings and a SWOT-analysis, the new position of the Travel & Languages program will become a reality. To implement this new strategy, new marketing tools and creative actions have to be conceived in order to make the repositioning a success. Because the term 'Travel & Languages' will be used frequently, the abbreviation 'T&L's' will be used for this term regularly. This report is written on the basis of the following central question:

**'How to reposition the Travel & Languages program of Travel Active in order to increase the number of bookings and get a stronger position in the high competitive world of studying languages abroad in the year 2014?'**

To give an answer to this central question, several sub questions are made:

- What are T&Ls' main competitors and how are they positioned?
- What are the needs of the target group(s)?
- What are T&L's strengths, weaknesses, opportunities and threats?
- What are the options for T&L to adapt a new position and stand out?
- What new marketing tools does T&L's need for its repositioning?

## **Methodology & Chapters**

In order to make this plan successful, several research methods have been used. In the orientation phase the company Travel Active has been researched. After several meetings and reading literature, an internal analysis of the company with the aid of a marketing mix and Abell model could be made to describe Travel Active and its T&L's program. To analyse the competitors of Travel Active, desk research has been used together with analyses of competitors' brochures as a part of the external analysis and to find out where Travel Active's Languages program is situated in the market. Subsequently, to analyse the wants and needs of the customer, field research in the form of a survey has been conducted to former participants of the Travel & Languages program as well as prospective participants as a second part of the external analysis. Comparing the outcomes of these 2 surveys will give an overview of the needs, wants and ideas of a travel course before and after participation. Furthermore, a discussion with a focus group was useful to find out the perceptions on Travel Active, the image that it carries, and whether their website meets the requirements and expectations of those who are interested in a language course. Finally, a SWOT analysis could be made with reference to the outcomes of the internal and external analysis. On the basis of the different kinds of research outcomes, the repositioning of the T&L's program could be made to distinguish them from competitors and to optimise their program and marketing tools.

This marketing plan is divided in 5 main chapters. The first chapter will be an internal analysis of the company and will describe Travel Active and its language program with the aid of a marketing mix and an Abell model. The history and partners of Travel Active together with the marketing instruments of the T&L's program and its factors of success will be described. The second and third chapter together will cover the external analysis. In the second chapter, direct and indirect competitors will be analysed. The questions that will be answered are the following; what marketing tools do they use, what image do they have, what is their target group? Finally, a competition matrix will be made to indicate the place of T&L's itself and its competitors. In the third chapter, trends will be provided together with the outcomes of the surveys as well as the outcomes of the focus group. The fourth chapter will examine the SWOT-analysis of the T&L's program compared to the outcomes of the internal and external analysis. T&L's its strengths, weaknesses, opportunities and threats will be clarified. The subsequent chapter provides actions to reposition the T&L's program. Finally, conclusions will be made.

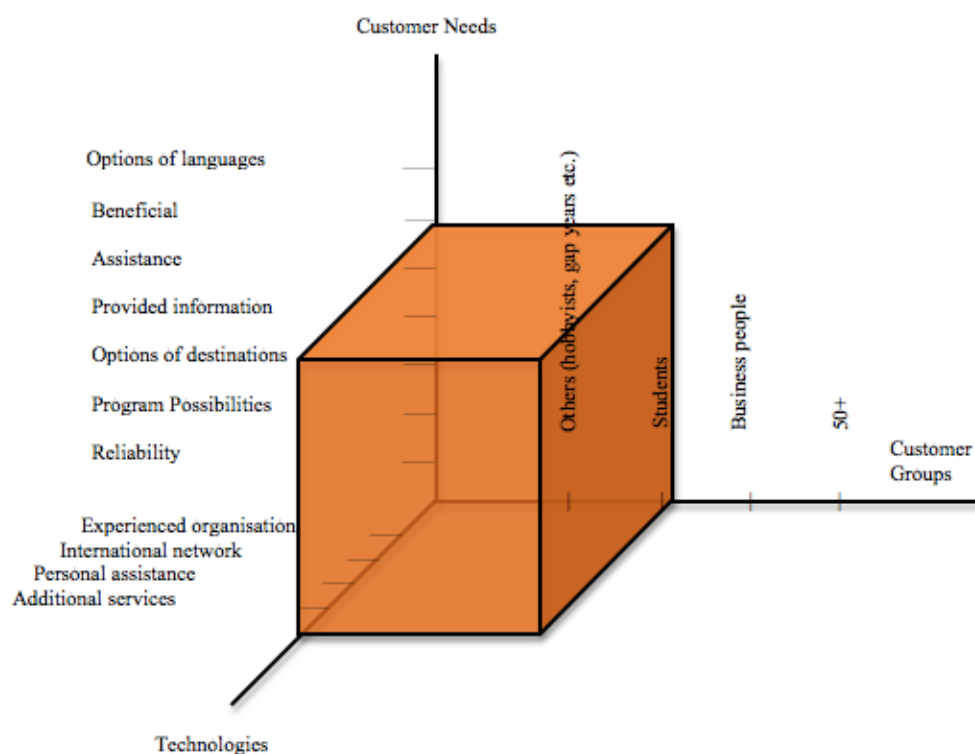
## Chapter 1. Internal Analysis

This chapter provides information regarding Travel Active as a company and the Travel & Languages program as a program of Travel Active. Partner organisations, a marketing mix and factors of the T&L's program will be given.

### 1.1 Company Description

Travel Active established in 1989. After a summer of giving tennis lessons in the USA, Mark Maasdam wanted to show other people his new way of discovering the world, which was travelling in an active way, the combination of travelling and actually doing something for society and/or your own development. Travel Active started with 3 different programmes; Camp USA, Au Pair and Work & Travel Australia. Now, Travel Active is known as Holland's biggest organisation specialised in exchanges with a total of 8 different programs: High School, Work & Travel, Charity work, Travel & Languages, Au Pair, Wildlife & Travel, Au Pair Holland, and High School Holland. In between these 8 programs there are a lot of possibilities. At the moment there are 29 employees working at the company, which means that Travel Active is a small and also independent company. They help the customer with the preparation of every single program. The Travel & Languages program, which will be focused on during this research is explained in the next subchapters. However, an informative Abell model, which provides the program's delineation of the scope, can already be seen in figure 1.

Figure 1. Abell model of the T&L's program (Kotler).





## 1.2 Travel & Languages as a program of Travel Active

Since languages became more important, Travel Active set up the program Travel & Languages (Now changed into 'Taalreizen'). At the moment there are only 2 employees working for this program. The program gives people the opportunity to travel and study a language at the same time, which is the basic principle of Travel Active, travelling in an active way. Travel & Languages is also set up as a preparation to the other programs Travel Active offers. Most of these programs take place abroad and therefore, another language is required. They offer 8 different languages given in 25 different countries and 60 different cities. Every Monday a new course starts and they provide a choice of level of the different courses. Travel & Languages will help the customer with their journey choosing the right language, place, accommodation, and book their flight and arrange transfers if necessary. (Travel Active).

## 1.3 Partner Associations

Travel Active is connected to ALTO (Association of Language Travel Organisations), a worldwide forum for travelling agencies, schools and national language travel organisations. ALTO gives the opportunity to network inside this market. Besides ALTO, Travel & Languages cooperates with a lot of different partners. The table in appendix I will give an overview of their different partners categorised by destination. (Travel Active) (Travel Active, 2013).

## 1.4 Marketing Mix

To give a refined explanation of the current Travel & Languages program, another overview has been made in the form of a marketing mix, which will give a further impression on the strategic choices Travel Active has made regarding the instruments of marketing.

### Product Policy

The product is the possibility to study eight different languages abroad namely; English, French, German, Italian, Portuguese, Spanish, Mandarin, and Arabic. The languages are taught in the countries of origin, or where the language is used as mother tongue. Travel & Languages offers 25 different countries in total; Argentina, Australia, Bolivia, Brazil, Canada, Chile, China, Costa Rica, Dominican Republic, Ecuador, England, France, Germany, Guatemala, Ireland, Italy, Mexico, Morocco, New Zealand, Nicaragua, Peru, Spain, USA, South-Africa, Switzerland. 60 Different cities to study the language are spread out over these countries. Native speakers teach the languages at professional language partner schools at different levels and intensities. Most of them provide an official certificate like, D.E.L.E., Cambridge and TOEFL. Besides these well-known courses, Travel & Languages provides Business English on 4 different locations and they offer a group course in Great Britain. The duration of the language courses can range from 1 week up to as long as the consumer wishes. There exists no maximum duration.

Travel Active actually does not provide the product itself, only the offer of it and their services. They provide an intangible product in the form of personal assistance during the journey to the customer's language course abroad. They help the customer in choosing the right options regarding language, place, accommodation, and book their flight and arrange a transfer if necessary. The time spent during the language travel is technically not a responsibility of Travel Active. Next to information and advice, they give confidence in order to provide the customer a good feeling about their undertaking, and built up a trusted relationship. Travel Active offers a cultural experience, an educational vacation, which not only gives you the opportunity of learning a language but also the opportunity to participate in excursions. Besides the language programs abroad and services, the company Travel Active offers special travel insurances of Tasman, excursions, a 'My Travel Active' account, and discount cards. (Travel Active) (Travel Active, 2012).

### **Distribution policy**

The T&L's program will be mostly distributed through their website. Therefore, it is described as an extended form of promotion. The product can be found on the Travel Active website: [www.travelactive.nl/taalreizen](http://www.travelactive.nl/taalreizen). The navigation to find a language course is divided into destination and course. Every single language course provides different tabs with information on the destination, school, courses, accommodations, costs, booking, procedure, extras and the last tab provides information on why you should book a language course with Travel Active. Furthermore, [travelactive.tv](http://travelactive.tv) is used to provide experiences with the different programs. Blogs, stories, photos and films of Travel Active travellers give you an idea of what to expect and how others experience(d) travelling with Travel Active. However, for the T&L's program this website is not widely used because it provides too little information of the program. Besides, the find ability of these websites regarding the language program is not very good, which is definitely a weakness because most interested do not look further than the first given websites on search engines like for instance 'Google'. Also, the fact that the headquarters are situated in Venray, Limburg, can be an obstacle for consumers to attend presentations and personal appointments when they are held on this location.

### **Price Policy**

Self-evident, the price depends on the location, accommodation and duration of the course. Also the type of course will influence the price. Private lessons are of course more expensive than group lessons. The partner school determines the price of the course, and Travel Active puts on a margin. The average margin is 10% on the course and 20% on the accommodation. This differs however with every partner. The price includes the services (preparation, help and advice) of Travel Active, course and course material, a travel guide that provides information on the location, access to the emergency number in the country concerned, a certificate as an approval of participation, a manual

of the course, and access to your personal 'My Travel Active' account including a travel blog with space for 400 photos and videos. The price will increase, when insurances, excursions, discount cards, flight and transfer is requested. Every Travel & Language program has an amount of €50,- for management costs. The language courses of Travel Active are regarding price, situated in the middle segment of language courses in general. They are for instance less expensive than EF, one of their biggest competitors.

### **Promotion Policy**

Travel & Languages provides a lot of online promotion. Travel Active uses the following online marketing tools for among others the Travel & Languages program: corporate website, Facebook, Pinterest, travelactive.tv, Twitter, Go Europe website (for youths who want to travel inside Europe). Furthermore, they provide the opportunity to attend presentations on information gatherings and make personal appointments. Information gatherings however, are not very popular compared to personal appointments.

There is not much direct promotion for the Travel & Languages program. However, the promotion of Travel Active in general, promotes the company as a whole and all the other programs of Travel Active as well and thus also the Travel & Languages program in an indirect way e.g. advertisement through search engine Google. A lot of the other programs of Travel Active promote Travel & Languages all separately too. Because of the fact that most programs take place abroad, another language is required and therefore the Travel & Languages program is being advised as a preparation to another program on for instance the website, and during presentations. Besides the online promotions, Travel & Languages has several sales promotions for different kinds of programs inside the Travel & Languages program, for instance reduction of price (e.g. language travel of the month), and special offers regarding free activities. Furthermore, the aim is to release a T&L's brochure before the end of autumn.

### **1.5 Factors of Success**

At the moment, Travel & Languages' factors of success are their personal assistance and the travel experiences of the employees, the fact that you can study a language as a preparation to another Travel Active program, the wide range of possibilities (destination, language level, accommodation, duration) of the language programs, the short preparation time before you can start, and the quality of schools including the worldwide known certificates. Besides these factors, Travel & Languages has 23 years of experience. They are active on social networks like Facebook and they are searching for new, inventive tools to communicate with the customer e.g. travelactive.tv and Pinterest.

Although Travel Active is searching for new things, they missed the opportunity to publish a professional brochure that will provide information and a holistic image of the Travel & Languages programs. However, while this report is written, Travel Active is working on a T&L's brochure. Travel Active does not make a clear separation between the different programs they offer on the aforementioned media. However, a more freestanding market approach can have a positive affect on the involvement of the customer.

**Strengths**

- ❖ Many possibilities
- ❖ Combination with other programs

**Weaknesses**

- ❖ Find ability
- ❖ Popularity of information gatherings
- ❖ Visuality (website, brochure)

## **Chapter 2. External Analysis: Competitors**

This chapter will describe the different kinds of competitors of the T&L's program. It will also give a good overview of its main competitors and where they are situated in the market compared to the T&L's program.

### **2.1 Travel & Languages' Main Competitors and their Position in the Market**

Due to the fact that there is a lot of competition in the market of language providing organisations, it is of high importance to analyse the main competitors of Travel & Languages. What are their strengths and weaknesses, who is their audience, what do they offer and represent, and what kind of marketing tools do they use, are the main questions that need to be answered in order to know with whom and how Travel & Languages has to compete. When the image and position of Travel & Languages' main competitors is clarified, it is easier to distinguish and reposition the program. T&L's states the following language organisations as their main competitors; EF, ESL, Study Travel, Plus Taalreizen, Activity International, and Interlanguage. They are the direct competitors of Travel Active. An overview of these 6 main competitors is stated below on the basis of their website, social media, bloggers' opinions and their brochures. Appendix II provides a clear table of the main competitors' target groups, courses, number of languages and destinations, strengths, weaknesses, and the overall image.

#### **EF**

EF is the abbreviation for Education First, which is literally also what they stand for. EF is a large company, is specialised in professional international education of languages and offers a wide range of languages, destinations and programs. EF has divided its programs for different target groups. They offer besides certificated language courses abroad, a year of study abroad, a year of High School, business courses abroad, and online English. These programs are also divided into several different programs. For instance a year of study abroad can be either a preparation for another study abroad or a multi-language year, where you have the opportunity to learn several languages in one year. With this variety of programs, EF reaches a wide range of different people. Their target groups are secondary school students as well as university students and businesspeople. EF has a professional business image and has its own private language schools worldwide. They have agencies in a lot of countries so the interaction will remain personal and so there will be no language obstacles. In the Netherlands they organise gatherings regularly, and try to provide a personal approach by telephoning and e-mailing the interested potential students frequently. They offer their programs with individual professional brochures. EF uses many visual aids e.g. professional videos and images. EF assures a high level of education using new techniques of teaching as well as new technological methods. A weakness of EF is that they are very expensive. Also, regarding several Dutch bloggers who experienced EF, they have more

beauty on the outside than on the inside. They expect more from the language travel with EF regarding their excellent and professional marketing. (Education First).

### **ESL-Taalreizen**

ESL is a Belgian organisation, which offers a very wide range of languages and destinations, more than double the offer of Travel Active. ESL has just like EF a wide range of possibilities regarding level and kinds of programs; besides normal language courses they include business courses, a combination with internship, courses regarding specific topics, 50+ courses, and courses as a preparation becoming a professional language teacher. Furthermore, they have a clear and playful website and professional brochures. They offer the language courses with original prices, which are the direct prices of the partner school; you will not pay more with ESL than booking directly by their partner organisation. ESL guarantees the lowest price, if not they will pay back the difference. Besides, they offer a lot of small extras to provide a trustworthy impression like booking a flight and transfer or the offer of a free price quotation. Just like EF, ESL concentrates on the study of languages, regularly organises gatherings and participates on many events. They are also internationally orientated but have a more informal, young and fresh image. On the Internet they come across as a reliable, positive company. A weakness can be the lack of images on their website. (ESL).

### **Study Travel**

Study Travel is a small-scale enterprise and less international than for instance ESL and EF. Their specialty is organising unique language voyages for groups from at least 10 persons. This is an innovative program compared to programs of competitors. Besides this specialty, they offer other similar programs as their competitors: 50+, academic year, and courses regarding specific topics for instance. The language program in combination with culture, music, sports, dancing, cooking or art are also programs that sets them apart from others because they focus more on these programs. With these different programs they too reach a large segment of the consumers. With their special group voyages and hobby programs their main target group will be secondary school students and middle-aged people. Furthermore, Study Travel offers many different locations to study 8 different languages. However, the overall website is disordered and not very visual. There is a lot of text and they provide definitely a less professional image than organisations as EF, ESL or Travel Active, also regarding their brochure. Another weakness is their less active attitude towards social media, events and gatherings. On the Internet the language agency has positive references. (Study Travel).

### **Plus Taalreizen**

Plus Taalreizen is a small enterprise with only 5 employees and offers the same languages as Travel Active except for Portuguese. They too offer different programs that are similar to the

programs of Study Travel, with official certificates. Their target groups are divided as follows; adults (16+) and youth (13-18). They concentrate on the Dutch market and are thus not international orientated. They work with partner organisations and have 23 private language schools worldwide. Again, a wide public is being reached because of the extensive range of options regarding for instance location. Plus Taalreizen gives some more information regarding activities next to the language course. They come across as fairly professional but regarding their website and brochures slightly old-fashioned and dull. Furthermore they offer about the same extras as other competitors, for instance advice and help with insurances and transport. Plus Taalreizen is not very active on events and gatherings but offers days with personal appointments, where people who are interested can be scheduled for a personal conversation. Their website is not very visual and not very logical categorised. However, bloggers are positive about the organisation and their language travel experience with Plus Taalreizen. (Plus Taalreizen).

### **Activity International**

Activity International seems to be the biggest competitor for Travel Active regarding similarity of programs in general and looks e.g. regarding logo and colour use. They offer almost the same programs and their programs are just like Travel Active orientated individually. Unlike other competitors who offer languages and the option of doing something besides the language course, Activity International especially and Travel Active offer not only normal language courses, more likely programs abroad and the option to take language courses as an activity before or during these programs. Remarkable is the offer of only two different languages: English and Spanish. Their website is very colourful but the tab 'language courses' provides poor information and no visual aids. Activity International does not offer many different levels of the language courses but offer them on schools in English and Spanish speaking countries. Their website as well as their brochure is focused on their other programs like voluntary work, work vacations and au pair. Activity International is not very big scaled and neither international orientated. Their target audience is older in terms of age than other competitors because of the different offer of programs. Opinions about the company are divided. Bloggers seem to be positive as well as negative about Activity International. (Activity International).

### **Interlanguage**

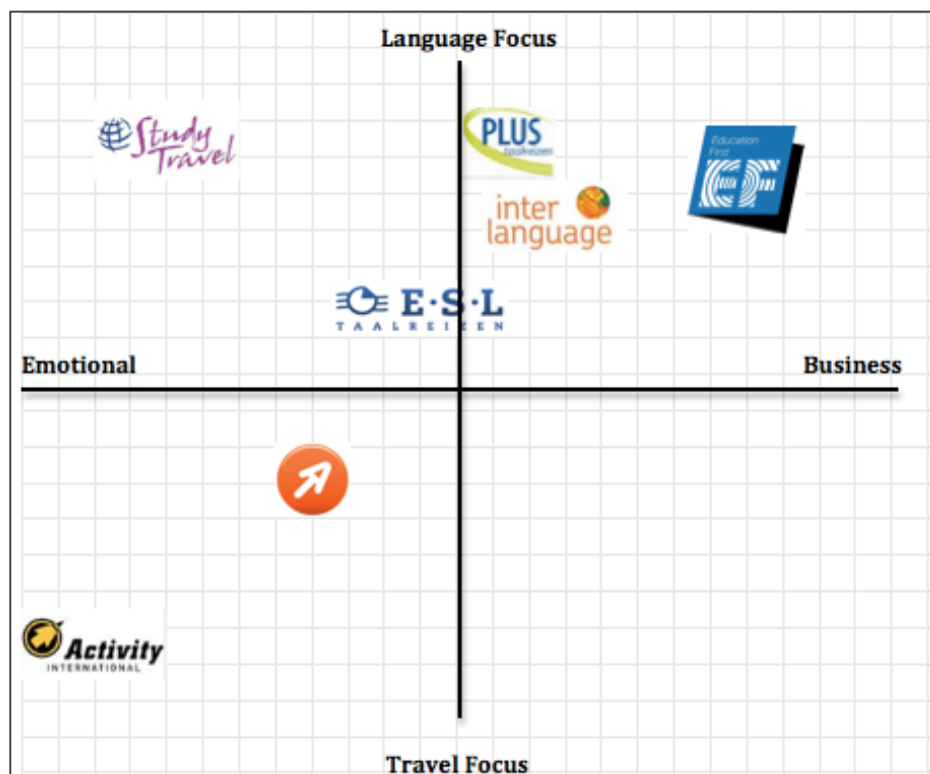
Interlanguage has divided its programs into High school, college & university and language travels. Their language travels are divided as follows; general course, academic year/semester, exam course, business course, language & internship/work, language and fun (8-18) and 50+. This broad division of programs reaches many different target groups. Interlanguage offers almost the same languages as Travel Active, but instead of Arabic they offer Russian. They too have many other possibilities regarding level of language and accommodation. Their website as well as their

brochures are well organised, professional and fresh, with a balanced use of visual aids. They regularly organise gatherings and publicity is mainly coming from former participants (word of mouth advertising). Interlanguage comes across as a company with a lot of knowledge and experience. However, they are not very active using social media and do not link for instance their website with their facebook page. Unfortunately, there are not many reviews to find on the Internet regarding Interlanguage. (Interlanguage).

## 2.2 Competition Matrix

On the basis of the aforementioned findings of Travel & Languages' competitors, a competition matrix has been made, which is shown in figure 2. There can be concluded that the biggest competitors are mainly language focused and businesslike. Obviously, there exists a tendency of consumers towards the focus on languages and a professional image. Travel Active already distinguished itself positively. However, there exists an opportunity to become more business orientated. The focus on travelling especially sets them apart from others. Adding more focus to the professionalism of the languages in a more business orientated way but at the same time continue strengthening their focus on travelling will give Travel Active the opportunity to grow and distinguish itself even more from competitors.

Figure 2. Competition Matrix





### 2.3 Remaining Direct Competitors

Unfortunately, these aforementioned language-providing companies are not the only competitors of Travel Active. Companies as LISA Taalreizen, Languages abroad and Speakfun Apple Languages are also big competitors. However, these companies do not have language programs as popular as the above stated competitors who have a possibly higher percentage of the market share. They have more obvious flaws for instance a very chaotic website, a smaller range of languages, other target groups, other programs that do not reach Travel Active's target groups, or no worldwide-known certificates.

Because of the fact that Spanish is one of the most important languages nowadays and very popular, language organisations that only provide the Spanish language and also operate in the Netherlands are big competitors too. The following well-known competitors are specialised in providing the Spanish language only: Don Quijote, Estudio Hispanico, Babylon Idiomas, Linguaschools.

### 2.4 Indirect competitors

Besides many direct competitors, Travel Active also has to deal with indirect competitors, for instance Dutch companies that provide certificated language courses in the Netherlands itself instead of abroad. 'Fuentes' for example provides D.E.L.E. courses on 19 different locations in the Netherlands. Also, the online language courses are a threat for Travel Active. Institutions as NTI and especially LOI, offers a very wide range of possibilities regarding languages and levels. Online language courses have the advantages of study a language at home so that you can control your own time and space, lower costs and saving you from many arrangement troubles. The threshold will be lower to start an online course through these advantages. However, online language courses as well as institutes that provide learning languages in the Netherlands other than Dutch, have the disadvantages of not learning the language as rapid as you do in the language speaking country itself. And of course the great experience which provides also many cultural aspects. Furthermore, for online courses professional assistance is missing, there is no interaction, and there is an uncertainty regarding pronunciation of the language. Providing online courses can be an opportunity for Travel Active, but on the other hand it will harm Travel Active's image since there will be no kind of travel anymore.

#### Opportunities

- ❖ Intense travel focus
- ❖ Intense language professionalism image

#### Threats

- ❖ Not specialised in languages image (travel expert)
- ❖ High competition

### **Chapter 3. External Analysis: Consumers**

This chapter provides an external analysis regarding consumers. General trends as well as internal trends of the T&L's program will be discussed. Also, the results of 2 different surveys and the outcomes of a focus group will be given.

#### **3.1 Trends**

##### **General Trends**

The importance of learning languages has become a priority in this globalised world. The percentage of people who are learning foreign languages is still growing. Especially in Europe this trend continues. According to the European Commission, multilingualism is important in order to promote intercultural dialogue, stimulate a greater sense of European citizenship, give youth the chance to study and work abroad, and to improve the competitiveness of Europe as a whole on a global level (tvcn, 2012). 'Language learning has also acquired a prominent place within flagship initiatives integrated in the European Union's overall strategy – 'Europe 2020' – promoting smart, sustainable and inclusive growth. In particular, language skills, as a means to encourage the cross-border mobility of EU citizens, play a crucial role within the Youth on the Move initiative and the Agenda for New Skills and Jobs' (Eurydice, Eurostat, 2012).

According to the Eurydice report, the Netherlands is doing a very good job in teaching foreign languages during primary and secondary education. Regarding the objectives of the European Union there exists an opportunity for Travel Active to internationalise and offer other EU-citizens to learn foreign languages as the popularity of learning foreign languages grows. Furthermore, offering language programs that connect to the level of former education (primary or secondary education) or that will educate in specific employment areas for instance hospitality, science, or politics, can be interesting. The most widely used languages among the European Union and most learnt by students are English, French, Spanish, German and Italian, but also Russian, which Travel Active does not offer. Also Chinese has become more popular compared to 2005 and is more and more seen as a language that is useful for personal development (Special Eurobarometer 386, 2012).

Appendix III shows interesting information on the different reasons that might discourage European citizens from learning another language. Not being motivated, a lack of time, and costs are the main reasons for discouragement. Learning languages by taking a language course in the country where the language is spoken has declined with 4% in 2012 compared to 2005. "One to one" lessons with a teacher on the other hand and teaching a language online has increased. This can be a result of the economic crisis, which influenced the purchasing power. According to the

CBS, consumers in the Netherlands expect a high professionalism and commitment of the company nowadays regarding commercial services. Thereby, innovation is important. (Rabobank, 2012).

Furthermore, because of the cabinet plans regarding studying, many students abandon the option of a gap year. Studying will become very expensive since the so-called travel product, which makes travelling with all public transport in the Netherlands for free, will become a discount product and since the basic grant will be abolished. Youth is more likely to put a lot of effort in their study. (Rijksoverheid, 2013). However, because of the tight labour market as a cause of the recession, employers ask for more diversified and experienced employees. Having experiences and many titles are more important on your C.V.

### Opportunities

- ❖ Market space
- ❖ Recession

### Threats

- ❖ Purchasing power
- ❖ Cabinet plans

### Internal Consumer Trends

As can be seen in figure 3, there has been a decline of both number of bookers and amount of weeks for the T&L's programs since at least 2009. There has been a low-point in 2011 but since then, both weeks and participants started to increase again. When looking at the average amount of weeks, there can be concluded that the number of weeks per person did not drastically changed and actually is starting to increase. Where there in 2010 were 93 participants with an average of 5 weeks, in 2012 there were 89 participants with an average of 5,2 weeks. Still Travel Active is noticing that people are choosing for more shortterm courses and thus the amount of weeks per person is declining, probably due to the feudal system.

Figure 3. Comparison between number of weeks and total participants

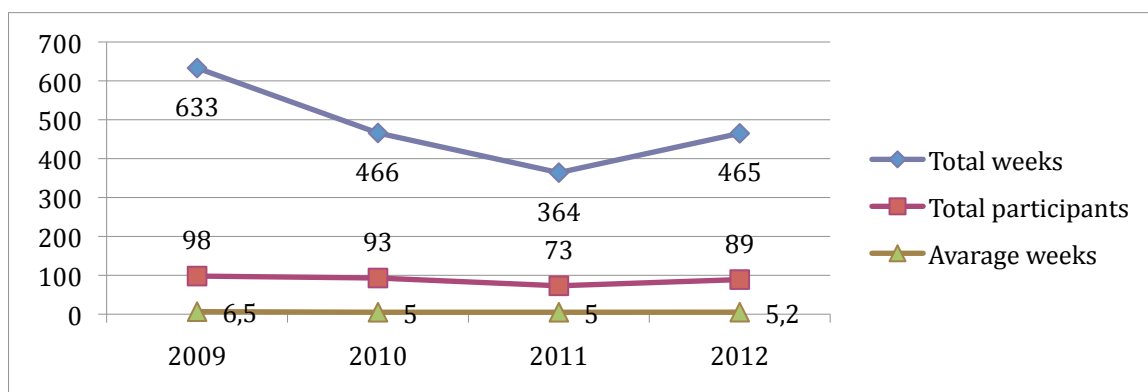
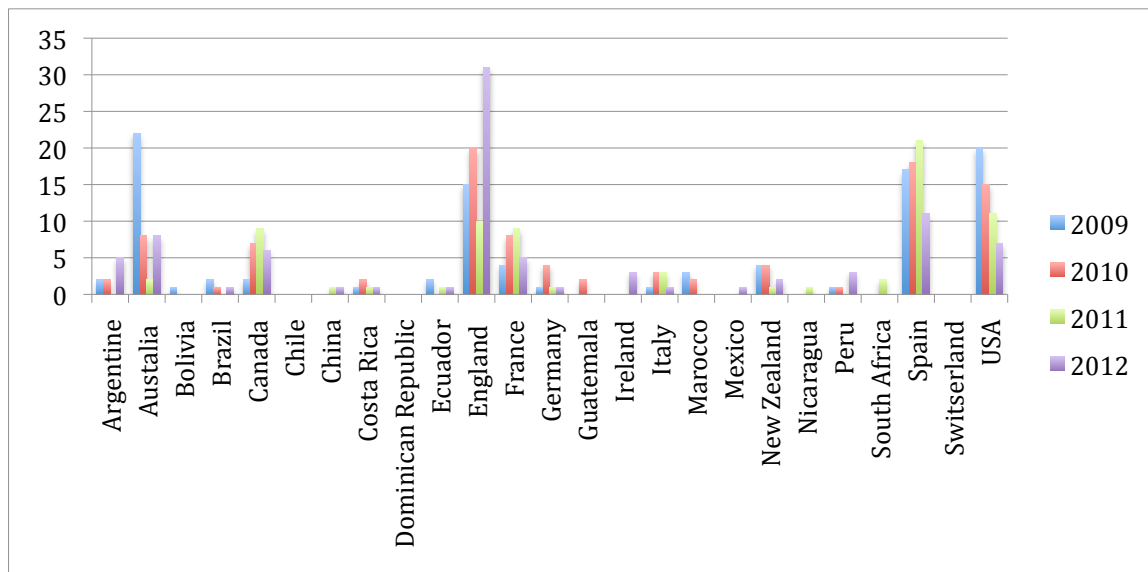


Figure 4 shows the amount of different countries chosen per year. Although in 2011 there were less participants, countries as Canada, France and Spain became more popular. In 2009, countries like Australia and the USA were very popular, but throughout the years they became less attractive. Countries as Argentina, Peru, Mexico, Ireland and England became more attractive. English and Spanish are by far the most chosen languages. The fact that England has skyrocketed in 2012 is due to the fact that there has been a group booking included of 12 persons.

Figure 4. Chosen countries per year



### 3.2 Wants & Needs of the Customer

In order to discover the wants and needs of the T&L's customer, 2 different surveys has been used, which can be found in appendix IIII. One survey is used to question former participants about their experiences with their language travel and their experiences with the company Travel Active. The second survey is used to question current registered participants about their expectations and ideas of their future language travel. These 2 surveys can indicate the customers' expectations and wants of a language course abroad and the service of Travel Active. Both surveys will give feedback, which can be used to adjust the T&L's program as well as Travel Active's services. The survey for T&L's' former participants is filled out by 20 respondents, but the survey for T&L's' current participants is filled out by only 6 respondents due to the fact that up till now there are 12 participants in total, so still 50% responded. However, making conclusions based on 6 respondents is not very reliable. Therefore, conclusions are made cautiously. A clear overview of the responds is given in appendix V.

### Survey Results

Both participant groups chose to take short-term courses of several weeks up till a maximum of 3 months in total. Discovering new places, getting to know cultures and having experiences abroad seem to be of higher importance than actually learning the language. Standard but also intensive courses are the most popular. Customers prefer gaining information through the Travel Active website, over the phone, by e-mailing and through a brochure. Luckily, producing an information brochure for the T&L's program only is the first on Travel Active's priority list. Furthermore, most former participants achieved the wanted level after participating the course. Unfortunately, still 30% of the surveyed as you can see in figure 5, did not. With the highest percentage of 35, former participants preferred to be able making themselves clearly understood in the foreign language instead of speaking the language fluently at the end of their course. To both parties, having activities outside the course is very important and they both prefer cultural and social activities over sports activities. However, following former participants' opinion the amount of activities can be improved as only 15% fully agreed with the fact that there has been arranged enough activities during their stay. Current participants unlike former participants seem to need the language course for their (future) study. Furthermore, there can be concluded that the price is not very important as long as their language travel is up to their expectations. Also regarding accommodation, the price seems to be less important for current participants as well as privacy compared to other accommodation aspects as location, travel time, the social aspect, its condition and its facilities.

Figure 6 shows the assistance experienced of Travel Active regarding former participants. Still 10% thinks the assistance of Travel Active is below average as well as the assistance of the partner organisation and the language school. To book a language course with Travel Active, the reliability was the most important aspect. Fortunately, 85% says that Travel Active has fulfilled his or her expectations but this can also be because most enthusiastic customers are willing to fill out the survey more easily than customers who were not very thrilled about the organisation. Customers got to know Travel Active through search engine Google, their website, through family and/or friends and through information evenings. Former participants graded Travel Active with an average of 8.2.

Figure 5. The level former participants achieved

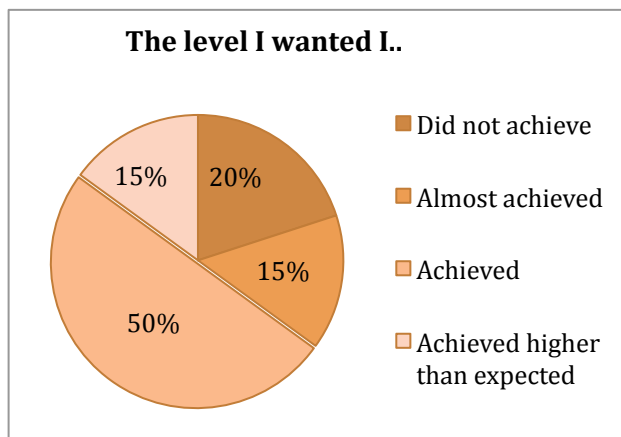
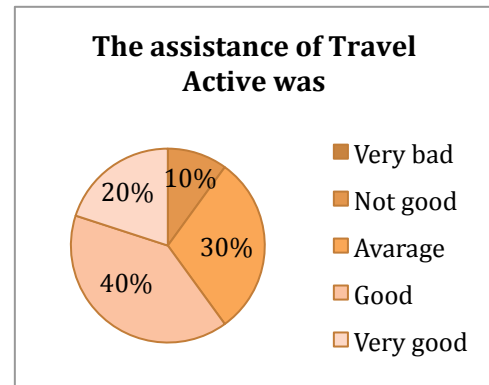


Figure 6. The experienced assistance of Travel Active regarding former participants



### Strengths

- ❖ Reliability
- ❖ Travel focused

### Weaknesses

- ❖ No control over the experiences with language schools
- ❖ No brochure yet

### Participants' Advice

A few of the former participants advised Travel Active to pay more attention to host families regarding their ability to communicate and the location of the host family. Moreover, several participants were not satisfied with the level of the course and prefer a better level-check before placement. The requirements to change your level are too high and therefore it seems to be hard to switch to a different course level. Former participants were overall very enthusiastic about the assistance of Travel Active with the preparation of their journey and the information Travel Active provided them. Finally, the 6 surveyed current participants do not use social media platforms as LinkedIn and Pinterest but more likely Youtube and Twitter. Facebook seems to be used daily. On these social media platforms, Travel Active has to focus on.

### 3.3 Focus Group

Because of the fact that the website of Travel Active is the main and often also the first source that provides information of the Travel & Languages program, a focus group is required to give an inside view of the consumer's opinion on the website and their needs of information that seems to be missing or is important to them. Therefore, 7 consumers who are interested in studying a language abroad are questioned. These questions and answers can be found in appendix VI. The respondents provided the following information about their ideas of a language course in general and the website of Travel Active in particular.

**Conceptions of a Language Travel**

The focus group indicated that languages they would want to learn are Spanish, English, French, German and Chinese. This, because they learned these languages during secondary school already and would like to pick up again, and because they think these languages are important in terms of doing business. Their expectations of a language course is a balanced programme of 5 hours of class a day and enough time to socialise and discover the country and culture. Regarding the course itself, personal assistance as well as group works with a lot of speaking practice but also learning street language and cultural habits are required. Besides learning about the culture and language, in their spare time they would like to meet locals, make cultural trips, travel to discover the country, get a holiday feeling, enjoy nature, and do voluntary work. Before they book a language course they want, besides the normal required information (type of accommodation, level of the course, and price), information about the level of the language they will manage after having followed the course, the trustworthiness of the organisation, facilities of the accommodation as well as the school, an overview of a weekly schedule, and transfer possibilities. All 7 participants of the focus group gain their first information regarding programs of languages abroad through search engine Google. Because Travel Active is not very high rated on this website when searching for language course keywords, this is in all probability why only 1 out of 7 focus group participants was familiar with Travel Active as opposed to for instance competitor EF. For this reason it is of high importance for Travel Active to be high rated on the Google-website.

**About the Website**

Regarding the website specifically, the focus groups' first impression is a young, colourful, fresh and professional website, but a little bit busy. After having a closer look this opinion changes a little bit into still a good and detailed website. However, several participants thought there was too much text, little visual aids and a slightly superficial content. Important questions as at what level do I manage the language after the course, and how do I know my starting level, are not being answered. The usage of different tabs makes it easier to find the information you are looking for but you still need to read a lot of text and not all the information is relevant. Regarding city highlights for instance, everybody knows where the Eiffel tower is situated. Perhaps telling something new is more interesting. The live chat is seen as very helpful. Moreover, the focus group is missing a clear overview of costs. A better promotion of the personal cost indications offer will be useful, including dinners and activity costs. Furthermore, the overview of the locations in a world map is hard to find and not very clear. Looking at the website only, Travel Active has more or less the image that they desired: professional, young, reliable, and experienced in going abroad. Improvements will be more options to combine with other programs, more visual aids, more orderly texts, better price and location overviews, and the use of testimonials to improve the liability.

## Chapter 4. SWOT-analysis

A SWOT-analysis has been made, which on the one hand will identify the strengths and weaknesses of the program seen from an internal view, and on the other hand the opportunities and threats of the program seen from an external view. This SWOT-analysis will give information regarding Travel & Languages' strengths, weaknesses, opportunities and threats compared to their competition and the wants of the customer. First, figure 7 will give an overview of the 4 categories with the aid of a confrontation matrix and afterwards the bullet points in each category will be briefly explained. Already several strengths, weaknesses, opportunities and threats are mentioned during the research. However the most important ones are stated in the confrontation matrix below.

Figure 7. Confrontation Matrix (Leeuwen, 2013).





#### 4.1 Strengths

- ❖ Travel focused: Referring to the competition matrix, Travel active is unlike other competitors with an exception of Activity International, more focused on the travel aspect. This is a strength because Travel Active distinguishes itself due to this aspect. Former as well as current participants indicate that travelling as well as discovering new places and cultures is very important to them besides learning a language.
- ❖ Reliable: Both T&L's participants and the focus group participants got a reliable impression based on experiences with Travel Active. The website looks professional and consumers tend to relate that with reliability. Reliability is very important in order to book a language course because it belongs to specialty goods and a lot of time and money is spent to purchase such a course abroad.
- ❖ Assistance: According to former participants the overall assistance of Travel Active was very good. Especially regarding their preparation, a lot of information was provided. Also, the assistance helps strengthening the reliability of Travel Active.
- ❖ Experienced: The personnel is very experienced. Not only in travelling abroad themselves but also because Travel Active has many other programs abroad besides language courses. Through these experiences Travel Active is able to assist customers even better and they know what is important for customers to know.

#### 4.2 Weaknesses

- ❖ Budget: Travel Active has a low budget for the T&L's program. Therefore, there is less money to spend on for instance advertisement, professional photos and videos. A lack of advertisement to draw attention can be a reason for the fact that information gatherings they organise are not well visited.
- ❖ Control schools: Travel Active has little control over their partner schools. Participants are spending weeks and even months with these schools, so there is a lot of time when things can go wrong. Participants will link Travel Active also with the time being spent abroad because they are the ones that advised them these language schools.
- ❖ Special offers: Compared to competitors, Travel Active has poor special offers. With these offers it is hard to convince someone who is interested in learning a language abroad to take a course with Travel Active.
- ❖ First customer approach: Because of their low media budget the first customer approach is very poor. Many participants indicated that they got familiar with Travel Active through searching on the Internet, family and/or friends and information evenings. Only information evenings are a direct approach of the company itself. A few of these information evenings are organised per year. The fact that Travel Active does not have a professional brochure yet is not very strong either.

- ❖ Find ability: Because Travel Active has among others a low budget, their brand awareness is not very high. They are hard to find on the Internet when not knowing the company and searching with keywords regarding language courses abroad on main search engine Google. Also because there exist many competitors it is harder to find the T&L's program.

#### 4.3 Opportunities

- ❖ Personalise: When personalising programs, consumers are more likely to purchase. Programs can be personalised through for instance integrate a language level-check so the participant will be more aware of their level and thus know better which course to take. Also split up the approach of different target groups will help personalise e.g. the gap year program of EF approaches graduated students who do not know what to do but still want to learn and discover the world. It opens other ones eyes to see there is an opportunity to study multiple languages at multiple locations. Therefore, combining the T&L's programs with other Travel Active programs and perhaps dividing the Travel Active Facebook page into independent Facebook pages for the different programs will strengthen the organisation.
- ❖ Intensity: As regards to the competition matrix, consumers are interested in professionalised language courses. Taking for instance courses that suit their education and will contribute to their personal development is of importance. Offering courses that connects to former or future education will give a more professional and businesslike input. Moreover, intensity regarding the travel side is proven to be important as well. In 2010 already a few of T&L's participants learned one language at different places in the same country. Promoting this will be interesting.
- ❖ Follow-up: Providing a strong follow-up system including brochure, telephoning, and inviting those who are interested for personal appointments close-by, will obtain more customers.
- ❖ Internationalise: Because Dutch people already have a high education in languages and because of the high existence of competitors it is useful for Travel Active to internationalise. It will open up many new possibilities and a lot of new markets can be reached.
- ❖ Recession: The recession can be an opportunity because it is a cause of the existing tight labour market. There is not a lot of work and employers ask for more diversified and experienced employees. By means of a language travel, people who cannot get a job can develop themselves during their unemployed period in terms of their career.

#### 4.4 Threats

- ❖ Competitors: As can be seen in the external competitors analysis, there exist many competitors in this market. Therefore it is difficult to distinguish. This market is still growing.
- ❖ Online courses: Online courses are more popular nowadays rather than taking a course where you can study a language in its spoken country.
- ❖ Purchasing power: Through the economic crisis, consumers became more careful with spending their money. This can also be a reason that the demand for online courses increased. Nowadays consumers ask more commitment of a company, with professionalism and innovation.
- ❖ Cabinet plans: Because of the cabinet plans regarding studying, many students abandon the option of a gap year. Youth is more likely to put a lot of effort in their study because of the financial aspect.

## Chapter 5. The Repositioning of the Travel & Languages program

This chapter will indicate possible changes in order to reposition the T&L's program. A new image will be described and new marketing tools and actions will be proposed. Strategic steps will be indicated that need to be taken in order to distinguish and develop the T&L's program to give them a stronger position in the market. First, 2 strategies will be suggested and subsequently, chapters that provide information regarding promotions, creating brand awareness, and possible changes for the website and social media will be stated. A clear overview of all the suggested actions can be found in appendix VII.

### 5.1 Strategies

Based on the findings of the research, 2 different strategy types are recommended for the language program of Travel Active. On the one hand the *differentiation strategy* of Porter, which will concentrate on the travel side of the program. The travel aspect differentiates Travel Active already from many competitors. However, this needs to be reinforced. On the other hand, the strategy type *customer intimacy* from Treacy & Wiersema, which focuses on the wants and needs of the customer. On the basis of this strategy Travel Active needs to listen to their customer in order to meet their satisfaction. A further explanation of the importance to implement these 2 strategies is stated below separately. (Wiersema)(Wikipedia, 2013).

#### Differentiation Strategy

The differentiation strategy is important to distinguish from the severe competition. As can be seen in subchapter 2.2, Travel Active is already differentiated from competitors with the travel focus as its strength. However, there still exists a lot of competition with the same kind of programs. Therefore it is important to focus even more on the aspect that differentiates the company, which is in this case luckily also a consumer's request. By using the opportunity to internationalise and intensifying the focus on travelling as well as the language aspect, Travel Active will get a stronger position towards its competitors. The T&L's program needs to stabilise the travel image of Travel Active. Travelling is very popular among youth and therefore, offering to learn one language at several destinations could be a unique selling point. Learning Spanish for instance and discovering the popular Latin America or learning English while exploring Australia and New Zealand. In 2010 several participants of the T&L's program already experienced this. However, in general people are not aware of the possibilities and therefore Travel Active should propose them.

An overall focus on the additional advantages of learning a language abroad will contribute to a more differentiated program. For instance giving more information regarding activities and excursions, and mentioning the international network they will build up during their course. Furthermore, emphasising the unique 'ones in a lifetime' experience where you will have a very

good time and also learn many things like not only a language but also a culture, and becoming independent. Introducing for instance a local buddy who can show you around and tell you even more about the in and outsides of the culture and destination, will set the program even more apart. Meeting locals through your buddy will be easier and the language you are learning can be practiced in real life. This way, the indicated wants of the consumers regarding discovering the destination, learning about the culture, learning the street language and meeting locals, will be answered. Besides, this does not have to be very expensive. It can be for instance a volunteer or a local student who has the possibility to earn credits for his or her education being a local buddy.

Implementing even more possibilities regarding destinations and perhaps languages will encourage the travel and possibility aspect and enlarges the target group. As mentioned in subchapter 3.1, Russian is one of the most important languages in Europe too and therefore interesting to consider offering. Also offering Portuguese in Portugal because of the importance of the language but an option closer by and offering more destinations to study Chinese, which is a popular language as well, should be considered. Also perhaps offering the popular English language in the nearby Malta, which contains a more pleasant climate than England and is not as far and expensive as America or Australia, can be interesting to introduce as a summer program. Furthermore, the provided information package of Travel Active for every Travel Active customer with information about the destination and the popular guidebook 'Lonely Planet' included, is a good focus to the travel aspect of the programs and provides a good image. This interesting information package can be definitely more promoted on the website, on the first pages of every program section. Moreover, new cross-selling programs, which will be mentioned in the subchapter 5.3, will also strengthening the travel aspect.

### **Customer Intimacy**

Customer intimacy is important for a positive word of mouth, loyalty and to strengthen the customer relationship. By listening to the wants and needs of the consumer, customer intimacy will be realised. As can be seen in subchapter 3.2 and 3.4, customers as well as people who are interested in learning a language abroad, are also interested in discovering places and learning more about the culture besides learning a language. When looking at the differentiation strategy, Travel Active already will listen to the needs of the customer when focussing on travelling. The 2 strategies are in many ways overlapping. Furthermore, commitment, professionalism and above all the reliability of a company are demands of the current consumer. The reliability, assistance and experienced staff already are very good and help building a good relationship with the customer. Through these factors, consumers are more likely to be convinced that their money is spent well and thus will influence their purchasing power. This can be strengthened, by giving even more attention to Travel Active's factors of success; explain why Travel Active is a good choice. Also,

testimonials on their website and in their new brochure, and perhaps offering to payback the difference when the same voyages are offered cheaper elsewhere, will win their confidence. Moreover, Travel Active has the opportunity to personalise. When taking a better look at the needs and wants of the customer, programs can be customised. Integrating a language level-check before choosing a program and a better screening of host families as regards to the participants' wants can help personalising.

Also an important target group to keep in mind are the parents of the customer. Because the T&L's customers mostly are under the age of 21, their parents are involved closely with the decision of taking a language course abroad. A lot of times they are also the ones that take care for the financial aspect. Therefore, it is of high importance to assure them that Travel Active is the right and a trustable company for such a big undertaking. By showing parents how personally involved Travel Active is with their child and by informing them as much as possible, this will be encouraged.

### **Follow-up system**

Using a strong follow-up system by telephoning persons who are interested in taking a language course and inviting them for information gatherings or a personal appointment will be good for the low budget and a good contribution towards customer intimacy. Telephoning is direct, personal, people are less likely to say no and there will be less unanswered phone calls than e-mails. Moreover, e-mailing belongs also to a strong follow-up. People open their e-mail daily and will be confronted with Travel Active's information mail. However, the more personal the e-mail (regarding interests and age) the more likely the e-mail will not be deleted immediately. Therefore, the more questions they need to answer in order to receive information magazines, the more personal you can e-mail them afterwards. Also during and after the language travel it is important to stay in touch to remain trust and interest, but also to get more control over the partner schools. Implementing a survey and a personal appointment after the language travel can help Travel Active shape an image of the partner schools' methods and activities from a customer view. When customers are positive about Travel Active and their assistance they are more likely to share stories, photos and to assist during information gatherings for example. A monthly newsletter will also be a good marketing tool to promote language programs and to make them aware of the program combination possibilities. Important to keep in mind is to not overload the consumer with information.

## **5.2 Promotions**

Other actions to take are for instance offering more group travels or special offers regarding amount of participants. As could be seen in figure 4, the total of participants that went to England

was, due to a group booking, very high compared to other years. Furthermore, taking into account that more participants need to control a language for their study, programs that connect to their future study or that will start at the final level of secondary education are of interest. Studies that for instance promote taking a language course before actually starting the study are perhaps able to advise the T&L's program, like the international university of hospitality management. Also, programs can contain an optional specific side subject like hospitality, business, or technique.

Moreover, responding to the tight labour market with strong special offers can be helpful. Developing yourself while unemployed and the fact that you will get a job faster when you are educated diverse and have experiences abroad need to be centralised. Also, promoting statements as an upgrade of your C.V. and the importance of learning other languages will be useful for the overall languages program. This could be for instance mentioned on the website but also on fora. Fora are useful to influence people who are discussing about language courses and companies to book their course with. Not only general fora but also travel fora like 'wereldwijzer' are interesting to participate in. The aforementioned statements are good to use, but mentioning the 'once in a lifetime experience' and things like 'the price is more than worth it' can persuade people. Furthermore, these slogans can be used on posters. Posters should be put up in secondary schools and universities because most secondary or university graduated people are interested in taking a program abroad for their future study, to experience or because they do not know what to do next but still want to develop while taking a gap year. Many people of the target audience will see these posters and can encourage their interest provided that they are put up on the right spot and contribute to the right feeling.

In general T&L's special offers need to be of higher value in order to attract consumers and influence their purchasing power. Now, people are not responding to special offers as much as Travel Active hoped for. The price is still an issue for some people and they have to consider the language travel twice. Also, when special offers grow with the duration of the language course, consumers are likely to book more weeks because they will actually benefit more from it. When promoting certificated courses by clarifying the added value of it, the amount of weeks will grow too because of the fact that certificated courses have a longer duration. Perhaps also inform about the importance of languages, stating facts as 'a language can be learned fluently in half a year', and showing prices per month can influence the chosen length of the language travel by the customer.

### **Cross-selling Promotions**

To promote the combination of the T&L's program with one of Travel Active's other programs, information gatherings can be of high influence. Organising information gatherings for as many different programs as possible will not only be cheaper but will give enthusiasts the opportunity to

choose to attend different program presentations on the same day. The overall attendance will be higher. Furthermore, the T&L's program needs to be promoted in other programs' brochures and during personal appointments. In the Au Pair magazine for instance, several tips are mentioned regarding a good preparation; doing research into the culture and location. However, an offer for a short T&L's program for their preparation is held back. Offering a language course needs to be a standard offer in the participation procedure of other programs. Thereby, the importance and perhaps offering a language level test will be helpful. Participating a T&L's program before backpacking, (volunteer) work and au pair can do great things for getting informed about the culture, adapting to the other country and getting to know people. Perhaps during a language course you meet new friends who you can backpack with or spend your free time with while the kids are at school. The T&L's program too needs to offer for instance a 3 months combination just like the volunteer program offers, with one month of studying a language, one month of volunteer work and one month of backpacking for example. This way, the language you learned can be implemented and practiced immediately in real life. Again, these package deals should be proposed because consumers do not know these options exist.

### **5.3 Creating Brand Awareness**

Creating brand awareness is an important aspect for the repositioning of the T&L's program, but also for Travel Active as a whole. Crowd sourcing is interesting in order to interact with the consumer. Through for instance introducing a creative contest with also a worthy price in addition to T&L's weak current special offers, will encourage enthusiasm and the feeling that the consumer matters. If the contest is interesting enough, people will talk about it and word of mouth advertisement is still one of the strongest aspects in creating brand awareness. Furthermore, the like & share on Facebook is very popular and a quick way to spread free publicity in exchange for a contest or a price raffle when liking & sharing. Also, participate in or distribute flyers during master or study fairs, or intensify presentations on schools will help enlarge Travel Active's brand awareness.

#### **Google rate**

Also, being high rated on search engine Google is important for brand awareness. The website will be seen more easily and thus also be clicked on sooner. For the T&L's program, Travel Active is unfortunately not high rated at this search engine. This can be improved by taking the following steps.

1. People need to talk about the T&L's program through social media. When tweeting, make sure you mention keywords contained by the website.
2. The better the website is adapted for mobile use, the higher it will be ranked on Google.



3. The quality of the content needs to be good and above all relevant. Also, changing the content regularly will affect the Google rate.
4. Refer to extern websites with links in order to a greater link value.
5. Meta-description tags are important, which concerns short descriptive texts of pages. People will click faster on your website when having an attractive summary.

(Kleverlaan, Trends zoekmachinevriendelijke teksten 2013, 2013) (Kleverlaan, Handleiding zoekmachine vriendelijke teksten schrijven, 2013)

### Give-aways

Furthermore introducing low-cost marketing tools like Travel Active shopper (figure 8) or beach bags and posters will spread the awareness of the company. It is familiar that people like gadgets. Shopper bags are meant to take with you and can be seen by many people. They are excellent to use for school to put in your books or for going to the beach. When creating an attractive print and use the right colours, girls will definitely desire these bags. They can be used to give away with the information package. Moreover, flyers, pens and towels are low-budget tools to raise awareness.

*Figure 8. Shopper bags*



## 5.4 Website

The most important steps that need to be taken regarding changes for the website are the following. The overall T&L's part needs to become more visual to enhance enthusiasm and trust. Putting for instance a photo of the preparation package on the website is good for the visual aspect but also

enhances the goodwill of the company. Besides, guidebooks of the ‘Lonely Planet’ are expensive and popular and therefore of importance to show. Giving participants the opportunity to participate for instance in a photo contest during their travel, will encourage them and helps Travel Active to a more visual website. Also, people would like to know more about their future school and destination. Photos, videos and perhaps a Google maps link or image would create a better picture of the travel. Providing a link to a nice YouTube film is good for the Google website rate, cheap and gives the consumer a visual touch. An example film of the partner school Coined in Córdoba, Argentina is stated at the end of this chapter. Moreover, in order to make the website calmer it is of importance just like it is for the Google rate, to organise the texts. Big amounts of text are not attractive to read and will be skipped in addition to small pieces of text that are well organised with for instance the use of bullet points, bold words and visual aids. Furthermore, the ‘waar wil je heen?’ tab is not very much in the picture. It will be more useful to put this world map on the starting page of the website and show more obvious in what country you can do what programs. Also giving the opportunity to combine programs with the aid of the world map will be useful.

- [http://www.youtube.com/watch?feature=player\\_embedded&v=5932nkqYcy0](http://www.youtube.com/watch?feature=player_embedded&v=5932nkqYcy0)

## 5.5 Social Media

### Facebook

Facebook is an important type of social media because the customer seems to use it daily. Different Facebook pages for each program will give a more personal touch. Now, someone who is interested in learning languages with Travel Active who ‘likes’ the Travel Active Facebook page is being bothered with a lot of unwanted advertisement (about for instance high school information while they already passed the high school age a long time ago). This can give irritation. Besides, it will be useful for statistics. Now it is unknown what people like which posts and therefore it is harder to respond to the different target groups. Again, it is important to not overload the customer with posts. The challenge to remain interested and innovative is difficult but necessary to retain someone’s attention.

### YouTube

The social media YouTube is important. People like being informed through short films instead of long pieces of text. This social media is used very often by the T&L’s customer, and referring to films on the website is not only good for the Google rate but also for the visual aspect. A good combination of text, pictures and films is important. Sometimes images will say more than text. It will also contribute to the customer intimacy because customers want to know where they are going to live for several weeks/months. Linking a QR-code to a YouTube video will also enthusiast people more than linking it to the website.

**Twitter**

The Twitter account should be connected with the Facebook account. It is important to post short and powerful messages. Referring to the subchapter 5.4, the more people talk about Travel Active or in particular the Languages programs, the higher the website will be ranked on Google. Therefore, words contained on the website by the languages program need to be mentioned in tweets.

**Pinterest**

Pinterest is a new upcoming type of social media. You can create your own mood board. Travel Active is already making use of this media. However, when collecting more photos of the specific destinations and creating a mood board by destination, people will get a better impression and will be perhaps more enthusiastic. Again, linking these separate mood boards on the website is good for the Google rate and for the visual image too.

## Conclusions

After the research, conclusions can be made in order to give an answer to the central question: **‘How to reposition the Travel & Languages program of Travel Active in order to increase the number of bookings and get a stronger position in the high competitive world of studying languages abroad in the year 2014?’** On the basis of the outcomes of the different kinds of research, there can be concluded that the Travel & Languages program needs to adapt 2 different strategies in order to get a stronger market position. On the one hand the differentiation strategy will deepen out the travel strength of the program that distinguishes it from other organisations. However, the language aspect requires also more focus. On the other hand adapting a customer intimacy strategy will give the consumer more reliability and commitment with the company. Also, programs will be more customised and therefore people would like to invest because they know their money is spent well during this time of crisis.

Besides implementing these strategies, it is important to adjust the Travel & Languages website in order to get a high rank on the Google website and meet the needs of the customer. A better organised text, more visual aids and the use of links will improve this. The find ability of the program will be better, which also contributes to the brand awareness of Travel Active, just like the use of low-cost marketing tools, the like & share on Facebook and crowd sourcing. Crowd sourcing is an important aspect to connect with your consumer and to give them the feeling they matter. Implementing contests will encourage this and will cause at the same time more word of mouth advertisement. Low-cost marketing tools can be posters, shopper bags and the implementation of more presentations on schools. Furthermore, giving more attention to cross-selling promotions will enhance the awareness of Travel Active’s language course and perhaps a growth of the amount of bookers. Therefore, it is important to mention the Travel & Languages program in other program’s brochures and to offer more combination programs.

Offering more specific programs like programs with a specific topic, more travel focused and a level-check will personalise the languages program. Also, to influence the amount of booked weeks, offering sales promotions of higher values are important. Moreover, through introducing more destinations and perhaps languages, a bigger target group will be reached. When more destinations are offered, a program to combine different destinations while learning one language will be very attractive, as the travel aspect will be fully used. Also, adapting a strong follow-up system will contribute to a better customer relationship. Further research to the possibilities of programs, internationalising, and investigation to what new destinations are interesting offering will be necessary. Finally, a communication plan regarding the tone-of-voice for the suggested promotions and actions is recommended.

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## **Appendices**

**Appendix I****Travel & Languages' partners categorised by destination**

<b>Country</b>	<b>City</b>	<b>Partner Organisation</b>
America		Embassy CES / Studygroup
Argentina	Buenos Aires	Expanish
Argentina	Cordoba	Coined
Australia	Sydney	English Language Company
Bolivia		Latino Schools
Brazil	Macelo, Sao Paulo	Fast Forward
Brazil	Salvador	Dialogo
Brazil	Rio de Janeiro	Amerispan
Canada	Montreal	A.L.I.
Canada	Vancouver	Internex (IH Vancouver) / ILAC
Chile		Coined
China		iMandarin
Costa Rica		Coined
Dominican Republic		Coined
Ecuador		Latino Schools
England	Bournemouth	English 2000
England	Brighton, Cambridge, Hastings, London, Oxford	Study Group / Embassy CES
France	Paris, Nice	France Langue
France	Amboise, La Rochelle	Eurocentres
Germany		DID
Guatemala		Coined
Ireland		Eurocentres
Italy	Florence	Linguaviva
Italy	Milan	Linguadue
Morocco		Amerispan
Mexico		Coined
Nicaragua		Casa Nica
New Zealand	Auckland	Embassy CES / Studygroup
New Zealand	Queenstown	Language Schools New Zealand
Peru		Latino Schools
South-Africa		Eurocentres
Spain		Enforex
Switzerland		Eurocentres
USA		Study Group



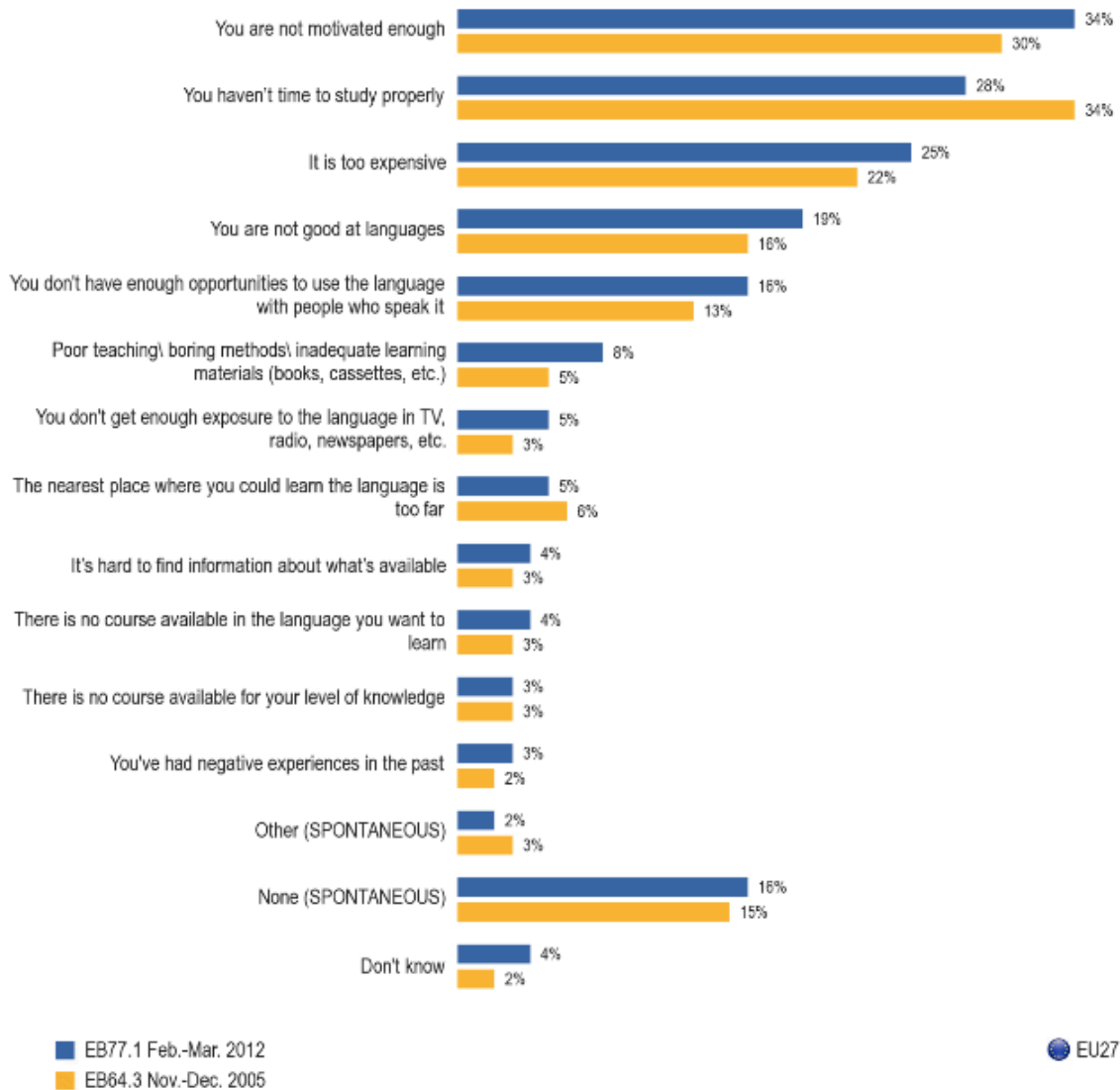
## Appendix II

## Overview competitors of the Travel &amp; Languages program

	EF	ESL	Study Travel	Plus Travelers	Activity International	Interlanguage
Target groups	13-18, 18-25, 25+, businesses and professionals	Groups, youth, professionals, teachers, juniors	Juniors, youth, 50+	16+, 13-18,	18-24, 25-39, 40+, 17+ for language program	8-17, 16+, others
Courses	Bachelor, Master, MBA, online English, preparation study abroad, secondary international school, language training for businesses, high school, gap year	General, standard, intensive, individual, combined, preparation official certificate, business, specific, internship, university certificates, teacher, 50+	Group, teacher, 50+, youth, profession, combination sports-dance-music-culture-art-cooking-travel, exam, academic, internship, work, intensive, individual, children, private, specialised	Work, exam, group, standard, intensive, specialised, combination private/group, private, theme (cooking, dancing, golf, surf, wine, fashion)	Volunteering, work, au pair in combination with Spanish or English	General, academic, exam, professional, internship/work, fun, 50+, home, sport, high school
Languages	7	22	8	7	2	9
Destinations	40	+/- 250	109	39	16	+/- 100
Strengths	Professional, private schools, international, strong marketing, technological methods	Professional, inexpensive, positive reports	Group voyages, focus on 'hobby' programs, positive reports, pretty international, strong compared to small size	Positive reports, private schools, very strong compared to their small size	Language as an assistance to other programs	Professional, experienced
Weaknesses	Expensive, negative reports	Lack of images on website	Less professional, disordered website, little visual aids, not very active towards social media, gatherings and events	Disordered website, inactive towards gatherings and events, old-fashioned image	Provide 2 languages, limited information, no visual aids	Not very active regarding social media
Image	Businesslike	Young, informal touch	Not very professional, chaotic	Old-fashioned, businesslike	Unprofessional regarding languages, young, informal	Young, fresh

### Appendix III Reasons that may discourage people from learning another language

QE5. I am going to read out a list of different reasons that may discourage people from learning another language. Which, if any, of these would apply to you?



(Special Eurobarometer 386, 2012)

## Appendix IIII Surveys

### Former participants

#### Taalreizen onderzoek

Beste deelnemer,

Mijn naam is Juul. Ik ben laatste jaar hbo-student aan de opleiding European Studies in Den Haag. In het kader van mijn afstudeeropdracht doe ik namens Travel Active onderzoek naar taalreizen en de wensen en behoeften die komen kijken bij van reizen en het volgen van een taalcursus in het buitenland. Hiervoor heb ik een korte vragenlijst opgesteld. Het invullen van de vragenlijst zal ongeveer 10 minuten van je tijd innemen.

Alvast bedankt voor je medewerking!

#### Taalreizen onderzoek

##### Over mijn taalreis algemeen

Jij bent net met Travel Active op taalreis geweest. Wij zijn benieuwd hoe jij dit hebt ervaren en of het aan je verwachtingen voldeed.

1. Ik heb mijn taalreis in het volgende land gevolgd
2. Ik heb mijn taalreis in de volgende stad doorgebracht
3. Cursus type
4. Duur van de cursus
5. De belangrijkste redenen om deze taalcursus te doen waren

0 = Niet van toepassing; 1 = Zeer onbelangrijk; 5 = Zeer belangrijk

Het leren van een taal	Nieuwe plekken ontdekken	Mijn CV Upgraden	Als voorbereiding op een taalexamen	Als voorbereiding op vrijwilligerswerk of rondreizen	Het hebben van een tussenjaar	Een leerzame vakantie
Andere culturen leren kennen	Buitenland ervaring opdoen	Interesse in de taal en cultuur	Ik had het nodig voor mijn studie/vervolgstudie			

##### 6. Het inwinnen van informatie over mijn taalreis deed ik het liefst via

1 = Niet; 2 = Liever niet; 3 = Neutraal; 4 = Graag; 5 = Heel graag

Informatie bijeenkomsten	Persoonlijke afspraken	Websites	Social Media	Brochures	Beurzen
De telefoon	E-mail contact	Digitale bijeenkomst (webinars)	Een persoonlijke chat		

##### 7. Na mijn taalreis wilde ik het liefst het volgende niveau van de taal beheersen

Beginner in de taal  
 Mezelf redelijk verstaanbaar kunnen maken  
 Mezelf goed verstaanbaar kunnen maken  
 Vloeiend de taal spreken  
 Het niveau was voor mij niet belangrijk, zolang ik er maar iets van opgestoken had

##### 8. Dit niveau heb ik

Helemaal niet gehaald  
 Niet gehaald  
 Bijna gehaald  
 Gehaald  
 Ik heb een hoger niveau gehaald dan ik gedacht had

**Over de activiteiten naast je talencursus**

We zijn benieuwd hoe je de activiteiten naast je talencursus hebt ervaren

**9. Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 = Neutraal; 5 = Helemaal mee eens

Ik vind de activiteiten tijdens een taalreis belangrijk	Ik vind dat er tijdens mijn taalreis voldoende activiteiten werden georganiseerd	Het leren kennen van de cultuur tijdens mijn taalreis was belangrijk voor mij	Het leren kennen van medestudenten door activiteiten was belangrijk voor mij
---	--	---	--

**10. Ik vond het leuk (had het leuk gevonden) om aan de volgende type activiteiten deel te nemen:**

Meerdere opties mogelijk

Sportieve activiteiten  
Culturele activiteiten  
Sociale activiteiten  
Anders, namelijk

**11. Tijdens mijn taalreis verbleef ik****12. Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een accommodatie van belang**

1 = Totaal niet belangrijk; 5 = Heel erg belangrijk

De Reistijd	De Faciliteiten	De ligging	De staat van de accommodatie	De prijs	Het hebben van privacy
Het sociale aspect					

**Over mijn Taalreis Praktisch**

Wat is je mening over de accommodatie, begeleiding en prijs van de taalreis die je hebt gedaan?

**13. De prijs van de taalreis over het algemeen**

Speelde geen grote rol, de beleving is belangrijker  
Was zeker van belang, maar niet het belangrijkste  
Had een zeer grote invloed op mijn keuze

**Over de begeleiding**

We zijn benieuwd hoe je de begeleiding voor- en tijdens je taalreis hebt ervaren

**14. De verkregen begeleiding van ... vond ik**

1 = Zeer slecht; 5 = Zeer goed

Travel Active De partnerorganisatie De talenschool

**Over de Organisatie**

Wij willen graag je specifieke ervaringen over Travel Active weten.

**15. Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Active te boeken**

1 = Zeer onbelangrijk; 2 = Onbelangrijk; 3 = Neutraal; 4 = Belangrijk; 5 = Zeer belangrijk

De betrouwbaarheid van de organisatie	De kwaliteit van de taal cursus	De aangeboden bestemming(en)	De prijs die werd aangeboden voor de taalreis	De persoonlijke begeleiding van de organisatie	Het totaalpakket dat werd aangeboden
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**16. Heeft Travel Active ook aan je voorafgaande verwachtingen voldaan? Kun je dit nader toelichten?**

Ja  
Redelijk  
Nee

**17. De taalreis die ik heb gevolgd is qua prijs**

Goedkoop als je kijkt naar wat ik ervoor heb terug gekregen  
Normaal  
Redelijk prijzig, maar het was zeker de moeite waard  
Erg duur, hierdoor had ik toch wat meer tijd nodig om definitief te boeken

**18. Ik heb Travel Active leren kennen via**

Website Travel Active  
Website Go-Europe  
Google  
Twitter  
Facebook  
Brochure  
Via familie/vrienden  
Forum  
Anders, namelijk

**19. De totale beoordeling van je taalreis**

	1	2	3	4	5	6	7	8	9	10
Welk cijfer zou je de gehele ervaring van de door jou gevolgde taalreis geven?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**20. Kun je vraag 19 toelichten?****21. Heb je nog opmerkingen of verbeterpunten voor de taalreis en –cursus die je hebt gedaan?****22. Ja! Ik wil Travel Active en nieuwe deelnemers helpen!**

Zoals je zelf weet is het voor een reis naar het buitenland ontzettend belangrijk om zo veel mogelijk informatie te verkrijgen. niet alleen programma inhoudelijke informatie, maar het liefst ook foto's video's en ervaringsverhalen van oud-deelnemers. Hierbij kunnen we jouw hulp natuurlijk goed gebruiken! Vind jij het leuk om jouw ervaringen te delen met toekomstige deelnemers, geef dit dan hieronder aan.

\*Wij maken je e-mailadres niet publiekelijk bekend maar geven dit enkel uit op persoonlijke basis indien iemand specifiek vraagt om contact te hebben met een oud-deelnemer. \*\*Tegen een vergoeding

Ik wil een kort reisverhaal schrijven  
Ik stel foto's en video's beschikbaar  
Ik stel mijn e-mailadres beschikbaar\*  
Ik wil als oud-deelnemer meehelpen op infodagen\*\*

**23. Om kans te maken op de spannende roman 'Nachtzwemmen' vragen we je om je naam hier in te vullen**

**Naam:**

Nogmaals hartelijk dank voor je medewerking.

## Current participants

### Taalreizen onderzoek2

Beste deelnemer,

Mijn naam is Juul. Ik ben laatste jaar hbo-student aan de opleiding European Studies in Den Haag. In het kader van mijn afstudeeropdracht doe ik namens Travel Active onderzoek naar taalreizen en de wensen en behoeften die komen kijken bij van reizen en het volgen van een taalcursus in het buitenland. Hiervoor heb ik een korte vragenlijst opgesteld. Het invullen van de vragenlijst zal ongeveer 10 minuten van je tijd innemen.

Alvast bedankt voor je medewerking!

#### Over mijn Taalreis Algemeen

Jij gaat binnenkort aan je Travel Active taalreis beginnen. Wij zijn benieuwd naar je verwachtingen.

1. Ik ga mijn taalcursus in het volgende land volgen
2. Ik ga mijn taalcursus in de volgende stad volgen
3. Cursus type
4. Duur van de cursus
5. De redenen om een taalcursus in het buitenland te volgen

1 = Zeer onbelangrijk; 10 = Zeer belangrijk

Het leren van een taal	Nieuwe plekken ontdekken	Mijn CV upgraden	Als voorbereiding op een taalexamen	Als vrijwilligerswerk of rondreizen	Het op hebben van een Tussenjaar mensen kennen	Andere culturen en opdoen	Buitenland Een leerzame vakantie taal en cultuur	Interesse Ik heb het nodig voor mijn studie/vervolgstudie
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#### 6. Na een taalreis zou ik het liefst het volgende niveau van de taal willen beheersen

Beginner in de taal  
 Jezelf redelijk verstaanbaar kunnen maken  
 Jezelf goed verstaanbaar kunnen maken  
 Vloeiend de taal spreken  
 Het niveau was voor mij niet belangrijk, zolang ik er maar iets van opgesteek

#### Over de activiteiten naast je talencursus

##### 7. Mee eens of oneens?

1 = Helemaal niet mee eens; 3 = Neutraal; 5 = Helemaal mee eens

Ik vind de activiteiten tijdens een taalreis belangrijk	Ik vind dat er tijdens mijn taalreis voldoende activiteiten werden georganiseerd	Het leren kennen van de cultuur tijdens mijn taalreis is belangrijk voor mij	Het leren kennen van medestudenten door activiteiten is belangrijk voor mij
---	--	--	---

##### 8. Ik heb interesse in de volgende activiteiten

Meerdere opties mogelijk

Sportieve activiteiten  
 Culturele activiteiten  
 Sociale activiteiten  
 Anders, namelijk

#### Over mijn Taalreis Praktisch

Wat is je mening tot nu toe over de accommodatie, begeleiding en prijs van je taalreis?

##### 9. Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties

1 = Absoluut niet; 5 = Heel graag

Gastgezin	Campus	Residentie	Prive appartement	Gedeeld appartement
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**10. Voor de accommodatie vind ik de volgende aspecten van belang**

1 = Totaal niet belangrijk; 5 = Heel erg belangrijk

De reistijd	De faciliteiten	De ligging	De staat van de accommodatie	De prijs	Het hebben van privacy
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Het sociale aspect

**11. De prijs van de taalreis over het algemeen**

Speelt geen grote rol, de beleving is belangrijker  
Is zeker van belang, maar niet het belangrijkste  
Heeft een zeer grote invloed op mijn keuze

**12. Het inwinnen van informatie over mijn taalreis deed ik het liefst via**

1 = Niet; 2 = Liever niet; 3 = Neutraal; 4 = Graag; 5 = Heel graag

Informatie bijeenkomsten	Persoonlijke afspraken	Websites	Social Media	Brochures	Beurzen
-----------------------------	------------------------	----------	--------------	-----------	---------

De telefoon	E-mail contact	Digitale bijeenkomst (webinars)	Een persoonlijke chat
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**13. Over de begeleiding**

Hoe belangrijk/goed vind je...

1 = Zeer slecht/onbelangrijk; 5 = Zeer goed/belangrijk

De verkregen begeleiding van Travel Active tot nu toe vind ik	De begeleiding van de partnerorganisatie	De begeleiding van de talenschool
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**Over de Organisatie**

Wij zijn benieuwd naar jouw ervaringen met Travel Active tot nu toe

**14. Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waar jij de taalreis boekt**

1 = Zeer onbelangrijk; 2 = Onbelangrijk; 3 = Neutraal; 4 = Belangrijk; 5 = Zeer belangrijk

De betrouwbaarheid van de organisatie	De kwaliteit van de taal cursus	De aangeboden bestemming(en)	De prijs die wordt aangeboden door de taalreis	De persoonlijke begeleiding van de organisatie	Het totaalpakket dat wordt aangeboden
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**15. Travel Active is qua prijs**

Goedkoop als je kijkt naar wat je ervoor terugkrijgt  
Normaal  
Redelijk prijzig, maar dat is het waard  
Erg duur, hierdoor heb ik toch wat meer tijd nodig gehad om definitief te boeken

**16. Ik heb Travel Active leren kennen via**

Website Travel Active  
Website Go-Europe  
Google  
Twitter  
Facebook  
Brochure  
Via familie/vrienden  
Forum  
Anders, namelijk

**Over mij**

Enkele persoonlijke informatie

17. Leeftijd (dd-mm-jjjj)

18. Opleiding

19. Geef aan van welke Social Media jij gebruik maakt door ze een van de volgende cijfers te geven

1 = Hier maak ik geen gebruik van; 2 = Af en toe; 3 = Regelmatig; 4 = Dagelijks

Twitter   Pinterest   YouTube   Facebook   LinkedIn

20. **Ja! Ik wil Travel Active en nieuwe deelnemers helpen!**

Zoals je zelf weet is het voor een reis naar het buitenland ontzettend belangrijk om zo veel mogelijk informatie te verkrijgen. niet alleen programma inhoudelijke informatie, maar het liefst ook foto's video's en ervaringsverhalen van oud-deelnemers. Hierbij kunnen we jouw hulp natuurlijk goed gebruiken! Vind jij het leuk om jouw ervaringen te delen met toekomstige deelnemers, geef dit dan hieronder aan.

\*Wij maken je e-mailadres niet publiekelijk bekend maar geven dit enkel uit op persoonlijke basis indien iemand specifiek vraagt om contact te hebben met een oud-deelnemer.\*\*Tegen een vergoeding

Ik wil een kort reisverhaal schrijven

Ik stel foto's en video's beschikbaar

Ik stel mijn e-mailadres beschikbaar\*

Ik wil als oud-deelnemer meehelpen op infodagen\*\*

21. **Deze vragenlijst is ingevuld door**

**Naam:**










Nogmaals bedankt voor je medewerking!















## Appendix V Survey outcomes

### Former participants

#### Ik heb mijn taalreis in het volgende land gevolgd

Argentina		2 (10.53 %)
Australia		3 (15.79 %)
Canada		1 (5.26 %)
England		4 (21.05 %)
France		3 (15.79 %)
Ireland		1 (5.26 %)
New Zealand		1 (5.26 %)
Spain		2 (10.53 %)
USA		2 (10.53 %)









#### Ik heb mijn taalreis in de volgende stad doorgebracht

Bournemouth		3 (15 %)
Buenos Aires		2 (10 %)
Dublin		1 (5 %)
Ft. Lauderdale		1 (5 %)
Granada		1 (5 %)
Madrid		1 (5 %)
New York		2 (10 %)
Oxford		1 (5 %)
Parijs		3 (15 %)
Queenstown		1 (5 %)
Sydney		3 (15 %)
Vancouver		1 (5 %)

#### Cursus type

Cambridge		1 (5 %)
Standaard		15 (75 %)
Intensief		4 (20 %)

#### Duur van de cursus

2 weken		5 (25 %)
3 weken		6 (30 %)
4 weken		4 (20 %)
5 weken		1 (5 %)
7 weken		1 (5 %)
10 weken		1 (5 %)
11 weken		1 (5 %)
16 weken		1 (5 %)

#### De belangrijkste redenen om deze taalcursus te doen waren

0 = Ni...

#### Het leren van een taal

2		5 (25 %)
3		3 (15 %)
4		6 (30 %)

5  6 (30 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Nieuwe plekken ontdekken**

0  1 (5 %)

4  11 (55 %)

5  8 (40 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Mijn CV Upgraden**

1  3 (15 %)

2  5 (25 %)

3  11 (55 %)

5  1 (5 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Als voorbereiding op een taalexamen**

0  12 (60 %)

1  1 (5 %)

2  2 (10 %)


3  2 (10 %)


5  3 (15 %)


**De belangrijkste redenen om deze taalcursus te doen waren**


0 = Ni...


**Als voorbereiding op vrijwilligerswerk of rondreizen**

0  9 (45 %)

1  3 (15 %)

2  3 (15 %)


3  4 (20 %)


4  1 (5 %)


**De belangrijkste redenen om deze taalcursus te doen waren**


0 = Ni...


**Het hebben van een tussenjaar**


0  12 (60 %)

1  3 (15 %)

2  1 (5 %)

3  2 (10 %)


4  1 (5 %)

5  1 (5 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Een leerzame vakantie**

0  2 (10 %)

1  3 (15 %)

2  3 (15 %)

3  4 (20 %)

4		4 (20 %)
5		4 (20 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Andere culturen leren kennen**

0		1 (5 %)
2		2 (10 %)
3		4 (20 %)
4		7 (35 %)
5		6 (30 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Buitenland ervaring opdoen**

0		1 (5 %)
2		1 (5 %)
3		1 (5 %)
4		7 (35 %)
5		10 (50 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Interesse in de taal en cultuur**

2		1 (5.26 %)
3		2 (10.53 %)
4		11 (57.89 %)
5		5 (26.32 %)

**De belangrijkste redenen om deze taalcursus te doen waren**

0 = Ni...

**Ik had het nodig voor mijn studie/vervolgstudie**

0		11 (55 %)
1		5 (25 %)
2		1 (5 %)
3		2 (10 %)
4		1 (5 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...****Informatie bijeenkomsten**

1		10 (50 %)
2		3 (15 %)
3		2 (10 %)
4		5 (25 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...****Persoonlijke afspraken**

1		9 (45 %)
2		2 (10 %)
3		2 (10 %)
4		4 (20 %)

5  3 (15 %)






**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Websites**

3  1 (5 %)  
4  10 (50 %)  
5  9 (45 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Social Media**

1  5 (25 %)  
2  6 (30 %)  
3  6 (30 %)  
4  3 (15 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Brochures**

1  2 (10 %)  
2  1 (5 %)  
3  7 (35 %)  
4  8 (40 %)  
5  2 (10 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Beurzen**

1  16 (80 %)  
2  2 (10 %)  
3  2 (10 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
De telefoon**

1  7 (35 %)  
2  1 (5 %)  
3  3 (15 %)  
4  6 (30 %)  
5  3 (15 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
E-mail contact**

1  2 (10.53 %)  
3  2 (10.53 %)  
4  9 (47.37 %)  
5  6 (31.58 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Digitale bijeenkomst (webinars)**


1  15 (75 %)  
2  1 (5 %)  
3  4 (20 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Een persoonlijke chat**





1  13 (65 %)

3		4 (20 %)
4		2 (10 %)
5		1 (5 %)

**Na mijn taalreis wilde ik het liefst het volgende niveau van de taal beheer...**

Beginner in de taal		1 (5 %)
Mezelf redelijk verstaanbaar kunnen maken		2 (10 %)
Mezelf goed verstaanbaar kunnen maken		7 (35 %)
Vloeiend de taal spreken		5 (25 %)
Het niveau was voor mij niet belangrijk, zolang ik er maar iets van opgestoken had		5 (25 %)

**Dit niveau heb ik**

Niet gehaald		4 (20 %)
Bijna gehaald		3 (15 %)
Gehaald		10 (50 %)
Ik heb een hoger niveau gehaald dan ik gedacht had		3 (15 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 =...

**Ik vind de activiteiten tijdens een taalreis belangrijk**

1		1 (5 %)
2		1 (5 %)
3		1 (5 %)
4		8 (40 %)
5		9 (45 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 =...

**Ik vind dat er tijdens mijn taalreis voldoende activiteiten werden georganiseerd**

1		1 (5 %)
3		6 (30 %)
4		10 (50 %)
5		3 (15 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 =...

**Het leren kennen van de cultuur tijdens mijn taalreis was belangrijk voor mij**

1		1 (5 %)
2		3 (15 %)
3		1 (5 %)
4		11 (55 %)
5		4 (20 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 =...

**Het leren kennen van medestudenten door activiteiten was belangrijk voor mij**

3		1 (5 %)
4		9 (45 %)
5		10 (50 %)

**Ik vond het leuk (had het leuk gevonden) om aan de volgende type activiteit...**

Sportieve activiteiten		7 (35 %)
Culturele activiteiten		16 (80 %)
Sociale activiteiten		17 (85 %)
Anders, namelijk		1 (5 %)

**Tijdens mijn taalreis verbleef ik**

In een residentie		7 (35 %)
In een gedeeld appartement		4 (20 %)
Bij een gastgezin		9 (45 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
De Reistijd**

3		6 (30 %)
4		7 (35 %)
5		7 (35 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
De Faciliteiten**

3		3 (15 %)
4		12 (60 %)
5		5 (25 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
De ligging**

1		1 (5 %)
3		3 (15 %)
4		10 (50 %)
5		6 (30 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
De staat van de accommodatie**

3		4 (20 %)
4		14 (70 %)
5		2 (10 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
De prijs**

2		1 (5 %)
3		2 (10 %)
4		13 (65 %)
5		4 (20 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...  
Het hebben van privacy**

2		2 (10 %)
3		4 (20 %)
4		11 (55 %)

5  3 (15 %)

**Na de ervaring met deze accommodatie vind ik de volgende aspecten voor een ...**  
**Het sociale aspect**

2  1 (5 %)  
 3  1 (5 %)  
 4  10 (50 %)  
 5  8 (40 %)

**De prijs van de taalreis over het algemeen**

Speelde geen grote rol, de beleving is belangrijker  4 (20 %)  
 Was zeker van belang, maar niet het belangrijkste  13 (65 %)  
 Had een zeer grote invloed op mijn keuze  3 (15 %)

**De verkregen begeleiding van ... vond ik**

1 = Zeer sl...

**Travel Active**

2  2 (10 %)  
 3  3 (15 %)  
 4  6 (30 %)  
 5  9 (45 %)

**De verkregen begeleiding van ... vond ik**

1 = Zeer sl...

**De partnerorganisatie**

2  2 (10 %)  
 3  6 (30 %)  
 4  8 (40 %)  
 5  4 (20 %)

**De verkregen begeleiding van ... vond ik**

1 = Zeer sl...

**De talenschool**

2  2 (10 %)  
 3  3 (15 %)  
 4  7 (35 %)  
 5  8 (40 %)

**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...**

**De betrouwbaarheid van de organisatie**

1  1 (5 %)  
 3  1 (5 %)  
 4  7 (35 %)  
 5  11 (55 %)

**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...**

**De kwaliteit van de taalcursus**



**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...  
De aangeboden bestemming(en)**



**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...  
De prijs die werd aangeboden voor de taalreis**



**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...  
De persoonlijke begeleiding van de organisatie**



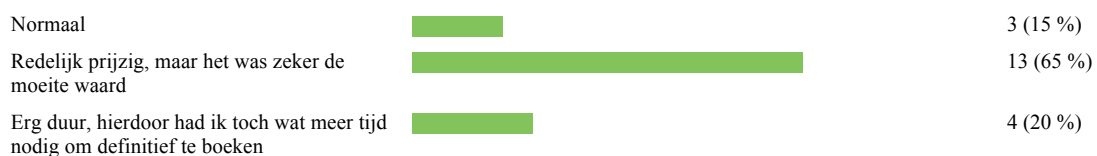
**Wat waren voor jou de belangrijkste redenen om de taalreis bij Travel Activ...  
Het totaalpakket dat werd aangeboden**



**Heeft Travel Active ook aan je voorafgaande verwachtingen voldaan? Kun je d...**



**De taalreis die ik heb gevolgd is qua prijs**









**Ik heb Travel Active leren kennen via**








Google		8 (40 %)
Via familie/vrienden		5 (25 %)
Anders, namelijk		3 (15 %)

**De totale beoordeling van je taalreis****Welk cijfer zou je de gehele ervaring van de door jou gevolgde taalreis geven?**

3		1 (5 %)
6		1 (5 %)
7		1 (5 %)
8		7 (35 %)
9		8 (40 %)
10		2 (10 %)

**Ja! Ik wil Travel Active en nieuwe deelnemers helpen!**

Ik wil een kort reisverhaal schrijven		3 (21.43 %)
Ik stel foto's en video's beschikbaar		5 (35.71 %)
Ik stel mijn e-mailadres beschikbaar*		14 (100 %)
Ik wil als oud-deelnemer meehelpen op infodagen**		6 (42.86 %)

**Current participants****Ik ga mijn taalcursus in het volgende land volgen**

England		1 (16.67 %)
France		1 (16.67 %)
Spain		2 (33.33 %)
USA		1 (16.67 %)
South-Africa		1 (16.67 %)

**Ik ga mijn taalcursus in de volgende stad volgen**

Barcelona		1 (16.67 %)
Bournemouth		1 (16.67 %)
Kaapstad		1 (16.67 %)
La Rochelle		1 (16.67 %)
New York		1 (16.67 %)
Salamanca		1 (16.67 %)

**Cursus type**

Standaard		5 (83.33 %)
Intensief		1 (16.67 %)

**Duur van de cursus**

2 weken		2 (33.33 %)
3 weken		3 (50 %)
6 weken		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen****Het leren van een taal**

8		2 (33.33 %)
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9		2 (33.33 %)
10		2 (33.33 %)






**De redenen om een taalcursus in het buitenland te volgen**  
**Nieuwe plekken ontdekken**

5		1 (16.67 %)
7		1 (16.67 %)
8		1 (16.67 %)
9		2 (33.33 %)
10		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Mijn CV upgraden**

1		1 (16.67 %)
5		1 (16.67 %)
6		2 (33.33 %)
7		1 (16.67 %)
8		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Als voorbereiding op een taalexamen**

1		2 (33.33 %)
2		1 (16.67 %)
5		1 (16.67 %)
6		1 (16.67 %)
7		1 (16.67 %)


**De redenen om een taalcursus in het buitenland te volgen**  
**Als voorbereiding op vrijwilligerswerk of rondreizen**

1		1 (16.67 %)
2		1 (16.67 %)
3		1 (16.67 %)
5		1 (16.67 %)
7		1 (16.67 %)
9		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Het hebben van een Tussenjaar**

1		5 (83.33 %)
7		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Andere culturen en mensen leren kennen**

3		1 (16.67 %)
5		1 (16.67 %)
8		1 (16.67 %)
9		2 (33.33 %)
10		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Buitenland ervaring opdoen**

5		2 (33.33 %)
8		1 (16.67 %)
9		2 (33.33 %)
10		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Een leerzame vakantie**

5		1 (16.67 %)
7		2 (33.33 %)
8		2 (33.33 %)
9		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Interesse in de taal en cultuur**

5		1 (16.67 %)
6		1 (16.67 %)
8		2 (33.33 %)
9		1 (16.67 %)
10		1 (16.67 %)

**De redenen om een taalcursus in het buitenland te volgen**  
**Ik heb het nodig voor mijn studie/vervolgstudie**

2		1 (16.67 %)
7		2 (33.33 %)
9		1 (16.67 %)
10		2 (33.33 %)

**Na een taalreis zou ik het liefst het volgende niveau van de taal willen be...**

Jezelf redelijk verstaanbaar kunnen maken		2 (33.33 %)
Jezelf goed verstaanbaar kunnen maken		3 (50 %)
Het niveau was voor mij niet belangrijk, zolang ik er maar iets van opgesteek		1 (16.67 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 = ...

**Ik vind de activiteiten tijdens een taalreis belangrijk**

3		1 (16.67 %)
4		3 (50 %)
5		2 (33.33 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 = ...

**Ik vind dat er tijdens mijn taalreis voldoende activiteiten werden georganiseerd**

3		4 (80 %)
4		1 (20 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 = ...

**Het leren kennen van de cultuur tijdens mijn taalreis is belangrijk voor mij**

2		1 (16.67 %)
4		4 (66.67 %)
5		1 (16.67 %)

**Mee eens of oneens?**

1 = Helemaal niet mee eens; 3 = ...

**Het leren kennen van medestudenten door activiteiten is belangrijk voor mij**

4		3 (50 %)
5		3 (50 %)






**Ik heb interesse in de volgende activiteiten**

Meerdere opties mog...

Sportieve activiteiten		4 (66.67 %)
Culturele activiteiten		5 (83.33 %)
Sociale activiteiten		5 (83.33 %)

**Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties**

**Gastgezin**

1		2 (33.33 %)
2		1 (16.67 %)
3		1 (16.67 %)
4		1 (16.67 %)
5		1 (16.67 %)

**Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties**

**Campus**

3		1 (16.67 %)
4		4 (66.67 %)
5		1 (16.67 %)

**Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties**

**Residentie**

3		1 (16.67 %)
4		2 (33.33 %)
5		3 (50 %)

**Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties**

**Prive appartement**

2		1 (20 %)
3		2 (40 %)
4		1 (20 %)
5		1 (20 %)

**Voor mijn taalreis geef ik de voorkeur aan de volgende accommodaties**

**Gedeeld appartement**

1		1 (16.67 %)
3		2 (33.33 %)

4  3 (50 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**De reistijd**

3  1 (16.67 %)

4  4 (66.67 %)

5  1 (16.67 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**De faciliteiten**

4  4 (66.67 %)

5  2 (33.33 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**De ligging**

4  5 (83.33 %)

5  1 (16.67 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**De staat van de accommodatie**

4  2 (33.33 %)

5  4 (66.67 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**De prijs**

3  3 (50 %)

4  2 (33.33 %)

5  1 (16.67 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**Het hebben van privacy**

3  3 (50 %)

4  2 (33.33 %)

5  1 (16.67 %)

**Voor de accommodatie vind ik de volgende aspecten van belang**

**Het sociale aspect**

4  3 (50 %)

5  3 (50 %)

**De prijs van de taalreis over het algemeen**

Is zeker van belang, maar niet het belangrijkste  5 (83.33 %)

Heeft een zeer grote invloed op mijn keuze  1 (16.67 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...**


**Informatie bijeenkomsten**

1  1 (16.67 %)

3  3 (50 %)

4  2 (33.33 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Persoonlijke afspraken**

1  1 (16.67 %)

3  2 (33.33 %)

4  1 (16.67 %)

5  2 (33.33 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Websites**

4  3 (50 %)

5  3 (50 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Social Media**

2  3 (50 %)

3  2 (33.33 %)

4  1 (16.67 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Brochures**

1  0 (0 %)

2  0 (0 %)

3  1 (16.67 %)

4  5 (83.33 %)

5  0 (0 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Beurzen**

1  2 (33.33 %)

2  1 (16.67 %)

3  3 (50 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
De telefoon**

1  1 (16.67 %)

2  1 (16.67 %)

3  3 (50 %)

4  1 (16.67 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
E-mail contact**

3  1 (16.67 %)

4  3 (50 %)

5  2 (33.33 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...  
Digitale bijeenkomst (webinars)**

1  2 (33.33 %)

2  2 (33.33 %)

3  2 (33.33 %)

**Het inwinnen van informatie over mijn taalreis deed ik het liefst via <...****Een persoonlijke chat**

1		1 (16.67 %)
2		1 (16.67 %)
3		3 (50 %)
5		1 (16.67 %)

**Over de begeleiding**

Hoe belangrijk/goed vind je...

**De verkregen begeleiding van Travel Active tot nu toe vind ik**

4		4 (66.67 %)
5		2 (33.33 %)

**Over de begeleiding**

Hoe belangrijk/goed vind je...




**De begeleiding van de partnerorganisatie**

3		3 (50 %)
4		2 (33.33 %)
5		1 (16.67 %)

**Over de begeleiding**

Hoe belangrijk/goed vind je...

**De begeleiding van de talenschool**

3		4 (66.67 %)
4		1 (16.67 %)
5		1 (16.67 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****De betrouwbaarheid van de organisatie**

4		2 (33.33 %)
5		4 (66.67 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****De kwaliteit van de taal cursus**

4		2 (33.33 %)
5		4 (66.67 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****De aangeboden bestemming(en)**

3		1 (16.67 %)
4		4 (66.67 %)
5		1 (16.67 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****De prijs die wordt aangeboden door de taalreis**

3		3 (50 %)
4		2 (33.33 %)
5		1 (16.67 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****De persoonlijke begeleiding van de organisatie**

3		1 (16.67 %)
4		3 (50 %)
5		2 (33.33 %)

**Over jouw taalreis; geef aan wat jij belangrijk vindt aan de organisatie waa...****Het totaalpakket dat wordt aangeboden**

4		4 (66.67 %)
5		2 (33.33 %)

**Travel Active is qua prijs**

Normaal		4 (66.67 %)
Redelijk prijzig, maar dat is het waard		1 (16.67 %)
Erg duur, hierdoor heb ik toch wat meer tijd nodig gehad om definitief te boeken		1 (16.67 %)

**Ik heb Travel Active leren kennen via**

Website Travel Active		2 (33.33 %)
Google		2 (33.33 %)
Brochure		1 (16.67 %)
Via familie/vrienden		1 (16.67 %)

**Geef aan van welke Social Media jij gebruik maakt door ze een van de volgen...****Twitter**

1		3 (50 %)
2		1 (16.67 %)
4		2 (33.33 %)

**Geef aan van welke Social Media jij gebruik maakt door ze een van de volgen...****Pinterest**

1		6 (100 %)
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**Geef aan van welke Social Media jij gebruik maakt door ze een van de volgen...****Youtube**

2		2 (33.33 %)
3		2 (33.33 %)
4		2 (33.33 %)

**Geef aan van welke Social Media jij gebruik maakt door ze een van de volgen...****Facebook**

4		6 (100 %)
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**Geef aan van welke Social Media jij gebruik maakt door ze een van de volgen...****LinkedIn**

1		6 (100 %)
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**Ja! Ik wil Travel Active en nieuwe deelnemers helpen!**

Ik stel mijn e-mailadres beschikbaar*		1 (50 %)
Ik wil als oud-deelnemer meehelpen op infodagen**		1 (50 %)



**Appendix VI****Focus group**

	<b>Name</b>	<b>Age</b>	<b>Occupation</b>	<b>Hobbies</b>
1.	K. Spobeck	20	Student	Travelling and hanging out with friends
2.	J. de Vos	21	Student	Travelling
3.	E. Milan	23	Consultant	Travelling
4.	M. Koehler	24	Student	Playing the piano, meeting with friends, shopping
5.	I. Bazuin	21	Student	Acting, volleyball
6.	R. Bloedjes	21	Student	Going out, reading, playing soccer, running, shopping
7.	L. van Seventer	22	Student	Meeting with friends, running, shopping

**As an interested in learning a language(s) abroad:**

1. Why doing this abroad?

*Learning faster, meet natives/new people, experience abroad, discover a new country/culture*

2. What language(s) are you interested in?

*Spanish, French, German, English and Chinese (also because of high school)*

3. Where would you like to go and why?

*China, Puerto Rico, Barcelona, France, Geneva and/or Martinique. → Interested in the culture, nice weather, native speaking country, Bolivia, Argentina, Latin America, South-America, Australia, Asia, nearby the sea, many students, same age*

4. How long would you like to go?

*6 months up to a year, 2 up to 8 months, 2 months*

5. What are your expectations of a language course abroad?

*Meeting a lot of new people from all over the world. Exploring a new culture and a new city, improve your language skills (fast), trips, 5/6 hours a day*

*Regarding the course: personal attention, group work, and practical spoken/written language in the real life and not just standard grammar classes.*

6. What else would you like to do besides learning a language?

*Cultural trips/sightseeing, meeting locals, volunteering as an English teacher in elementary schools, learning about the culture, habits and behaviour could be essential for doing business, travelling, nature, a holiday feeling (beach, going out)*

7. What is important for you to know before you book such a language course?

*Price, accommodation, transfer possibilities, what do I want to learn, certificates, facilities, preparation, testimonials, type of classes, trustworthiness, which course suits best for me, how many days, how many hours, what level will I have after the course*

8. Where would you go first to gain information?

*Internet → google keywords*

#### **About the website [www.travelactive.nl/taalreizen](http://www.travelactive.nl/taalreizen)**

1. Are you familiar with Travel Active?

*1 out of 7 (word of mouth about high school)*

2. What is your first impression of the Travel Active website?

*The website looks good and easy to use, dynamic, colourful, young, fresh, professional, a bit noisy*

3. Is the information you need easy to find?

*Yes, useful category tabs, no a lot of reading*

4. What is your impression of the given information on languages abroad?

*Gives a lot of answers to your questions, a lot of text, well organised*

5. Is the given information relevant?

*Yes, sightseeing not very, a lot of information*

6. What information especially, provided on the website, is interesting for you?

*The different types of courses and the differences, costs, live chat, accommodation options, cultural differences between places, levels, how many in a group*

7. What is your impression of the website after having a closer look?

*good and detailed website, interesting, too much text, little visual aids, a lot of information but a little superficial → how do I manage the language after the course, how do I know my starting level?*

8. What information is missing?

*A clear overview of the costs → promote offer personal cost indications*

*Clear overview of places → world map not enough attention*

9. What do you think of the organisation Travel Active?

*One of the leading organisations in the Netherlands for intercultural travelling in different areas, professional, young, fresh, experienced, trustable*

10. What kind of image suits Travel Active according to you?

*A well-organised, trustworthy and energetic organisation, not only just studying, but also explore , adventurous, young, fresh, sincere, world traveller, more than just a language course or just a trip*

11. If you worked for Travel Active's Languages program, what would you do differently?

*More combination options with other programs, better price overview with costs of extra's (transfer, flight), better use of worldmap ('waar wil je heen' ), more visual, make easier to find testimonials and not only positive comments, less text or more orderly, less attention to highlights → everybody knows that the Eiffel tower stands in Paris, state some new/innovative not very well-known places.*

**Appendix VII****An overview of the suggested actions**

<b>What</b>	<b>Why</b>	<b>How</b>
Differentiation Strategy	To distinguish from competitors and to get a stronger position.	Focussing on the travel/cultural aspect by introducing for instance a local buddy, offering more destinations, and showing the opportunity to learn 1 language at several destinations. Putting focus on the additional advantages (excursions, once in a life time experience, international network, learning more than just a language). <i>More information can be found in chapter 5.1</i>
Customer Intimacy Strategy	For reliability and good word of mouth	Integrateing a strong follow-up system (telephoning, e-mailing, newsletter, personal appointment, keeping in touch before, during and after the course). Paying attention towards parents as an indirect target group (informing them as much as possible and showing the personal engagement with their child). Listening to the needs and want of the consumer (personalising programs with level check, host families, specific side topics, paying attention to travel/cultural aspect). <i>More information can be found in chapter 5.1</i>
Cross-selling Promotions	To promote other programs and combinations with other programs	Integrating the language program offer in the enrolment procedure of other programs, offering more combination programs, mentioning the advantages of a lanuage course before e.g. backpacking/au pair program in brochures and personal appointments. <i>More information can be found in chapter 5.2</i>
Creating Brand Awareness	To get a stronger position and make people aware of Travel Acitve as a whole as well as the language program	Crowd sourcing, like&share on Facebook, Improving the Google rate, give-aways (shopper bags, posters, flyers, pens, towels), more presentations on schools, being active on master/study fairs. <i>More information can be found in chapter 5.3</i>

Adjusting Website	To improve readability, the visual aspect, the Google rank, enthusiasm	Adjusting the world map, short texts with bullet points, bold words. More photos (schools, google maps, information package). Links to Pinterest, or YouTube films about the school/destination, or Google maps. Better promotion of 'why Travel Active', information package, cost indications. <i>More information can be found in chapter 5.4</i>
Social Media	To influence the Google rate positively and to meet the needs of the target group	Separating the Facebook page, linking Twitter with Facebook, tweet and post short and innovative messages with words contained by the website or links towards the website, Pinterest mood boards per destination and linked on the website, linking YouTube films about destination/schools on the website. <i>More information can be found in chapter 5.5</i>
Further Promotions		Promoting group travels, introducing special offers of higher value, promoting the T&L's program through studies that promote taking a language course before starting the study, offering personal price indications with everything included (meals, activities, flight etc.). The longer the course the higher the special offer will enthusiast people to book more weeks as well as promoting certificated courses, and showing prices per month. Being active on fora and stating more slogans/statements regarding the importance of learning languages, a C.V. upgrade, once in a lifetime experience. <i>More information can be found in chapter 5.2</i>