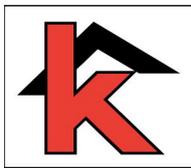


“Social Media”

Online Marketing Plan



KOOYMAN EIGEN HUIS
EXPERT MAKELAARS

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21 March 2011

The Hague School of European Studies (HEBO)

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Online Marketing Plan

Submitted to:

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Executive Summary

Kooyman Eigen Huis is a real-estate agency that is active in Drechtsteden. It was founded by the two brothers Teun en Henk Kooyman in 1976. The business has been thriving since then. However, the real-estate climate has changed and a new strategy needs to be formulated. The company strives to innovate and change in the dynamic environment and adapt to the new trends.

Kooyman Eigen Huis is operating in a difficult market. The Netherlands is still feeling the aftershock of the economic and financial crisis. An unprecedented number of houses are available for the potential buyers and the supply has not been so high since World War II.

The company has been building experience in the region for three decades. However, Kooyman is feeling the effects of the crisis. It is a struggle to attract buyers that are able and willing to buy. It is therefore necessary to adjust the strategy to obtain more potential clients. The main target group of Kooyman can be categorized based on the following properties: detached, semi-detached, family home, apartments and development projects and lives in Drechtsteden.

The crisis is an opportunity for the company to evaluate the current strategy and to make alterations where necessary. Trends as social media, search engine marketing and Google Adwords are researched. The internet penetration in the Netherlands is one of the highest in the world. The customers of the company are online and so Kooyman needs to be. The online activity should not be with a static website, but with a dynamic 2.0 website. The website should not just send information, but interact with the client. The customer demands to be heard. Communication with the client, listening to his or her desires and providing service online, is a new strategy to reach potential clients.

Customer service, quality and knowledge are core principles for the business and key for their success. Kooyman Eigen Huis is open to innovation and is searching for new ways to contact their clients. They are open to online marketing tools as social media and search engine marketing.

It is recommended that Kooyman Eigen Huis uses the three most appropriate social media LinkedIn, Facebook and Twitter. Next to these media, a blog should provide useful content for the readers and be updated on all the social media tools. The benefit of this blog is that all social media tools remain active and up to date. A new website should be created that integrates social media and is able to contain a blog. In combination with this online activities search engine marketing should increase the traffic to the website. The online marketing activities increase the visibility and personality online and the result is that more potential clients can be reached.

Based on the discussions and research of this report, the company will launch a new website in June that integrates the recommendations of this report.

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1. Introduction

The marketing plan has been written for Kooyman Eigen Huis, a real estate company which is situated in the area called Drechtsteden. Drechtsteden is at the south of Rotterdam. The aim of this report is to research which approach should be used to reach potential and current customers effectively.

1.1 Problem definition

Kooyman Eigen Huis is dealing with a difficult market at the moment. Currently, there are 22.28 houses for every potential buyer, an unprecedented number which has not happened since World War II (*Vastgoedactueel*, 2010, §2). The Netherlands is still feeling the aftershock of the economic and financial crisis. This crisis began in the USA with the subprime mortgages. Uncertainty led to a financial crisis in the Netherlands. Fear and lack of financial investments grinded the Dutch housing market to a halt. Overpriced houses decreased in value, and people are left with higher mortgages than the actual value of their home. As a result, there is little movement in the housing market, but it is hard for every real estate agent. Kooyman Eigen Huis needs to survive in a very competitive environment and needs to approach his clients differently. A different approach might be feasible with the help of the successful tool online marketing.

How can Kooyman Eigen Huis use online marketing tools to innovate the company's practices in order to reach its customers and meet the changes and demands in society?

- ❖ What is the current market environment of Kooyman Eigen Huis?
- ❖ What are the challenges for the real estate sector?
- ❖ What is possible with online marketing?
- ❖ Which social media tool(s) will be most appropriate for Kooyman Eigen Huis?
- ❖ Which communication strategy should be used by Kooyman Eigen Huis?

1.2 Content of report

The report contains the various aspects, to begin with the company profile, followed by an internal and external analysis which will be concluded in a SWOT-analysis. The strategy is determined by the results of the SWOT-analysis. The two main results (internet and social media tools) of the online marketing plan are investigated and a communication strategy is determined. To offer a clear understanding of the matter, a conclusion will be written with all the main aspects of the analysis and strategy. Finally, the report will recommend specific online marketing tools for Kooyman Eigen Huis and offer a plan to implement this.

2. Company profile

2.1 Kooyman Eigen Huis

Kooyman Eigen Huis is a real estate company which is situated in the area Drechtsteden, south of Rotterdam. The company is well-known in this area mostly in the towns: Papendrecht, Sliedrecht, Alblasserdam, Oud-Alblas, Dordrecht and Hardinxveld-Giessendam. The company has offices in Papendrecht, Sliedrecht, Alblasserdam and Oud-Alblas. The core business of the company is residential real estate. However, Kooyman Eigen Huis also sells residential development and commercial real estate and they advise in mortgages and insurance, more information can be found in §2.4. Kooyman Eigen Huis was founded over thirty years ago and builds on years of experience and has great expertise in the market. The company stands for excellent service and offers all services necessary for buying or selling a home.



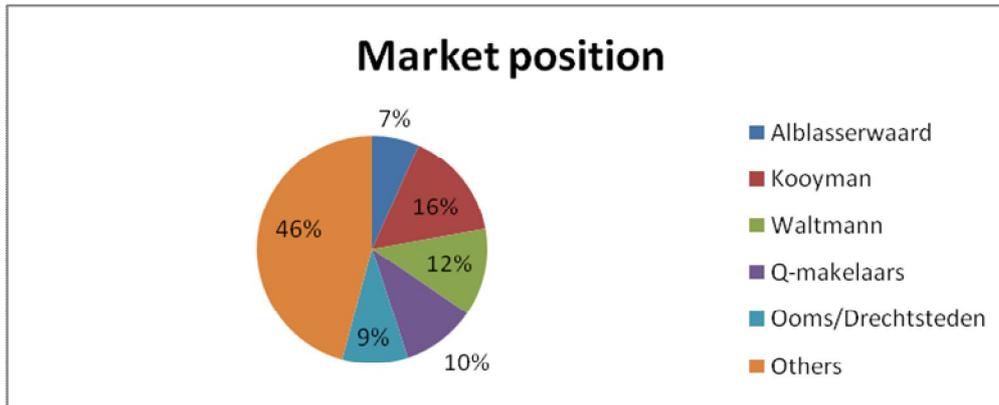
2.2 Mission statement

The company has no determined mission statement, however on the website they strive to offer a high quality service, maintain a relationship based on mutual trust and try to achieve a quick turnover on homes by excellent promotion.

2.3 Market positioning

The market positioning of Kooyman Eigen Huis in the middle of the housing crisis is not so bad. The company has a relatively large part of the market, compared to most competitors. Still, it is a challenge to calculate the market positioning for the real estate sector. The best measurement for the real estate sector is to calculate the market position based on the existing residential housing database. For decades, the real estate sector measured its success on the turnover on residential objects. This database measures the success of a company, because it shows the trust customers have in the company to sell their home. It is also a good indicator of the brand awareness of the agency.

After all, the potential home seller only trusts the agency that knows how to sell a home. Especially, when the brokerage is sharp and the asking price is high. On the other hand, the company with the largest housing database will attract more customers than the competitor because it has more choice. A large housing database also expresses knowledge and trust to the potential customer. To calculate the market positioning of a real estate company it is best to see how large the residential housing database is. In total there are twenty-five competitors and based on their database, the following market position is calculated (see appendix 16.1):

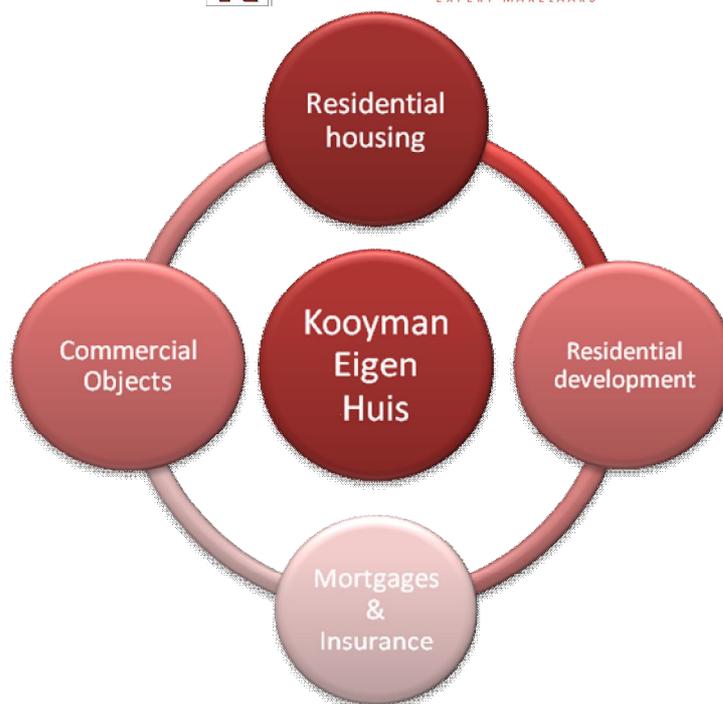


Kooyman still has the largest market position in the region; however, it is closely followed by its competitors, Waltmann and Q-makelaars. The market is very fragmented, and the largest part of the market is filled by small real estate agents that consume a large part of the market position. The total region accounts for twenty-five real estate companies. The competitors will be described in more detail in the §6.4 External Analysis.

2.4 Services / Products

Currently Kooyman Eigen Huis has various services that can be divided into four categories:

- 1) Existing residential housing
- 2) Residential development
- 3) Commercial objects (businesses, stores, offices)
- 4) Mortgages/Insurances (mortgages, travel insurance, car insurance)



The residential housing has the highest profit followed by the commercial objects. The mortgages and insurance is the final branch of the company.

The existing residential housing

The existing residential market used to be the main source of income for the real estate sector and still defines the success of the company. Kooyman Eigen Huis sold the same amount of houses in 2010 than in 2009. The residential development decreased with thirteen houses in 2010. However, a strong growth in 2011 is expected in the development sector. Last year, Kooyman sold twenty houses on average per month, and ten newly build houses.

	2009	2010
Residential properties	175	178
Development properties	102	89

The development sector

Due to the crisis, the existing market has grinded to a halt. There is hardly any movement in the sector, since the house prices plummeted and the mortgage is still based on the old value. The result is that the owners are not able to lower the asking price according to the real market value. Furthermore, potential buyers struggle to get a mortgage, with strict regulation on the financial sector.

Luckily, the development sector is not struck by the mortgage overvaluation. Development projects are built on current standards and are adjusted to reflect the real market value. The development sector is an advantage compared to existing residential projects, because of the modern building techniques, the real market value and homogenous group of neighbors. As a result, the development sector has much potential for Kooyman Eigen Huis. The company is well-known in the region and respected by many contractors and local authorities, which results in many new development projects. Kooyman expects to sell around the four hundred newly build houses in the following years.

Development projects	Amount	Development projects	Amount
Hof & Singel	60	Baanhoek west	30
Klein Alblas	90	Lexmond	70
Nieuwpoort	20	Bonkelaar	60
Merwehoofd	17	Hof van Ammers	30
Legendijken	30	Totaal	407

The industry objects are doing quite well at the moment. However, it is a small part of the business, because there is not enough time spend on the branch at the moment. As a result, the profit of this category remains low in comparison to the housing market. Finally, the mortgage and insurance is the last branch, which is costing the company money.

	2009	2010	Difference	Average p/m
Mortgages & Insurance	419	297	-29%	33

In 2010 there was a loss of twenty-nine percent compared to 2009. In 2010 an average of thirty-three mortgages and insurances were sold.

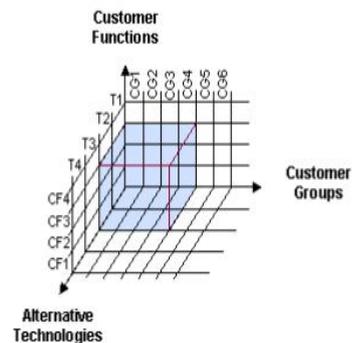
It is questionable to keep the mortgages and insurance department within the company or to outsource it. Firing personnel will be an expensive procedure. On the other hand, some board members believe that a mortgage department offers better service to the customers because he or she can immediately be informed about their financial situation and the possibilities. The insurance department is still making a small profit. However, outsourcing the mortgage and insurance might result in a better turnover annually.

3. Business Definition

The business definition for Kooyman Eigen Huis can be defined by the business model of Abell. He suggested that three dimensions should be covered: customer groups, customer needs and technologies (Abell, p. 512, ¶12):

1. Served Customer Groups. Categories of customers. (WHO)
2. Served Customer Functions. Customer needs. (WHAT)
3. Technologies Utilized. The way needs are being satisfied. (HOW)

Three Dimensional Business Definition (Abell)



Customer groups

The customers of Kooyman consist out of various groups. The main group is the home or business owners. The other category is the potential home or business buyers. The business and home owners provide the assignment and income of the agency. Most of the customers of Kooyman live in Drechtsteden. A sample of hundred random customers of Kooyman Eigen Huis in 2010 shows:

Province

- ❖ 99% live in South-Holland

Cities/Towns

- ❖ 33% in Papendrecht
- ❖ 13% in Dordrecht
- ❖ 10% in Alblasserdam
- ❖ 8% in Sliedrecht
- ❖ 5% in Nieuw-Lekkerland
- ❖ 4% in Hardinxveld-Giessendam
- ❖ 16% in other towns

(See details in appendix 16.3)

Customer needs

The customer will come to Kooyman for the following reasons:

- ❖ To get professional help in selling their home
- ❖ To sell their home as price effectively as possible
- ❖ To get the most well-known real estate agent in the region
- ❖ To get the house that is only offered by Kooyman



- ❖ To have a good service of promotion, on the website, at the offices, on general websites.
- ❖ To have the total packages, valuation of the home, mortgage, selling and insurance.

In addition, the customer longs for professional guidance in selling their home. Moreover, they aim to receive the highest asking price.

Technology competencies

Kooyman Eigen Huis is aware of the technological importance of a good website and a managed human resource system. They have a simple, but clear website. However, it is difficult to customize the website to personal preferences, so a new website is currently in development. The CRM system that Kooyman uses is very skilled. It is called OMA and it integrates all the updates of the various offices to one network. In this way, every office is connected and aware of the new developments. Next to the updates, the process with the customers is registered and this offers a well maintained human resource system.

4. Aim & Objectives

The aim of Kooyman Eigen Huis is to achieve a marketing position of twenty percent on the current competitive market. They aim to:

- ❖ Be fully customer-orientated
- ❖ Win new customers

- ❖ Improve the relationship with customers
- ❖ Be aware and adjust to the new trends
- ❖ Be on the internet, not only with Kooyman website, but on all general websites
- ❖ Be the number one company in Drechtsteden.
- ❖ Compete with the current traditional real estate agents
- ❖ Compete with the modern internet real estate websites
- ❖ Be on the social media websites
- ❖ Increase the Know, Like and Trust factor:
 - Know: to be well informed of needs, wishes of customers.
 - Like and Trust: to increase the like and trust factor of Kooyman, so customers can find expertise at Kooyman. That Kooyman is trustworthy to solve issues discreetly and sells their home or business professionally.

5. Internal analysis

5.1 Resources – assets, intellectual property, and people

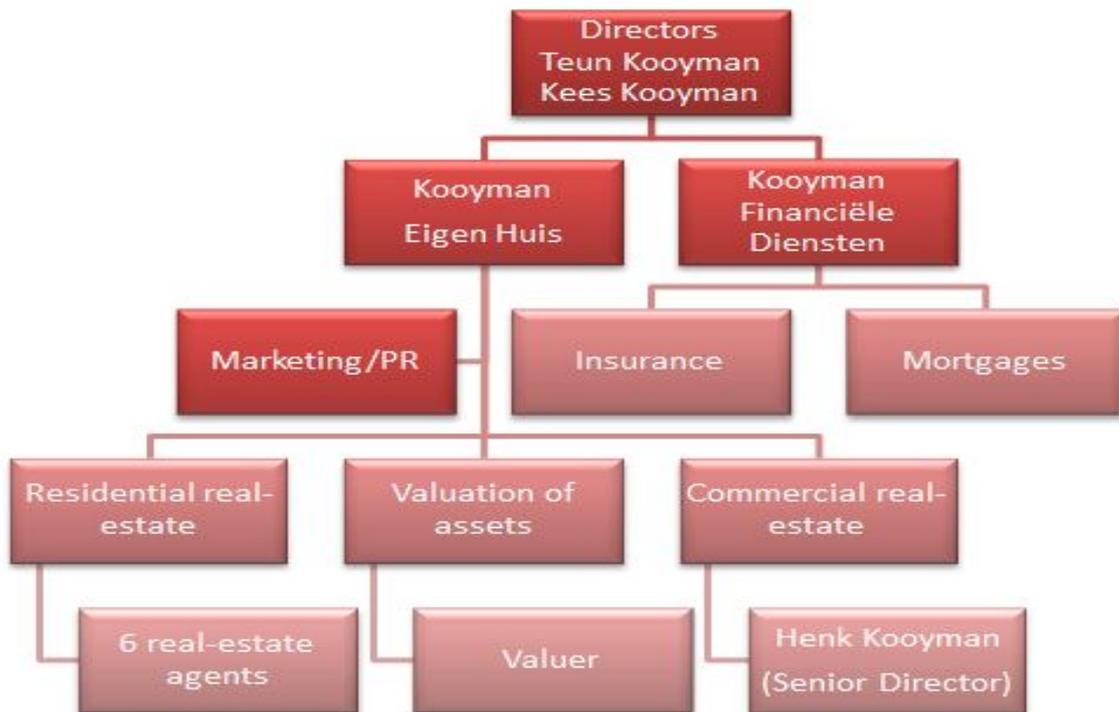
Kooyman Eigen Huis is a company that has well-trained staff with years of experience. They have enough intellectual property to know how the market responds and what the possibilities are. Kooyman has been around for thirty-five years and they know how the market works. The company is accompanied with twenty knowledgeable people who know the importance of customer friendly service. However, the employees are not all equally knowledgeable about computers and technology.

The CRM system that Kooyman uses O.M.A. is advanced and it makes sure that customers are called regularly, informed well and all the offices are aware of the updates.

Kooyman has many offices in Drechtsteden. In total there are six offices open to customers to obtain information, ask questions and sign contracts. Currently, an investigation is running to determine the need for those offices. Offices might not be such a necessity in the current competitive internet market.

5.2 Management

Management in Kooyman Eigen Huis is well aware of the current situation and each of the managers and directors have their own expertise.



Teun Kooyman

- ❖ Senior executive officer. He is responsible for the residential real estate and the employees.

Kees Kooyman

- ❖ Director. He is also responsible for residential housing, the main contact person in development projects and partly in commercial real estate.

Henk Kooyman

- ❖ Senior executive officer (officially retired). He is in charge of commercial real estate projects. He is responsible for selling shops, business and offices and still works quite intensely in the business.

5.3 Strengths & Weaknesses

Kooyman Eigen Huis is a company that has been around for thirty-five years. In the last three decades they have build up the following strengths and weaknesses:

Strengths

- ❖ Strong Brand-Awareness
- ❖ Expertise of the technical aspects of the houses
- ❖ Experienced in negotiating and advising clients
- ❖ Good knowledge of market, housing prices and demands
- ❖ Professional information and PR
- ❖ Very well-known in the region and goodwill for thirty-five years

Weaknesses

- ❖ Employees are not as knowledgeable with technology as needed
- ❖ Not flexible due to a large group of personnel
- ❖ Dependable on office times
- ❖ The offices are a financial burden and make the company expensive

6. External Analysis

6.1 Macro analysis

Demographic factors

The following demographic factors are administered for the Netherlands. Population of the Netherlands is on the 20th of December 2010: 16,635,700 residents. It is the most densely populated country in Europe with a density: 400.6/km² (Netherlands, 2010, definition, ¶ 1).

Economic factors

The Organization of Economic Co-operation and Development (OECD) has investigated the economic situation in the Netherlands. They state that the economic and financial crisis led the Netherlands into a deep recession. The government tried to intervene and support the financial sector and offered a fiscal stimulus. The fiscal stimulus resulted in a lower unemployment rate; however, the stimulus could not prevent an economical recession. The recovery is expected to be sluggish. This slow growth will involve challenges for the new government of CDA and VVD (OECD Economic Surveys, 2010, Summary, ¶ 1). The OECD concludes that*:

- 1) The planned fiscal consolidation is a step in the right direction to secure fiscal sustainability.
- 2) The financial crisis and increased longevity are threatening the solvency of the second-pillar pension system.

3) For several decades road traffic has increased faster than the expansion of the road network, leading to widespread congestion.

4) The housing market is characterized by numerous rigidities, which may hamper geographical labour mobility.

*(OECD Economic Surveys, 2010, Summary, ¶ 2)

Especially, the remarks on the housing market are important for the real estate sector. The OECD concludes that the rental market is highly controlled and consists mainly out of the social housing sector. The so called “below-market rents” are combined with eligibility checks and have resulted in a low tenant turnover. Nearly forty percent of the houses are occupied by low incomes (OECD Economic Surveys, 2010, Summary, ¶ 5).

On the other hand, in the owner-occupied segment the mobility is also strongly reduced, because of high transaction tax. The prices have also strongly increased due to a generous tax treatment of mortgages and a rigid supply of properties. The limited supply of residential real estate is due to strictly regulated policies in the Netherlands. The OECD advises to rethink the housing policies and regulation (OECD Economic Surveys, 2010, Summary, ¶ 5).

Social factors

Fear

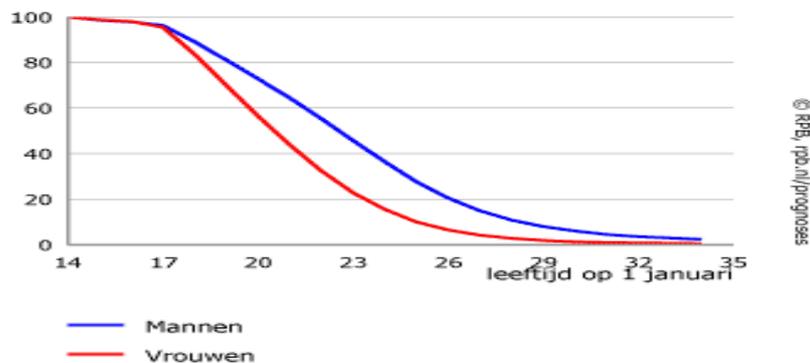
One of the most prominent social factors for the real estate sector is fear. Specifically, the fear of not being able to sell the property after a new property is bought. This fear delays the transfer of homes, since people are waiting to buy a new place until the old property is sold. Everyone is waiting, which results in to a growing supply and diminishing demand. Some people are forced to sell, because of a divorce or loss of financial security, however, the largest group only buys when the current property is sold.

Single household

The last couple of years there has been an increase in single households. Currently, one third of the households in the Netherlands is single. The “Centraal Bureau voor Statistiek” expects that in 2050 over 3.6 million or forty-four percent of the households will consist out of one person (De Hypotheker, 2009, ¶3). The increase in single households also affects the real estate sector positively, since it is an increase in demand. In the following years the best sellable homes will be that of a single household.

Young adults stay with their parents

Another trend are the young adults who tend to leave the adult home at an older age. The latest research of this trend was from CBS and revealed an average age of 21.5 for women and 23.5 for man in 2003. (UitHuisGaan, 2007, ¶1).

Percentage thuiswonende kinderen * (2003)


Bron: CBS, bewerking RPB
 * Berekend met behulp van de overlevingstafel

The trend of moving has multiple reasons. The first reason is the economic situation. In the sixties and seventies young adults tended to leave the home around the age of eighteen for girls and twenty-one for boys. The early move was due to the economic situation, which was positive and finding a job was relatively easy. However, this trend was turned in the eighties with the economic instability and lack of financial security. Comparable to the eighties, young adults are hesitant to become independent. Moreover, the research of “Planbureau voor de Leefomgeving” concluded that in the region with small towns in communities (Overijssel, Noord-Brabant, het Groene Hart, West-Friesland and Bible belt) children move relatively late for national standards (UitHuisGaan, 2007, ¶2). Kooyman Eigen Huis is situated in the “Bible belt” and witnesses the same development. It is important to consider the moving behavior of its younger customers.

Technical factors

Internet

Internet is an important technical factor for the branch. It has resulted in a positive and negative influence. The positive effect was that the real estate companies could inform the consumer in a faster and more effective way. They could also reach more customers with their website.

The negative side of the internet is that it resulted in a new way of communicating between homeowners and-buyers. They can find each other without the intervention of an agent and this is tough competition for the branch. Before the internet, the real estate agent was the only person that could help the owner to sell the house quickly, since he was the centre of the transaction. Nowadays, websites as Makelaarsland.nl and Huizenpartner.nl are powerful competitors. They use the vast network of the internet to reach many home buyers all over the Netherlands and give basic advice and aid to the homeowner. This is an effective solution that is not in all aspects successful, but is considered a strong competitor for Kooyman Eigen Huis.

Social media

Social media is another interesting tool for the real estate sector. It is growing exceptionally fast and most companies have accepted that it is not a hype and is likely to stay. Social media is the tool to

connect with the consumer in a direct way. Bert Vermey, who is a consultant of real estate courses and workshops as well as other educational programs, says social media is an effective way to use the network of the agent to sell the house, to provide an excellent presentation and to use all the web 2.0 options (Vastgoed, 2010, p. 27, ¶15). Social media is a good tool to communicate with the client and to listen to the desires of the client.

Political factors

Generous tax on Mortgages

The generous tax treatment of mortgages which is a measurement used in the Netherlands is causing problems. Originally, the political measurement was taken to stimulate home ownership. Which succeeded admirably, the Netherlands is one of the countries with the highest number of owner-occupied housing. However, it has also resulted in an unbalanced market environment (Boorsma, 2010, p. 8, ¶12). The tax treatment results in a benefit for homeowners, they claim tax back and therefore owning a home is often cheaper than renting one. It also results in an unbalanced housing market, where homes are too “cheap” to live in, resulting in negative ripple effects as overpricing and a surplus of mortgages. The previous government in the Netherlands intended to remove this political policy, to restore the natural market environment and to create a housing market that does function on supply and demand. Compared to Europe, the Dutch population already has one of the highest mortgage burdens and they are uncertain of their future in the tight economic market (OECD Economic Surveys, 2010, Summary, ¶ 5). It is expected that in the near future the political stimulus is going to be altered.

6.2 Industry analysis

Market size

Every month Kooyman Eigen Huis compares their position on housing supply to their competitors. It is the only measurement to objectively calculate the market position. Even better would be to compare the amount of residential properties sold, but those figures are unobtainable. Every month the company measures the database of residential houses of the competitors. In Drechtsteden there are twenty-five competitors of Kooyman Eigen Huis. In total this accounts for a supply of 2,958 houses that are an average of the last year and up for sale (appendix 16.2). Their size and strengths are discussed in the competitor analysis, but Kooyman Eigen Huis still has the largest market share.



Market growth

The real estate sector is in a tough market. The expected annual growth in sales is one percent. The positive side is that the decline has stopped.

The little growth has various reasons. The most important reason is the financial situation. Banks, due to measurements of the AFM (authorities of the financial markets) are very reluctant to supply mortgages. The effects are enormous, since potential home buyers struggle to finance their new home. Considering that most houses are still priced 8.5% too high and home owners are not able to lower the asking price (they are often tied to mortgage based on the pre-crisis value), it is even more difficult to buy a property (Prijs woningen nog 8,5 procent te hoog, 2010, ¶3). The home owners on the other hand, are unlikely to sell their home quickly and the average home is on the market for one year and ten months (Prijs woningen nog 8,5 procent te hoog, 2010, ¶4). Most potential home-buyers wish to sell their home before buying a new one. And since the average home is for sale over a year, this has a strong influence on the market growth.

Positive news comes from the development sector, which had a growth in construction permits. The third quarter of 2010, 4,000 construction permits were submitted (Doodeman, 2011, ¶2). This is a good development for the real estate sector, since more construction permits indicate a change in the economic environment. Moreover, the increase in construction building offers the opportunity for Kooyman to sell more residential development projects, which has higher demand than the existing residential sector.

The fragmented market can also be seen as an opportunity for growth. Kooyman still has the largest market position in the region and the large group of small competitors leaves room to obtain a larger market share. In a way, the market is saturated. However, a new approach might help to invest and obtain the many small competitors by either pushing them out of the market or buying them.

Profitability

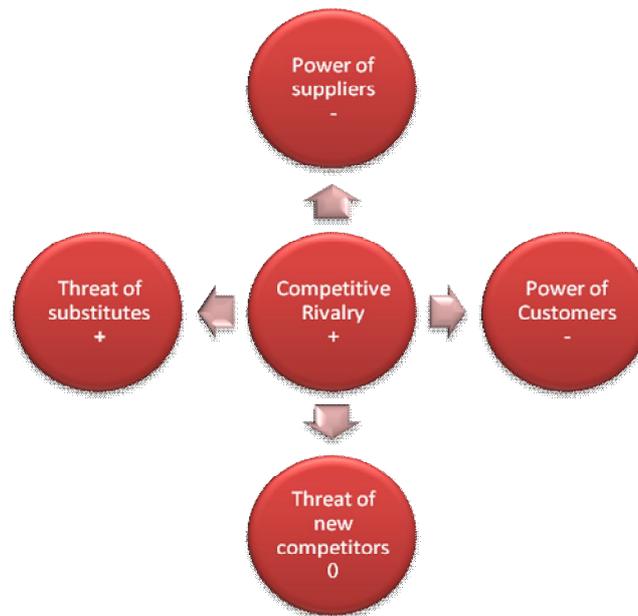
In the good years the housing market was very profitable, the brokerage was around 1.8% and real estate agents made good deals in the rising market. Prices mostly rose and it was a seller's market. Nowadays it is the other way round. Every home buyer has at least twenty-two houses of which to choose (*Vastgoedactueel*, 2010, §2). Needless to say the profitability is at its lowest point and most

companies are carrying losses not profits. This is also the case for Kooyman Eigen Huis though they try to make a difference, with reorganizing the company and adjusting to the current market. This report should aid the mission as well.

6.3 Porters analysis

With the Porters analysis, the competitive market is analyzed and the model provides a perspective of the strength, the position and the power of the competitors.

+	great power
-	minimal power
0	no power



The threat of substitute products or services

Housing database

The threat of substitute products or services is present in the current market. Some claim that the real estate agent, or for that matter, any agent, is considered “dead” (Vastgoed: Lips, 2010, p.4 ¶13). People could decide to leave the real estate company out of their deal and instead use internet services like makelaarsland.nl, huizenpartner.nl or decide to sell or buy the home themselves.

Housing Development

For the development branch this would entitle that developers would approach the consumer themselves and sell the home without the intervention of a real estate agent, however, this is a minor thread, since they are not specialized nor have the time to offer the service that is accompanied by selling or buying a home.

Industry objects

The industry branch is currently free of this intervention, since finding a place to start a business is a delicate balance between supply and demand and an agent is necessary in this branch. Only an internet based agent will not provide in the need of this sector. Most properties are bought and sold by word of mouth, they know or have heard of the owner, like his method of work or do business with him.

The threat of the entry of new competitors

The possible threat of new competitors is relatively low. The market is so crowded with competitors that a new company will struggle to survive. The market share is highly divided and new companies struggle in the competition. Besides, none of the new competitors has the same brand awareness as Kooyman Eigen Huis in the region. As a result, the threat of competitors is set to 0.

The bargaining power of customers

The bargaining power of customers is divided. Customers are home buyers and sellers. However, home sellers can also be seen as suppliers, and are therefore discussed in the next chapter. The power of buyers is good. Due to the crisis their bargaining power increased. The value of properties has decreased and the supply increased, so the customer can bargain quite a strong deal. The downside is that it is very difficult to finance a home in the ever tightening financial market. Overall the power of the customer is quite strong and is set to -.

The bargaining power of suppliers

The power of suppliers for the first time in history is relatively low. They have no choice, but to sell their home for a lower price than they have bought it, since the market has collapsed. The market turned to supplier dominated and home owners are left to please the few interested buyers that are still left on the market. They only have some power in choosing a real estate agent. Therefore the power of suppliers is considered a -.

The intensity of competitive rivalry

The competitive rivalry in the branch is almost killing. In total there are 25 competitors in the region and 4 competitors that are equally good as Kooyman Eigen Huis. It is therefore important to develop a strong competitive advantage and brand awareness. The competitive rivalry is considered a +.

The conclusion is that Kooyman Eigen Huis has a competitive rivalry. The company will need to change their business strategy or they will lose their advantage on the market and eventually disappear. Specializing on a niche, finding a competitive advantage and providing excellent service cost efficiently will be the only way to compete against this tough competition.

6.4 Competitor analysis

6.4.1 Traditional competitors

As is stated before, there are many competitors for Kooyman Eigen Huis, of all the 25 competitors, 4 of those can be characterized as equal to Kooyman (see appendix 6.2):

Alblasserwaard

Alblasserwaard is a young real estate company that is situated in Hardinxveld-Giessendam. They have 9 employees and they strive to offer personal service. They have a clear message and their website is well organized. They have seven percent of the market share.

Compared to Kooyman their strengths are:

- ❖ Well maintained, organized website.
- ❖ Present on all the relevant searching websites currently on the market.
- ❖ With only 9 employees they are more cost-efficient than Kooyman.
- ❖ They have a trademark VBO-Makelaar, which might provide a certain amount of trust to the customer.

Compared to Kooyman their weaknesses are:

- ❖ Their market position is not so high
- ❖ They are not as well represented in the region as Kooyman
- ❖ Their brand awareness is lower

Waltmann

Waltmann is another large competitor. They were founded in 1900 and are equally specialized in commercial and residential projects. They make a clear distinction between those sectors on their website. They are a traditional agency and members of the NVM (Dutch association of real estate agents) and are well represented on Funda. They promise to deliver quality and service. They have twelve percent of the market share of Kooyman's region and are larger than Kooyman. However, they are very traditional and struggle with the same issues as every agency.

Compared to Kooyman their strengths are:

- ❖ More financial reserves and connections.
- ❖ A well divided website between commercial and residential properties. They are more specialized in the commercial sector
- ❖ They are members of the NVM, which might provide a certain amount of security to the customer.

Compared to Kooyman their weaknesses are:

- ❖ Changes in the strategy are difficult, since it is a long existing and larger company.
- ❖ They have a crowded and traditional website.

Q-makelaars

Q-makelaars is a relatively young real estate company. They have been around the region for 10 years and have ten percent of the market share. They have offices in Gouda, Oud-Beijerland, Zwijndrecht and in Kooyman's region Papendrecht and Dordrecht. They stand for Quality, hence the Q, and promise to listen to the customer and inform them even when there is no news. They do not advertise, but rely on word-of-mouth for their marketing. They are members of the NVM and are well represented on Funda.

Compared to Kooyman their strengths are:

- ❖ Clear message of what they stand for and what they offer
- ❖ They have managed to obtain a large percentage of the market share in a relatively short period
- ❖ They are on twitter

Compared to Kooyman their weaknesses are:

- ❖ They do not have development projects, even though they claim to have it.
- ❖ Their website is full of the greatness of Q-makelaars and as a consumer I cannot find what makes them different from the other websites.
- ❖ What they tweet is not interesting to follow as consumer, only spam of how great they are.

Ooms/Drechtsteden

Ooms, located in Drechtsteden is a large real estate company. Just as Waltmann, they have a clear division in residential real estate and commercial real estate. Ooms has nine percent of the market share in Drechtsteden. Ooms is situated in: Barendrecht, Capelle aan den IJssel, Dordrecht, Hellevoetsluis, Rotterdam, Schiedam, Spijkenisse, Zwijndrecht. They are also partner of Dynamis a large organization of real estate companies all over the Netherlands, they have just expanded to the eleventh member.

Compared to Kooyman their strengths are:

- ❖ They have a national partner, but a regional touch with the cooperation of Dynamis.
- ❖ They are well aware of the new trends, social media and new ways of communicating with the client.
- ❖ Members of the NVM and well represented on Funda.

Compared to Kooyman their weaknesses are:

- ❖ They are large and in a way unapproachable. As a consumer I would not feel very comfortable speaking with such a large and impersonal organization.
- ❖ Traditional with a lot of information website.

6.4.2 Internet competitors

Another type of competitors to consider are the internet real estate agents. The current real estate sector is prey to a changing environment, which results in many websites trying to replace the real estate sector. The customer believes it is easy to sell their own home, and therefore many websites offer package solutions. The websites tend to cut out the middleman, in this case the real estate agency.

There are numerous websites, telling the consumer a real estate agent is not necessary and the consumer can sell their own home. The most important websites are discussed below.

Makelaarsland.nl

Makelaarsland lets the customer decide which package of service they would like to receive. If customers aim to save on costs, the house can be sold for only 995 euro (Makelaarsland, 2010 ¶12). Makelaarsland is able to offer these services, since customer are required to carry out most of the work. The services Makelaarsland provide are the free valuation of the home and telephone or e-mail feedback and negotiation.

Compared to Kooyman their strengths are:

- ❖ The price is incredibly sharp/cheap. For 995 euro Makelaarsland will sell your home.
- ❖ Modern approach of the self-service packages

Compared to Kooyman their weaknesses are:

- ❖ The customer is responsible for many steps in the process (writing advertisement, make pictures, fill in the list NVM list, show the home to potential buyers). Will they inform the potential buyer adequately?
- ❖ Not well represented in the region, but a distant organization.
- ❖ Client needs to pay, even if the home is not sold, unlike with Kooyman Eigen Huis, which is based on No Cure No Pay.

Huizenpartner.nl /Beetjehulp.nl / Makelaarsbasis.nl

All those internet websites have the same package deal. The websites are based on the same principles as Makelaarsland. They ask for a certain amount and the consumer is responsible for most steps:

- ❖ Advertisement text
- ❖ Deciding on selling price (aided by a value rapport)
- ❖ Filling in the list of information of the home
- ❖ Showing the home to interested buyers
- ❖ Negotiating the price (aided by telephone help of a real estate agent)

They will help the customer to make an online presentation on their website and third-party websites as Funda and others. Depending on the package, they offer more services for a higher price. They do not state this clearly, but they will consult the client by telephone, e-mail and text message. The only difference is that Beetjehulp.nl offers one packages where a NVM agent will help with the negotiation, though the costs are similar to the brokerage of a regular real estate agent.

Conclusion

The internet competition might even be a larger thread than the traditional sector. There are many services on the internet that not only threaten the company, but exclude the service of a regular agency and put the sector in a negative daylight. The internet agencies are all based on the same concept as Makelaarsland.nl. Selling a home with the help of an internet package is a good alternative for people

who are proactive, good in negotiating and don't mind the responsibility. The downside can be the loss of quality, the likelihood of mistakes (no construction knowledge) and the lack of a responsible party in case of trouble afterwards.

6.4.3 Competitive advantage

The real estate sector is a very competitive environment. The opportunity for Kooyman lies in the following advantages:

- ❖ They have one of the highest brand awareness in the region
- ❖ They have one of the largest residential databases
- ❖ They have one of the highest number of residential development projects

Those advantages combined with personal attention, marketing strategy and internet position, should be an effective competitive advantage. The company is able to compete with other real estate agents and able to show the current en potential clients that Kooyman is a trustworthy partner. Key is to implement a good strategy and to put the customer first.

6.5 Customer analysis

Who

The customers of Kooyman exist out of various groups. Customers of Kooyman can be divided into two groups, home sellers and buyers. All customers of Kooyman live in (see appendix 16.4). Most of the sellers are 35-55 years old.

The home buyer is the other customer of Kooyman. The buying customer is aged between 25-45 years old. Based on experience the average customer profile is the client, aged 30, male and female (K. Kooyman, personal interview, December 18, 2010).

To accurately describe the target group of Kooyman various properties are used. Every object attracts a specific target group, but it is also an indicator of the home owner and therefore the ordering customer.

	<p>Family Home</p> <p>A family home is a dwelling that is appropriate for a small family. They have a front and back yard and mostly consist out of 3 bedrooms. Target group consist out of 2 persons aged 25-35, who are often ready to start a family.</p>
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	<p>Apartment</p> <p>An apartment is an option for various groups depending on the price, location and building. It is often cheaper than a home and therefore attracts different target groups.</p> <ul style="list-style-type: none"> ❖ Elderly: aged 55+, they often buy an apartment, because the children move out and they do not need the space anymore. ❖ Young Adults: aged 20-30, they move out of the parental home and cannot afford, or desire a family home. They often consist out of one or two persons household. ❖ Single household: a diverse group of people of various ages who, due to circumstance in their life (divorce, financial situation, new life styles) wish to live in an apartment
	<p>Semi-detached home</p> <p>A semi-detached home is a more expensive option for a family. The home is provided with a garage, front and back garage. The target group consists out of a family, aged between 35-55 years old, often with children. Often it's their second home.</p>
	<p>Detached home</p> <p>A detached home is not a commodity in the Netherlands. It is often only affordable for wealthy people. The target group is aged between 40-65 and has a high yearly income.</p>
	<p>Development projects</p> <p>Development projects are considered as a separate category, even though they consist out of the same category of buildings (detached, semidetached and apartments) and age group. The difference are:</p> <ul style="list-style-type: none"> ❖ Neighbours are of similar background. A homogenous and dynamic environment, accompanied with local shopping facilities. ❖ The technique used in the building is highly modern, with the best wall isolation, double glazing units which results in a more efficient energy usage. ❖ The value is higher, due to the environment and is build according to the latest technology.

What

These customers require information, advice and service. The ordering customer demands a low brokerage and a high asking price. On the other hand, the potential buyer is interested in the sharpest asking price. The mediation between the two parties is one of the strengths of an agent.

Where

Based on our client investigation, most of our clients (the home owners) live in Papendrecht, Dordrecht, Alblasserdam, Nieuw-Lekkerland and the rest is spread over the smaller towns and cities within the region Albasserwaard (see appendix 16.4).

When

There is no season in which it is the best time to sell or buy a home. Some people like to buy a home before the summer, so they can adapt it to their wishes in the summer holiday. But in general there is no specific moment to buy a home. However, a natural decrease of selling is seen with the major holidays.

Why

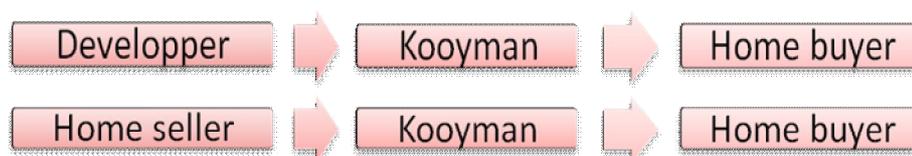
Buying or selling a home is an important event and only happens a few times in a lifetime. Which automatically entails that most people are inexperienced and prefer advice in the process. Often they are unaware of the dangers, mistakes and opportunities that surround the residential process. A real estate agent provides aid, service and good communication to the customers.

Why not

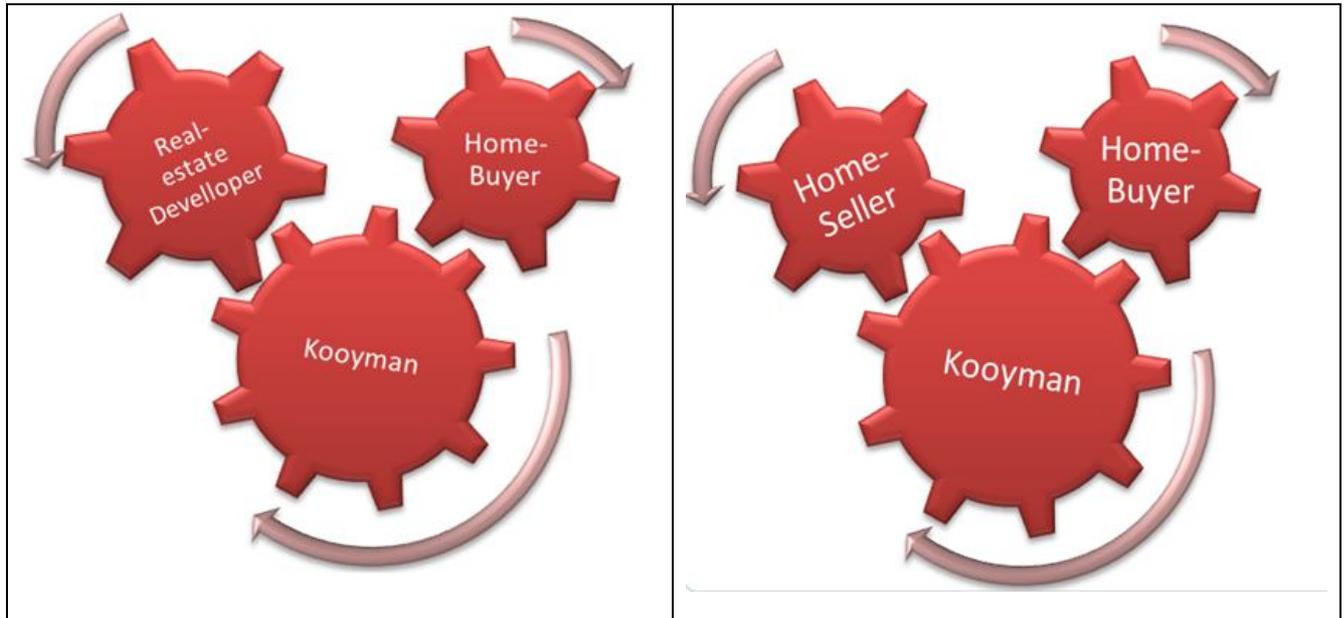
The customer, the home owner and buyer are often confused what the advantage is of a real estate agent. Why do they charge so much, what do they actually do? What is their extra service? Currently the branch is highly affected by the negative attention. It is a challenge and opportunity for the agency to make the customer understand what the added value is for the customer.

6.6 Distribution analysis

The residential market is the most important branch for the company. In the residential market it is important to reach the customer, the home buyers and sellers. At the same time, the residential development section is a bridge between the developer and the home buyer. A simplified version of this model shows the distribution process.



A more detailed process shows the underlying relations in this stage:



- ❖ Homeseller : person or family that desires to sell the property
- ❖ Home buyer: person or family that would like to buy a property
- ❖ Kooyman: mediates, and negotiates, insures a smooth process.
- ❖ Developer: the company that is planning to build a residential project

7. SWOT-analysis

	Useful	Useless
Internal	<u>Strengths</u> <ul style="list-style-type: none"> - Brand awareness (experience over 35 years) - High expertise & quality customer service - Traceability (high in Google ranking) - good contacts with developers in the region - good CRM system (O.M.A.) 	<u>Weaknesses</u> <ul style="list-style-type: none"> - Not familiar with internet and social media potential - Not (fully) present on all the searching websites - The offices are expensive in maintenance
External	<u>Opportunities</u> <ul style="list-style-type: none"> - Development sector starts to have more building initiatives - Internet: number one communication tool - Social media: marketing must in 2010 to show personality and quality of Kooyman 	<u>Threats</u> <ul style="list-style-type: none"> - Many competitors in the real estate sector - Economic crisis - Dependent on developers for residential projects - Negative image real estate agent

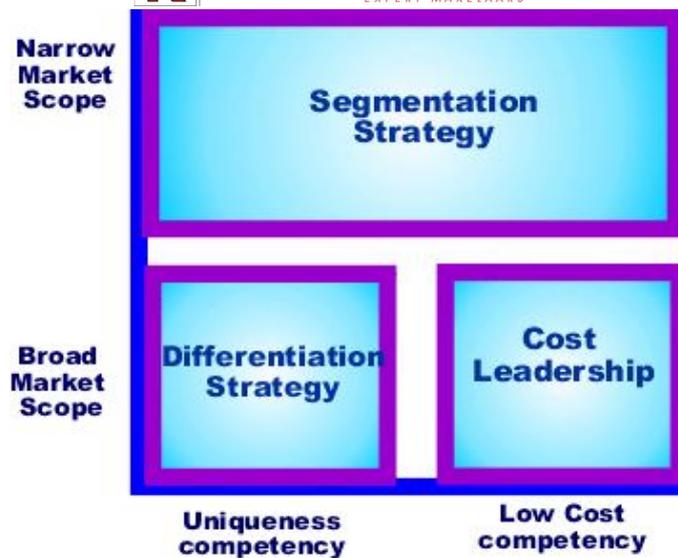
	- Customers demand personal service	
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7.1 Confrontation mix

<p><u>S/O</u></p> <ul style="list-style-type: none"> - Use brand awareness / expertise to increase contact with residential developers & potential clients - Use internet / social media to reach and communicate with their clients and provide personal service (show quality and feedback of clients on social media of Kooyman). - Create a personal touch by the help of the CRM system, to keep in touch with current clients (informing them of new projects, sending Christmas cards) 	<p><u>W/O</u></p> <ul style="list-style-type: none"> - Kooyman has to study the use of social media to make it an advantage for the company. - Presenting the company on all searching websites and have their own 2.0 website. - Consider the idea to rely on internet more and dispense a few offices - Using the negative image of real estate agents, show difference (in funny way) with social media, alters view of Kooyman in the long run.
<p><u>S/T</u></p> <ul style="list-style-type: none"> - Many competitors have the same kind of services; Kooyman needs to differentiate and market their competitive advantage. - The strong brand awareness and expertise should change the negative image of the estate agent. 	<p><u>W/T</u></p> <ul style="list-style-type: none"> - New potential clients may also choose one of the competitors of Kooyman - Not being familiar and not well represented on social media and the internet, will give competitors a bigger advantage

8. Strategy

As the external analysis shows, Kooyman needs to create a competitive advantage to remain in the branch. Porter identified three generic strategies to reach a competitive advantage: cost-leadership, segmentation strategy and differentiation strategy (Eldring, 2009, p.6).



Kooyman Eigen Huis has a broad market scope. The best strategy for Kooyman to use would be cost-leadership or differentiation strategy. Due to the high operational costs with offices and personnel, it is advisable for Kooyman to use the differentiation strategy and not the cost-leadership strategy. To be successful at the cost-leadership strategy to many changes should be made to the core of the business strategy.

The differentiation strategy is the best strategy. The company is an expert in the region and alert on the customer service. A client of Kooyman once said: You are going to sell the business, so please sell the home above the shop as well. It is now for sale at X, but he doesn't know how to really sell a home (M. van der Sluis, personal interview, September 23, 2010).

With this strategy it is important that the product and service offered has unique attributes, which the customers perceive as valuable and different from its competitors. The focus should be on the region of Kooyman's customers directly, marketing a strong valuable asset to the advantages of Kooyman compared with other competitors. The advantages for the customer should be:

- ❖ Highly visible and active user of social media (word-of-mouth)
- ❖ Highly visible on internet, searching websites and advertisements
- ❖ A 2.0 website that offers elaborate and accurate information

With the listed advantages customers will be more inclined to ask Kooyman for help. With positive reviews and recommendations, they will get the impression that the company knows what they are doing. Only then will customers understand that Kooyman is a valuable partner and are they willing to pay for their services.

Another important step for Kooyman is to grow in market potential. To show in which way it will be best for Kooyman to grow, the matrix of Ansoff Product-Market Growth will be used. The method of Ansoff is used to find new or existing products and markets (Ansoff's matrix, 2010, ¶13) He analyses four product/market combinations:

<ul style="list-style-type: none"> ❖ Market penetration (existing markets, existing products) ❖ Product development (existing markets, new products) ❖ Market development (new markets, existing products) ❖ Diversification (new markets, new products) 	<table border="1"> <thead> <tr> <th></th> <th>Existing Products</th> <th>New Products</th> </tr> </thead> <tbody> <tr> <th>Existing Markets</th> <td style="text-align: center;">Market Penetration</td> <td style="text-align: center;">Product Development</td> </tr> <tr> <th>New Markets</th> <td style="text-align: center;">Market Development</td> <td style="text-align: center;">Diversification</td> </tr> </tbody> </table>		Existing Products	New Products	Existing Markets	Market Penetration	Product Development	New Markets	Market Development	Diversification
	Existing Products	New Products								
Existing Markets	Market Penetration	Product Development								
New Markets	Market Development	Diversification								

The best marketing strategy would be market penetration. The company operates with existing products in an existing market. Existing products are residential projects, development projects, insurance and mortgages. The existing market is Drechtsteden. The penetration, which is currently sixteen percent, should increase to twenty percent (see appendix 16.2). This increase should be obtained by better use of internet tools and social media.

Market penetration can be obtained when the four criteria are met:

- ❖ Increase the market share of current products to twenty percent of the market share. This increase should be obtained by better use of internet tools and social media.
- ❖ Restructuring the market, by driving out the competitors, by strong promotion campaign and showing the corporate strength, use internet and social media to channel this campaign.
- ❖ Increase the existing customer group, by loyalty programs, send birthday/Christmas cards with the C.R.M. program, send information on senior development projects on important dates as pension age.

8.1 Internet tools

To obtain a higher market penetration, Kooyman should use various internet tools. Internet is the communication tool that clients use today to find information about products and services. It has fundamentally changed the way of life, how products are bought and how information is obtained. Everyone with an internet connection can get instant access to all information that he or she prefers. In the technological world transparency is a rewarding strategy. There are three steps in which the company can approach the internet:

1. High visibility on websites often visited by current and potential clients.
2. Easy to find by search engines, with easily typed searching words.
3. A modern, 2.0 website.

8.2 Social Media

Integrated with the internet is the usage of social media. Social media has long been considered a hype, something that would disappear. Today, experts, international organizations and customers agree that social media is going to stay. However, there are people who believe social media will revolutionize

businesses and careers, believe they have build the next big networking site, so there is a lot of hype around social media. Even so, the phenomenon itself is not a hype. As Stuart Harris, analyst, writer and consultant writes: *“Individual platforms may rise and fall but you can be sure they will be replaced by other platforms. If the past few years have proved anything, it's that there is a vast appetite for technologies that give people ways to connect, interact and share words, images and sounds”* (Harris, 2010, ¶12).

On the other hand, social media is a relatively new development and the company should be careful to integrate all popular media into their strategy. As with all new phenomenon, there is a natural evolution of adaptation. Determining the suitability, will help to establish an effective strategy.

9. Internet

Internet is a popular medium and its usage has increased tremendously, since its introduction in the 90's. Currently, the Netherlands belongs to the top ten countries in Europe that uses the internet frequently. Compared to the inhabitants, out of the total population (16.6 million), 14.9 million use the internet. This results in a penetration of over 88.6% which is one of the highest internet penetrations worldwide (European Union, 2010, ¶18). In comparison, the United States has a penetration of 77.3%. The only country with a higher penetration is Sweden with over 92.5% (European Union, 2010, ¶24).

9.1 Real- estate agency 2.0

The internet area brought a new way of marketing a business. Having a presence on internet and just shouting sterile corporate marketing messages is not enough for the modern consumer. Internet is not about one-way communication. As Jon Reed, author of the book *Get up to speed with online marketing*, writes: “Today you can find people who are **already interested** in what you have to offer... you only need to engage them in a two-way dialogue” (2011, p.2, ¶1) For Kooyman Eigen Huis this means the traditional estate agent should evolve into the 2.0 agent, where two-way communication, listening to the client, responding to its feedback are central. According to Janetta Dorsman (2009) being a 2.0 real estate agent involves the following aspects:

- ❖ Know who you and your company are
- ❖ Know who your clients are
- ❖ Be findable on the internet
- ❖ Be authentic and sincere
- ❖ Always live up to promises and appointments
- ❖ Be different from your competitors (use media that suit the target group)
- ❖ Be cost efficient (p. 3)

Always implementing the upper list, will market the agency as different from its competitors. Below the way to market this new company on the internet will be discussed.

9.2 Internet Strategy & Positioning

Internet offers many possibilities to market the company:

<ul style="list-style-type: none"> ○ Search engine marketing ○ Mobile marketing ○ Social media (Facebook, Linked in, Twitter, YouTube, Blog) ○ E-mail marketing 	<ul style="list-style-type: none"> ○ Micro site ○ Content strategy (companies website) ○ Viral marketing ○ Web advertising
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Every internet tool has advantages and disadvantages. The most important aspects for the company are reaching the target group and communicating with them, to get an element of trust and personality. The most important tools that are selected based on these criteria are:

- ❖ Search engine marketing (reaching the target group)
- ❖ Content strategy website (trust and personality of the company)
- ❖ Web advertising (reaching the target group)
- ❖ Social media (communicating with the target group)

9.3 Search Engine Marketing

“Everybody needs Google Juice” (Jarvis, 2009, p.61)

Search Engine Marketing (SEM) is one of the key aspects of marketing a business online. SEM enables Kooyman to reach its target group. With so many people using the internet, being found is key to surviving as a business online. Jeff Jarvis, author of the book “what would Google do” states: “if your website can’t be found, you might as well not exist” (Jarvis, 2009, p.59). SEM has two types of marketing, the unpaid marketing (Search Engine Optimization or SEO) and the paid version (Search Engine Advertising or SEA). The marketing trend for 2011 states that the hype of SEM will become mainstream and therefore for the smaller companies it will be unaffordable (Kieft, 2010, ¶2). Luckily, the SEM of Kooyman is already quite good, since it is a high ranking in Google and it is important to maintain the position.

9.3.1 SEO or “Google juice”

Search Engine Optimization or the ranking in Google is high for Kooyman Eigen Huis. They are the first website when searched by the term “Kooyman” and they are in the top 4 with terms as: “huis kopen Sliedrecht/ Papendrecht / Dordrecht” or “huis verkopen Sliedrecht / Papendrecht” (see appendix 16.5). However, the company is nowhere to be found with searching terms as: “huis verkopen Alblasterdam/Dordrecht”. Even so, the Google ranking is impressive. With those terms Kooyman is easily found by the potential customer. The disappointing step is when the link is clicked and the website is shown.

Instead of getting the requested information the client wished to find by Google, the regular homepage of the website is found (see appendix 16.4). The client needs to perform the search again and will most likely click away. Most internet users, only look at a website for merely 7 seconds to find the information that they are looking for and then they click away (Dik, Brand & Hoogland, 2009, p. 22).

Positive	Negative
Google ranking – often on 1 st page.	No search results (homepage) – clients click away

9.3.2 Intermediate websites

Another way of being found by Google is by means of intermediate websites. Intermediate websites are websites that try to offer transparency in the market. They search on the internet, at all the real estate websites and try to offer a complete and transparent view of the current housing sector. They cannot be considered competitors, since those intermediate website offer the advantage of;

- ❖ Fast information supply to potential customers
- ❖ Reaching a larger potential target group
- ❖ Likelihood of quick home transfer
- ❖ Found by more potential buyers, higher in Google ranking

Kooyman Eigen Huis is present on most important intermediate websites. As many businesses, intermediate websites have had an aggressive growth in the recent years and are still expanding. There are hundreds of intermediate websites, not all equally good, though they all claim to have one of the largest databases, offer the best solution, and have the most up to date information.

Online Marketing Plan



- Funda.nl
- Jaap.nl
- Zoekallehuizen.nl

- Huislijn.nl
- Huizenzoeker.nl
- Huizenvinder.nl

The websites mentioned above are the most popular, well found intermediary websites. They offer home sellers the option to sell their own home with help of the website, or use one of the full-service agents. In general, they can be considered more of a helpful colleague than an enemy.

Strengths:

- ❖ They offer options for everyone. The consumer can easily find, sell and ask for help with an internet or full service estate agent.
- ❖ They have a good search engine and offer transparency in the real estate market.
- ❖ Jaap.nl offers a review service, where clients can recommend the agent. Until now this is still a unique feature of Jaap.nl.

Weaknesses:

- ❖ Jaap.nl offers too much services, for example selling furniture might not be what potential customers using Jaap desire.
- ❖ Funda.nl is too tightly bound with the branch association NVM
- ❖ Huizenzoeker.nl does not show all pictures or information of the home, this could be due to the website or the searching technique of huizenzoeker.nl
- ❖ Huizenvinder.nl shows no pictures at all.

Presence of Kooyman on the websites					
	Present (0,25)	High visibility (0,25)	Picture (0,25)	Name (0,25)	Total
Funda.nl	5	3	3	4	3.75
Jaap.nl	5	5	5	4	4.75
Zoekallehuizen.nl	0	0	0	0	0
Huislijn.nl	5	5	4	5	4.75
Huizenzoeker.nl	4	4	1	3	3
Huizenvinder.nl	3	2*	0	2*	1.40

*Kooyman is the last agency in a long list of real estate agents represented on the website.

9.2 Website of the company

Currently, Kooyman Eigen Huis is using the internet as most real estate agents do, they communicate one-way. They have a website that tells the client about their current database on houses, new development projects and industry objects. The information itself is minimal and clients mostly call or e-

mail the agency to get more information about the object they are interested in. The website is called: Kooymaneigenhuis.nl or Kooyman.com.

The 2.0 website

A more modern website is advisable. The information is ordered well, but the possibilities are limited. The biggest disadvantage of the website is that the brochures are hidden. The client needs to provide his e-mail address, before he can download the brochure. This is based on the old principle that the real estate company had a monopoly on information. Kooyman should build a 2.0 website that is easily traceable by Google and other intermediate websites. Special attention is needed to make it search engine friendly. Currently, only the homepage is shown, which does not provide the client with real views of the houses (see appendix 16.4).

With a 2.0 website, intermediate websites will retrieve most of the important information, pictures and data. Making use of Google maps will improve the search results of the company. Finally, adding elements of social media to provide two-way communication are essential to have a 2.0 website.

9.3 Web Advertising

Web advertising or Search Engine Advertising (SEA) is another tool to be found online. SEA is the paid version of Search Engine Marketing and can also be a useful tool for Kooyman Eigen Huis. Currently, Kooyman Eigen Huis is advertising in the newspaper for its clients. A cheaper and possibly more effective way is to advertise online.

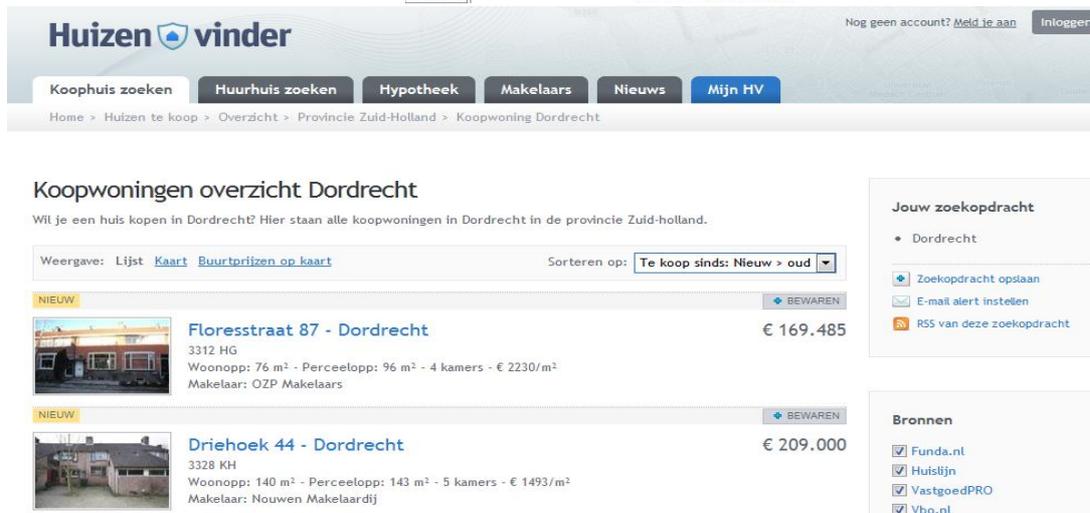
Selling with AdWords

Google AdWords is the best tool for SEA marketing. It is an easy way to attract new customers, since the website is present on search results and the company is only charged per click, when the advertisement is displayed. AdWords is built on the system that the company pays-per-click (PPC). Paying for search terms often used by customers, for example "huis verkopen sliedrecht" will present the desired home in the AdWords section (see appendix 16.4). As research suggest, customers are more inclined to search on the term "huis" than on the term "woningen" which is important to take into account, since many real estate agents believe "woningen" is the most important word (Geheniau, 2010, ¶1).

9.4 Strategy and Positioning

SEM and Website

Search Engine marketing is a great tool to be visible online. Kooyman's search Engine marketing is already good, the ranking is high. The only thing that needs to be changed is the actual search results. By searching on "*huis kopen Dordrecht*" Kooyman is one of the first websites to be found, however, it does not show any houses. The client needs to start searching again, which is an extra step. Considering internet users only look at a website for 7 seconds it is important to show some results. Though the initial thought of letting the client specify their wishes is good, it is better to show some results and then let them specify, which is visible in the website: huizenvinder.nl



The screenshot shows the 'Huizen vinder' website interface. At the top, there's a navigation bar with 'Koophuis zoeken', 'Huurhuis zoeken', 'Hypotheek', 'Makelaars', 'Nieuws', and 'Mijn HV'. Below this, a breadcrumb trail reads 'Home > Huizen te koop > Overzicht > Provincie Zuid-Holland > Koopwoning Dordrecht'. The main heading is 'Koopwoningen overzicht Dordrecht'. A sub-heading asks 'Wil je een huis kopen in Dordrecht? Hier staan alle koopwoningen in Dordrecht in de provincie Zuid-holland.' Below this, there are filters for 'Weergave: Lijst Kaart Buurtprizen op kaart' and 'Sorteren op: Te koop sinds: Nieuw > oud'. Two property listings are shown: 'Floresstraat 87 - Dordrecht' (€ 169.485) and 'Driehoek 44 - Dordrecht' (€ 209.000). On the right, there are sections for 'Jouw zoekopdracht' (Dordrecht) with options for 'Zoekopdracht opstaan', 'E-mail alert instellen', and 'RSS van deze zoekopdracht'. Below that is a 'Bronnen' section with checkboxes for 'Funda.nl', 'Huislijn', 'VastgoedPRO', and 'Vbo.nl'.

Here potential buyers immediately see their search result. They can save their search, get informed regularly by e-mail or RSS feed and they can specify their search objects, see the selected homes in the form of a list or of a map.

This is a simple, but effective model for a website offering the client exactly what he or she needs.

As is visible with this site, it also allows you to save your search, use alerts and get updates.

This is a good set up for Kooyman too. The current website of Kooyman is nicely organized, but a few alterations are needed. The alterations will improve the usability and personality of the website.

The trust and personality of the company should also be addressed shortly in the "about us" page, which is important. It should contain pictures of the most important staff members with their LinkedIn and Twitter accounts and a personal story about the work ethics.

Web advertising

Web advertising is another useful tool for Kooyman Eigen Huis. Using Google Adwords, search terms can be bought. This is especially effective and relatively cheap with long-tail words. Long-tail means very specific search terms, so the person searching is really interested in the results. The more generic words are often expensive and not necessarily effective.

An idea could be to sell certain homes with those ads, but also to bring the website of the company to the attention of the searcher. Especially when a new website is launched, using ads can help boost search engine results.

10. Social Media

The amount of time people spend on internet is large, especially on social sites as Facebook, LinkedIn and Twitter. The reasons why Kooyman should join social websites are numerous:

1. **Drive traffic to the website** - main reason for using social media, so more potential clients and current clients spend time on the website
2. **New ways to connect with the target group** - Being present on social sites makes the company visible to new clients.
3. **Build trust**—people prefer people they know. With an online presence, customers get to know Kooyman better
4. **Start a conversation** – social media and online marketing are a dialogue, a conversation between people. It is not about sending.
5. **Create value** – the secret to the success of online marketing is that the company creates value in its content and gives it away. If a useful resource of content is targeted at the niche market of Kooyman, customers keep coming back
6. **Build communities and relationships** – repositioning the view on the company as “a community of interest” build around a topic of your business, or if it’s interesting enough a product.
7. **Provide quick, up to date information about the business** – online marketing is great for announcements about new products and valuable information of expertise
8. **Data capture** – with online marketing the company can build database of potential customers. And let them sign up to your newsletter
9. **Market research** – online marketing lets Kooyman know how the market functions and what the customer desires, even asking for feedback on services and creating an online questionnaire.

10. **Low-cost & low-risk** – most social tools are free or cheap, effective and the risks are relatively low (Reed, 2011, p.5, ¶3).

A shift is noticeable from the old traditional marketing, with a strong push factor (the message was pushed on people) to a “pull” marketing. People are used to search for their interest with Google. Businesses should provide the “pull” where they engage, interest and deliver valuable content to their audience. Moreover, the key elements **“anytime, anyplace, anywhere”** are the rule of thumb in the social media world (Reed, 2011, p.8, ¶3).

10.1 Definition social media

Social media is a term often used, though the concrete meaning seems to differ. Andreas Kaplan and Michael Haenlein, writers of the article in science direct define social media as: *“a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, which allows the creation and exchange of user-generated content”* (ScienceDirect, 2009).

Jon Reed defines social media as *“a collection of free, online tools and platforms that people use to publish, converse and share content online... a second generation of more collaborative online tools”* (Reed, 2011, p.7, ¶2).

Social media includes various tools, which can be divided under the categories Blogging, Broadcasting, Communities.

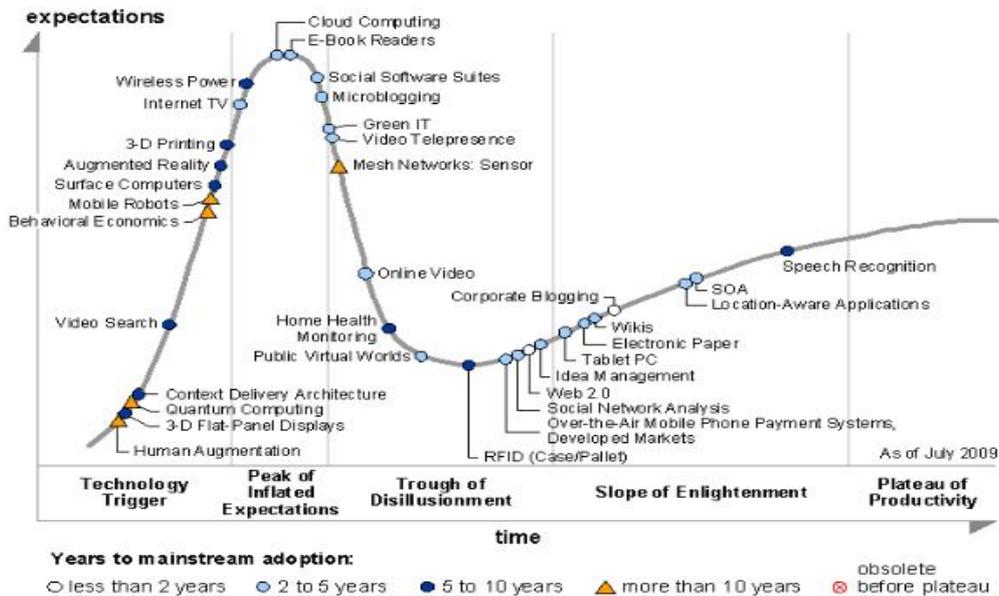
	Blogging	Broadcasting	Communities
Categories	- blog - vlog (videoblog) - fotoblog - podcast (audioblog) - microblog	- online video - photo-sharing	- bulletin board - weblog - social community
Examples	Wordpress, YouTube, Msn, Twitter, Squarespace	YouTube, Flickr, Picasa	Facebook, Hyves, MySpace, Friendster

10.1.1 Social media is here to stay

Though social media has long been considered a hype or trend, it is likely to stay. Social media is no more than the natural desire of human beings to connect and communicate with each other. Before the internet era, this happened with our neighbors in the local store; today we spend more and more time on the internet and as a result, communicate online with people. The worldwide IT specialist Gartner evaluated the hype cycle (Petty & Stevens, 2009, ¶1):

2009 Hype Cycle Special Report Evaluates Maturity of 1,650 Technologies

Online Marketing Plan



10.1.2 Core principles of social media

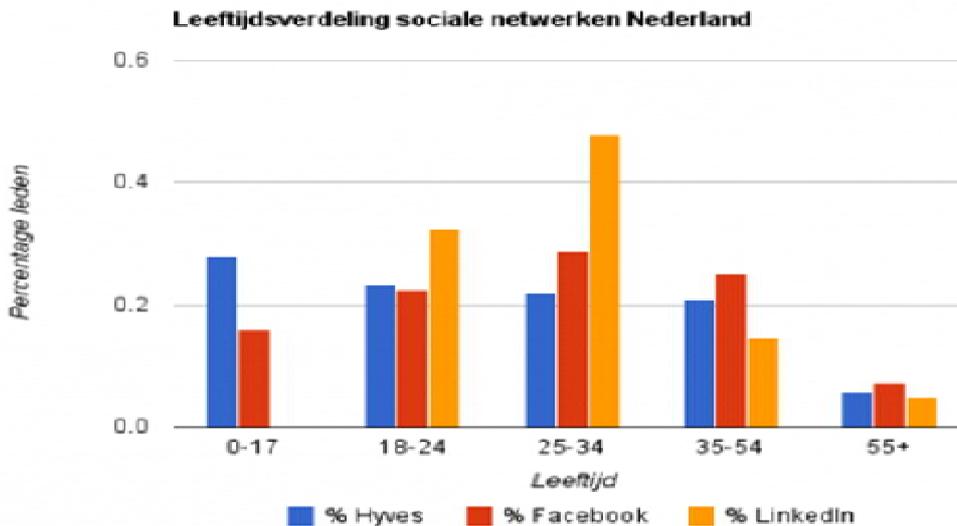
Social media is the future for most companies, if they desire communication with customers. However, integrating social media in the business means taking into account various core principles that are essential to its success:

- ❖ Be authentic, transparent and open.
- ❖ Don't go for hard selling / treat it as one-way medium
- ❖ It is not just another marketing channel
- ❖ Build social currency (remain a while on social site, so people will believe your input)
- ❖ Be clear about responsibilities (who updates what in the company)
- ❖ Be patient (takes a long-term approach)

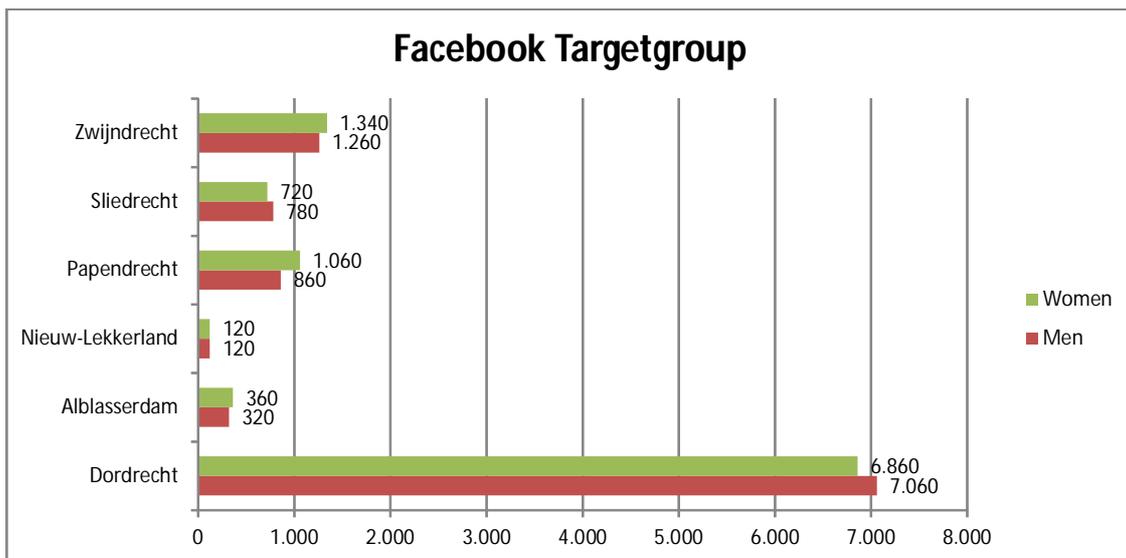
10.2 Facebook

Facebook is one of the most popular social media tools used today. Currently, Facebook has over 500 million users or seven percent of the world population (Cappon, M. 2010). The last two years Facebook has had a tremendous growth in the Netherlands of 908% (Travolon, 2010).

The division between men and women is equal (see appendix 16.6). The largest group of Facebook users are twenty-five to thirty-four years old. Currently, there are over three and a half million Facebook users in the Netherlands.



Facebook can be a useful tool for Kooyman Eigen Huis. The medium is increasingly popular in Holland and also in the region of Kooyman Eigen Huis. In Drechtsteden there are 21.080 Facebook users.



The region is analyzed on the number of Facebook accounts. The total target group of Kooyman is taken, so in the age group 18-55 years old. The estimated number of users in the total region is around the 21,080 users, most people living in Dordrecht have a Facebook account (See appendix 16.6).

With around 20,000 people using Facebook in the region, especially in Dordrecht and Zwijndrecht, a new target group can be reached by Facebook. By communicating with those clients on Facebook new potential clients can be reached. In the other regions, Sliedrecht, Papendrecht and other cities, contact can be maintained with the current group of Facebook users.

Why Facebook Works for Business

“Your customers are on Facebook – so you need to be” (Reed, 2011, p.140).

Facebook is one of the social networks with the largest user base, so the likelihood of finding a community of interest and the target group, is large.

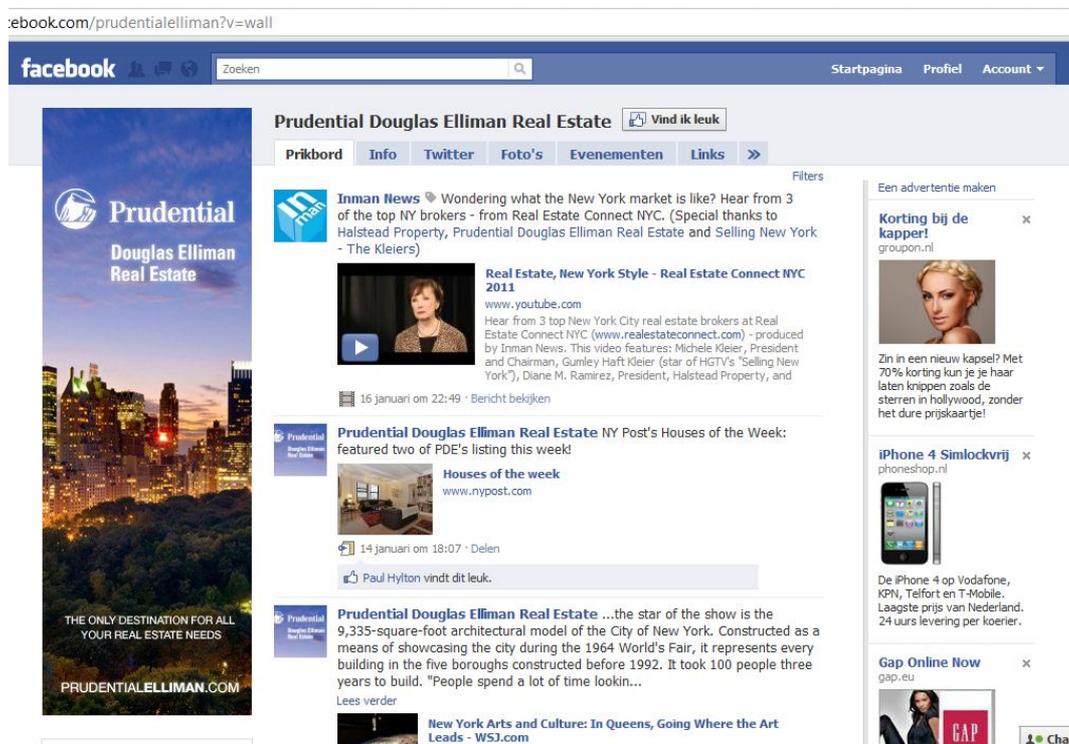
- ❖ Build connections
(Easier to conduct business, hand out online business cards online)
- ❖ Build a list of interested followers
- ❖ Build word of mouth
(When customers recommend your service online)
- ❖ Build trust
(Social media helps build trust, you become personal and visible to others)

The advantage of Facebook is that a niche market can be reached and that there are many interesting tools (pages, groups, applications) in Facebook for Business.

Success stories

Examples of a successful companies on Facebook are Starbucks and IKEA. Starbucks introduced their new flavors on Facebook and created a choose your flavour campaign. IKEA let their customers tag photo's and then the first to tag the furniture received a free copy of the furniture. A huge success for both companies and generated a lot of traffic to their Facebook page and website.

An example of a real estate company that successfully uses Facebook for their benefit is a local agency in NYC. They are called Prudential and have 1,794 Facebook followers. They have also full page, with general information, twitter, photo's, scheduled events and links. Many of their followers respond to messages as well.



10.3 LinkedIn

LinkedIn is more a professional networking site. It was founded in 2003 and is currently present in over 100 countries. The Netherlands has 1,860,724 LinkedIn users (see appendix 16.7). LinkedIn is a popular medium with an average amount of 36.5 million visitors each month. As is visible in the graphic below, the Netherlands is the fourth country worldwide to use LinkedIn. LinkedIn is an excellent tool to build and maintain a network, get a job, find suitable people for the company and many other options.

1.  United States 42.8%
2.  India 13.7%
3.  United Kingdom 6.7%
4.  Netherlands 3.7%

Most users on LinkedIn are men, only thirty-nine percent of the users are female (Rijnders, M. 2010). The largest age group is again 25-34 year old.



Why LinkedIn Works for Business

LinkedIn is suitable for Kooyman in various ways:

Building business connections - LinkedIn is like a big business party, where everyone is introducing colleagues of some expertise, asking who can be recommended etc. LinkedIn does not only show direct connections, but also the second and third connections in the wider network.

Positioning yourself as an expert - One of the main features people use LinkedIn for is to position oneself as an expert.

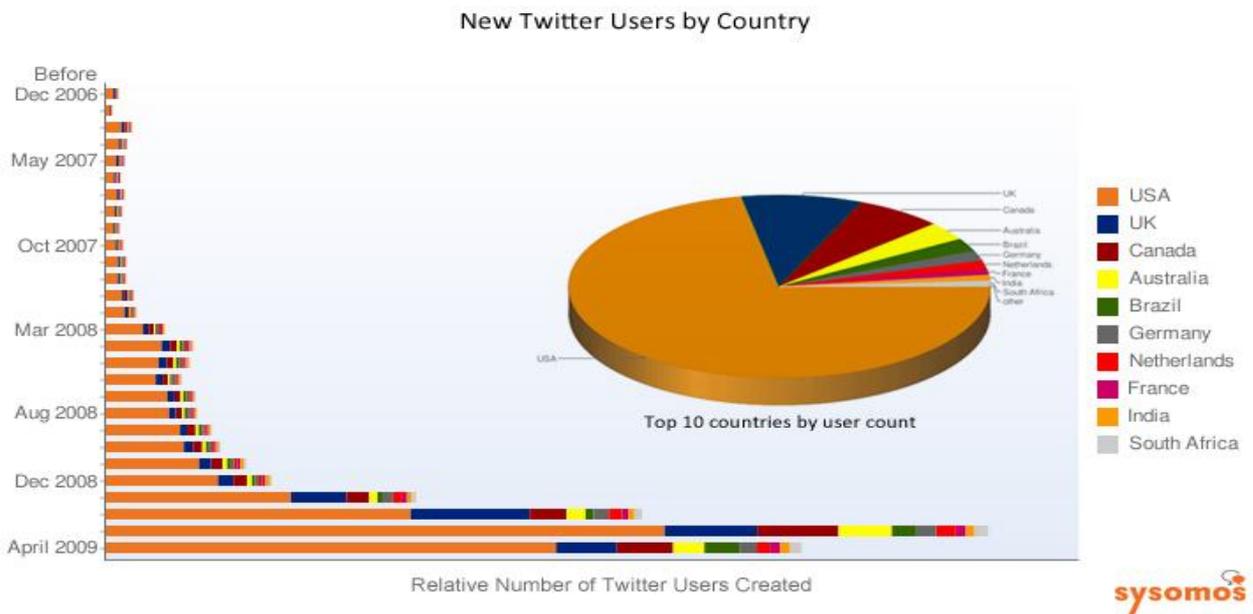
Promoting your business- groups can be created or relevant messages can be posted to groups already existing, therefore promoting the business (Reed, 2011, p. 156).

Success story

Linda Ruck Communications (LRC). She is a self employed business consultant and has build, with the help of LinkedIn a huge following and contracts. Due to her profile, she was hired by a multinational company in Boston, Singapore and has since then worked all over the world. People found her by being introduced to her, but also because she joined discussions on LinkedIn groups and showed her value (Reed, 2011, p. 157).

10.4 Twitter

Twitter a form of microblogging that has become very popular in the last 2 years. By quickly exchanging short messages, maximum 140 characters, people are informed about what someone is doing. It is one of the fastest growing social networks at this moment.



According to Sysomos, 1.28% of the twitter accounts are Dutch, which means that 409,000 have a Twitter account. However, research off Dutch Cowboys has indicated that 191,000 people are active on Twitter (Onderzoek Twitter in Nederland oktober 2010, 2010, ¶1). Dutch Cowboys also concluded that fifty-seven percent of the users are men and forty-three percent are women. The largest group using twitter is in their twenties and twenty percent of the twitter users are in their thirties and forties. The

latter group is interesting, because they have the most followers (Onderzoek Twitter in Nederland oktober 2010, 2010, ¶13).

Braakman has made a suggestion of the real twitter users. They can be divided in 2 groups:

- “Stable Careers” (14.7%)
- “Young Cosmopolitans”(12.3%)(Braakman, 2009, ¶13).

Most people use Twitter for entertainment, informing their followers about interesting content, and networking for new contacts.

Why Twitter for Business

The real value in Twitter is that you can reach a large audience in a niche market. It is a tool in which news can be shared and with the introduction of smart phones, the usage of Twitter increased. The main idea is that the real-time nature and size of Twitter is ideal to crowd source a business function. Tweeters are helpful by nature and when a business engages their audience, it can have a strong ripple effect.

Success story

The Dutch real estate agent Langen en Partners is an example of a good usage of twitter. They tweet interesting content for their 199 followers and do not spam the follower. They ask questions, tweet interesting content. They adjusted the account to their personal colors.



LANGEN en Partners
 @LangenPartners The Netherlands, Nijmegen
 #Nijmegen, #makelaar, #makelaardij, #vastgoed, #koopwoning, #huren, #verhuren, #FinancialPlanning, #hypotheek, #kamer, #studio
<http://www.langenenpartners.nl>

228 Tweets 199 Following 195 Followers 9 Listed

Timeline Favorites Following Followers Lists

LangenPartners Langen en Partners
 vandaag een leuke starters woning in Wijchen in de verkoop gekregen:)
 17 Feb

LangenPartners Langen en Partners
 @suzannemarije Wij hebben een leuke 1-kamer studio met luxe badkamer te huur. <http://bit.ly/hFgzEb>
 17 Feb

LangenPartners Langen en Partners
 Leuke studio te huur (22m2) per 1 maart in het centrum van #Nijmegen voor 625 euro incl. <http://bit.ly/hFgzEb>
 17 Feb

LangenPartners Langen en Partners
 weer een klant blij gemaakt met een levering <http://bit.ly/eZuXYV>
 15 Feb

About @LangenPartners

Connections
 Followed by @keeskooyman, @vastgoednieuws, and @Marco_vd_Knaap.
 You both follow @vastgoednieuws and @Marco_vd_Knaap.

Following 199

Similar to @LangenPartners · view all

AltijdNijmeegs · Follow
 VerkoopGarantie · Follow

Irnnauta · Follow
 bosmakelaar · Follow

About · Help · Blog · Mobile · Status · Jobs · Terms · Privacy · Shortcuts
 Advertisers · Businesses · Media · Developers · Resources · © 2011 Twitter

10.5 YouTube

YouTube is an integrated part of people’s online experience today. Due to the wide usage of broadband internet, the entry to this medium increased. Using online video can be rewarding to promote and communicate with customers. YouTube can be a good medium to create an image and to interact with

people. As Jon Reeds said: "The sheer size and reach of YouTube makes this an important place to be" (2011, p.99).

Interesting facts about YouTube:

- ❖ Every day the site has over 500 million visitors
- ❖ More than 2 billion video's are watched
- ❖ It will take 1700 years to watch every YouTube video currently online
- ❖ Every minute more than 24 hours of online video is uploaded (Kessel, 2010, ¶12).

The gender is almost equally divided, fifty-three percent of them are men, forty-seven percent of them are female. The largest group of YouTube users is aged 15-24 and the average time spend watching video's online is 15.6 minutes (Koek, February 2010).

Why YouTube works for Business

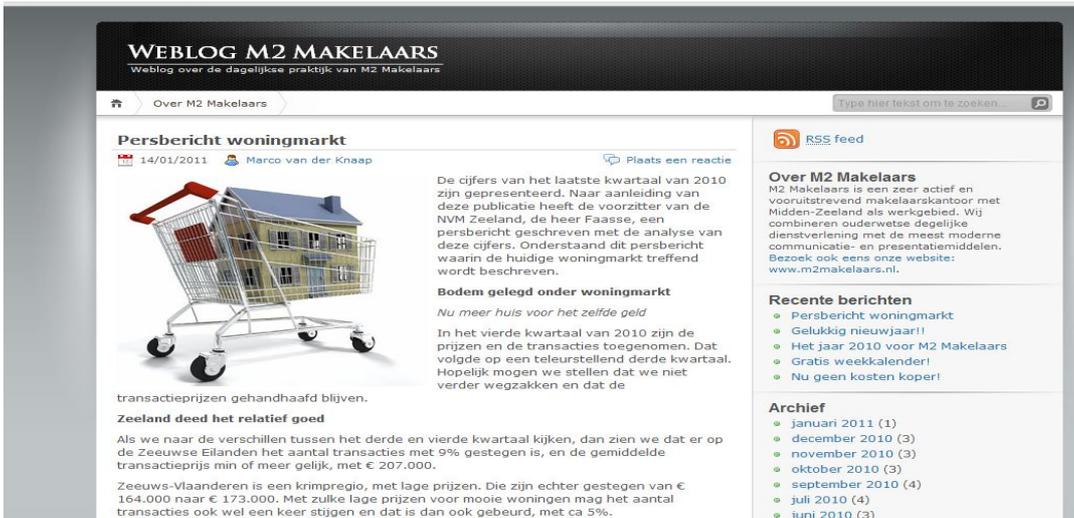
Online video works for businesses if a short explanatory presentation of the service or product is demonstrated to the client, especially with technical products. The visual tool is also effective for a business that leans on the visual element, such as real estate agencies. A video tour of a property can enhance the sale position of the home.

Other benefits are:

- ❖ Boost of search engine rankings, Google loves YouTube
- ❖ Another way for customers to find Kooyman
- ❖ Enhance brand recognition
- ❖ Encourage people to pass marketing messages, when the video has relevant information, people send the video to others
- ❖ Create a personal, human face to the business (Reed, 2011, p100).

10.6 Blogging

Blogging is all about connecting with the reader. It is a tool to build trust, reputation and traffic to the website of the company. A blog can be a hub for a business, where all the relevant content, such as video's, images, audio and text can be integrated with each other. Companies often use a blog to inform the customers of new developments in their organization, to create a personal bond with their readers and receive feedback from them. Popular blogging programs are: Twitter, Wordpress, Blogger, Squarespace and YouTube.



WEBLOG M2 MAKELAARS
Weblog over de dagelijkse praktijk van M2 Makelaars

Over M2 Makelaars

Persbericht woningmarkt
14/01/2011 Marco van der Knaap

De cijfers van het laatste kwartaal van 2010 zijn gepresenteerd. Naar aanleiding van deze publicatie heeft de voorzitter van de NVM Zeeland, de heer Faasse, een persbericht geschreven met de analyse van deze cijfers. Onderstaand dit persbericht waarin de huidige woningmarkt treffend wordt beschreven.

Bodem gelegd onder woningmarkt
Nu meer huis voor het zelfde geld

In het vierde kwartaal van 2010 zijn de prijzen en de transacties toegenomen. Dat volgde op een teleurstellend derde kwartaal. Hopelijk mogen we stellen dat we niet verder wegzakken en dat de transactieprijs gehandhaafd blijven.

Zeeland deed het relatief goed

Als we naar de verschillen tussen het derde en vierde kwartaal kijken, dan zien we dat er op de Zeeuwse Eilanden het aantal transacties met 9% gestegen is, en de gemiddelde transactieprijs min of meer gelijk, met € 207.000.

Zeewo-Vlaanderen is een krimpregio, met lage prijzen. Die zijn echter gestegen van € 164.000 naar € 173.000. Met zulke lage prijzen voor mooie woningen mag het aantal transacties ook wel een keer stijgen en dat is dan ook gebeurd, met ca 5%.

Over M2 Makelaars
M2 Makelaars is een zeer actief en vooruitstrevend makelaarskantoor met Midden-Zeeland als werkgebied. Wij combineren ouderwetse degelijke dienstverlening met de meest moderne communicatie- en presentatiemiddelen. Bezoek ook eens onze website: www.m2makelaars.nl.

Recente berichten

- Persbericht woningmarkt
- Gelukkig nieuwjaar!!
- Het jaar 2010 voor M2 Makelaars
- Gratis weekkalender!
- Nu geen kosten koper!

Archief

- januari 2011 (1)
- december 2010 (3)
- november 2010 (3)
- oktober 2010 (3)
- september 2010 (4)
- juli 2010 (4)
- juni 2010 (3)

Why Blogging works for Business

A blog may improve business, because it offers a feedback tool and provides the reader with interesting content. What a blog can do for a Business:

- ❖ **Build trust** – today people trust other that are like them, not a big cooperation
- ❖ **Build an audience** – a community will start to follow the business, later they can be sold items
- ❖ **Increase search engine visibility**- Google loves blogs
- ❖ **Drive traffic to the main website of the company.** - It helps the website to become 2.0, it makes the website up to date and it creates traffic to the website by the clients.
- ❖ **Become the expert in the field**
- ❖ **Reach a wider market**
- ❖ **Create value** – by providing useful content
- ❖ **Learn from your customers** – by listening to their feedback
- ❖ **Create networking opportunities**– not only customers, but also business partners may respond to the blog (Reed, 2011, p.72)

Sometimes, just participating in other blogs, by giving answers, helping clients is also a good starting point, though the benefit of having a company blog is better.

Success Story

On June 25th in 2005 Jeff Jarvis wrote small post with the words *Dell sucks, Dell lies*. He is now author of the book *What Would Google Do*, and became very popular and well noticed, because of this blog. This one blog grew into an explosion, where hundreds of clients where angry at the services of Dell, the negative feedback almost finished Dell, but they turned it around and used the feedback to improve and they are now a respected and well operating brand again.

BuzzMachine

by Jeff Jarvis

[« June 20, 2005 | Main](#)
[| June 22, 2005 »](#)
June 21, 2005

Dell lies. Dell sucks

I just got a new Dell laptop and paid a fortune for the four-year, in-home service.

The machine is a lemon and the service is a lie.

I'm having all kinds of trouble with the hardware: overheats, network doesn't work, maxes out on CPU usage. It's a lemon.

But what really irks me is that they say if they sent someone to my home -- which I paid for -- he wouldn't have the parts, so I might as well just send the machine in and lose it for 7-10 days -- plus the time going through this crap. So I have this new machine and paid for them to FUCKING FIX IT IN MY HOUSE and they don't and I lose it for two weeks.

DELL SUCKS. DELL LIES. Put that in your Google and smoke it, Dell.

: [HOME](#)

: [Email me](#)

: [About me](#)

Archives:

[06/05 ... 05/05 ... 04/05 ...](#)
[03/05 ... 02/05 ... 01/05 ...](#)
[12/04 ... 11/04 ... 10/04 ...](#)
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[... 01/02 ... 12/01 ... 11/01 ...](#)
[10/01 ... 09/01 ... **Current**](#)
[Home](#)

10.7 Conclusion

Every tool has its advantages and strengths. They all have a different target group and a different way of communicating. The overall benefit is that social media tools provide a personal, authentic medium to approach and communicate with clients. It is important to always be authentic and update whatever tool the business is going to use, regularly.

	Facebook	LinkedIn	Twitter	YouTube	Blog
Target group	18-24 & 25-34	25-34	20-29	15-24	x
Gender	Men 49%	Men, working	Men 57%	Men 53%	
Works for Business	Personal touch company, Consumers are on it, great way of reaching them, Google loves Facebook	Business networking, ideal for meeting new business partners, showing expertise of the field	Great for breaking news, reaching customers on mobile, time limited offers	Excellent visual tool for real estate company, Enhance Brand Recognition, Google loves YouTube	Good tool for building trust, drive traffic to website, update website regularly and interactive
Success Story	NYC real estate agent with their Facebook page Prudential.	Linda Ruck Communications LCR, expertise projects around	Dutch real estate agent Langen en Partners has 199 followers and	Discovered Dutch celebrity Esmee	Dell laptop blog, Jeff Jarvis author What Would Google

		the world	good tweets	Denters	Do.
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11. Social Media Strategy & Positioning

11.1 Facebook

Friend/Group or Page

There are various ways to create an account on Facebook as a company. A standard Facebook page is called a profile. Everyone has a Facebook profile, where users add friends. However, it is not advisable for a business to use a profile, unless the brand is very tied to the person itself, for example a musician or a consultant. A profile also has a friends limit of 5,000, which is not the case for a Group or Page.

Group or Page

Pages and groups offer a full mailing list of people who chose to follow the company on Facebook. The benefit is that only customers who would like to receive information, decide to follow the company on Facebook. There is also no restriction on the amount of fans or members. The differences between a Page and a Group are the following:

	Page	Group
Membership	Fans	Members
Functionality	Application as profiles, plus more powerful options Promotes the company in a broadcast way	basic set of functions, photos, videos events and discussions Promotes discussion

Online Marketing Plan



Status updates	Appear with company logo, can have multiple accounts	Update with personal avatar and name
Messaging	Great free target marketing due to sending to all or specific group of fans	Message to inbox, therefore more visible for user
Measurement	Reveals relevant market data and analysis of the fans and visitors	Only information of the members

Goal

The aim of the Facebook page is to be a broadcast medium to the clients of Kooyman. The company is reachable on a different medium than e-mail and can show personality. The medium is selected to make Kooyman more approachable, recognizable and personal. It will function as a Frequently Asked Questions board, and respond to most of clients questions. Moreover, interested home buyers will be informed of new upcoming projects and introduced to important events. The blog, which will be pulled on Facebook, and the tweets relevant for Facebook, will inform clients of breaking regional news, interesting personal facts of the company and tips and tricks for selling the home. The page will be made recognizable with the colors of Kooyman (red, white and black) and a customized logo of the company.

Ideas

Facebook should be used to get **personal** with clients.

- ❖ Answer their questions
- ❖ Provide free help online if they are in doubt (if they not come to you, maybe another friend of them will)
- ❖ Congratulate them with their birthday (Facebook will place a remainder on the home page of people's birthdays)
- ❖ Ask them what they think of the house they bought (after 4 weeks)
- ❖ Inform them about new projects that are relevant to them.

Facebook can be used as a modern CRM system to keep in touch with clients even when the deal is closed and the house is sold. It is better to keep an existing client satisfied, than to warm up a new suspect.

Example

An update is placed on Facebook, informing fans of the relevant target group about a new residential development project.

Another update is to inform Facebook fans (selecting Papendrecht fans) about new developments of building an extension to their home and who to ask for help when applying for a building permit.

To-do list

- 1) Create a page for Kooyman Eigen Huis, with brand name, logo.

- 2) Choose relevant applications:
 - a. Facebook Notes Apps for the companies Blog (helps the site to remain up to date)
 - b. Events
 - c. Polls
 - d. YouTube box to show relevant video's of projects online
 - e. Links (relevant interesting websites for development projects)
- 3) Manage the workload setting up multiple administrators
 - a. More people on various offices that are enthusiastic about Facebook, get access to and are responsible for answering questions and adding useful content to the page.

11.2 LinkedIn

Every social network has its own advantages and disadvantages. LinkedIn is great for setting up business contacts and building trust, but this should be done by the director. The company should have a broadcast profile to be visible online. LinkedIn offers two ways of promoting a business:

- ❖ A profile page of the director of the company
- ❖ Profile page of the company
- ❖ A LinkedIn group, set up by the director or member of the company (if education on certain topic is required)

Regional use of LinkedIn

LinkedIn is a popular medium in the region of Kooyman Eigen Huis. A research of the users with a LinkedIn account between the age group 23-55+ reveals a large group of users. In the total region of Kooyman there are 22,444 LinkedIn accounts. The region Kooyman is investigated (see appendix 16.2).



Profile page

LinkedIn does not offer an extensive company profile, as with Facebook. Other than the profile page of the director Kees Kooyman, more things can be added. It is up to the Director to choose which applications are appropriate and useful for him:

- 1) **Polls** for marketing research
- 2) **Company Buzz** (tracks what is being said about the company)
- 3) **Box.net files** (allows file sharing with colleagues and contacts on LinkedIn)
- 4) **My Travel**, so people know where the director is
- 5) **WordPress and Bloglink**– pulls the companies blog on the LinkedIn page

- 6) **Events** (displays important upcoming events that will be attended by K.Kooyman)
- 7) **Tweets**, all personal tweets of him will be showed on his LinkedIn.

Depending on the advantages of every tool and the amount of time the director has, the LinkedIn page should be filled with various applications.

Ideas

Kooyman should ask some of the real estate agents to update or create their LinkedIn account. In this way, the company and its personnel show their expertise and are approachable if necessary. Moreover, LinkedIn can be a useful tool for K.Kooyman to keep in touch with important business partners online.

- ❖ All real estate agents create and update LinkedIn account
- ❖ Create a good LinkedIn account, so people get an impression of the expertise of the company by means of the people working for it.
- ❖ K.Kooyman keeps in touch with important business partners, links them together.

LinkedIn group

When many contacts of Kees Kooyman have similar questions, it might be advisable to set up a LinkedIn group that discusses these issues. However, this is high maintenance. Another option to show the expertise of the company and the director is to answer questions on relevant LinkedIn groups online. Other followers will see the expertise in the answers of Kees Kooyman and can look at his profile and make contact with him. This can be useful in approaching new developers for development projects, other agents and contractors.

11.3 Twitter

How Twitter can improve business is more as a real-time news tool. Twitter can be created as a business or a personal twitter account. They can also be linked to each other. The best idea for Kooyman Eigen Huis is to create their own business twitter account and later add personal accounts to the business account.

To get an idea of the regional influence of Twitter for Kooyman, the demographic numbers of Twitter.com are used. It provides some insights in the usage of Twitter in two cities, Dordrecht en Papendrecht. Respectively, Dordrecht has 817 users and is on the 26th city in the Netherlands to twitter out of 100. Papendrecht has 153 users (see appendix 16.9).

Goal

The goal of twitter is to update relevant business information on the account and answer questions of the followers. To get followers, interesting content must be updated regularly on twitter. To provide interesting content to get followers of Kooyman, it is important to post relevant and interesting facts. A likely follower of Kooyman is a home-buyer or seller that requires relevant information about homes, the business and region.

Ideas

The target group of Kooyman is likely to be interested in funny, interesting facts and developments. They dislike to be spammed with houses that have been sold. Relevant and interesting objects should only be mentioned on twitter once in a while, otherwise it becomes monotone and boring. And if an object is tweeted it should be an outstanding object and contain a picture.

- ❖ Information about the regional development
(new regulation regarding building permits, relevant figures of regional sales, regional news regarding houses)
- ❖ Funny facts about real estate branch (agents, home buyers, silly mistakes).
- ❖ The blog post that contain interesting topics to home buyers and sellers
- ❖ If an interesting article is posted in the regional magazines/online, it can be tweeted by Kooyman as well

To-do list

- 1) Create a twitter account for Kooyman Eigen Huis, with brand name, logo and company colors.
- 2) Add Twitter widget to the website, so the customer knows you are on twitter and reachable on this tool too.
- 3) Manage the workload
 - a. Use Tweetdeck to maintain developments of twitter
 - b. Schedule tweets in advance and use the program *hootsuite* to do this.
 - c. Use the blog updates to keep twitter relevant
 - d. Retweet interesting tweets for the target group
 - e. Answer housing questions of users in the region, makes the account more 2.0
 - f. Review and link interesting articles for the target group of online magazines

11.4 Blogging

Blogging is a good tool to build trust among the clients of Kooyman Eigen Huis. It gives a personal voice to the company, while updating interested readers of new information. The side effect is that it brings traffic to the website and therefore keeps it up to date and interactive. The indirect effect is that Blogs are easily found by Google.

Goal

Inform the reader with interesting, relevant residential facts for buyers and sellers and providing insight in the activities of the company. The blogs need to have an interactive part, where the opinion of the readers is asked.

Ideas

- ❖ Write a story on how to sell your home (give free tips)
- ❖ Update the client on the difficult market
- ❖ Incorporate funny "famous" quotes of clients

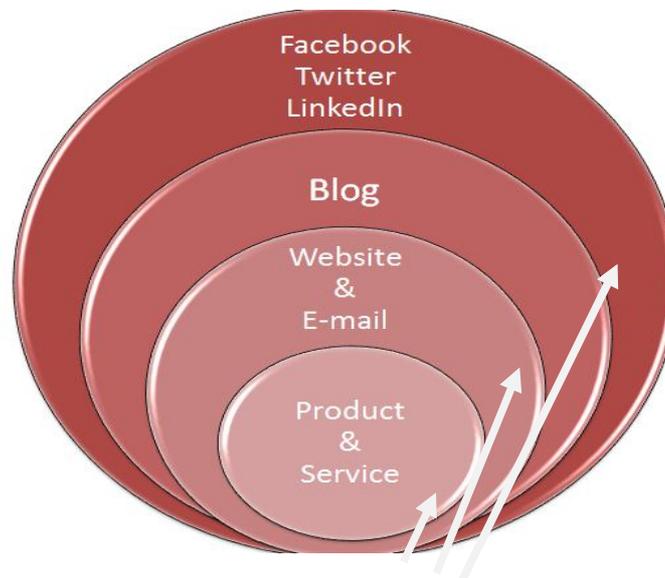
To-do-list

- 1) Choose a blogging strategy (start own blog, respond to other blogs, write on other blogs as a guest writer, offer free samples of something to bloggers)
- 2) Create a blog with Wordpress – program which is highly customizable, but host it on the server of Kooyman, which is more professional and gives more options.

- 3) Supply a RSS, Twitter and Facebook feed, so readers can get updates of your latest post.
- 4) Manage workload
 - a. Decide the frequency of a blog post and schedule time for blogging
 - b. Write number of posts in one go and spread them updating
 - c. Write short posts
 - d. Re-blog other peoples relevant posts
 - e. Invite people of Kooyman Eigen Huis to write posts as well

11.5 Conclusion

Using online marketing tools for Kooyman Eigen Huis requires a well-planned communication strategy. The core of the marketing activity is Kooyman's product and service. The main promotion of this product and service is done by the website and e-mail. The other tools are social media, the blog being the basic form of information for the social media, it will be present on all chosen formats. Moreover, the social media sites as Facebook, Twitter will contain additional information, such as development projects, polls and response to questions posed on those media.



Implementing all the four tools: Facebook, Twitter, LinkedIn, Blogging carefully, means managing the workload, knowing the target group of each medium and updating information regularly. To manage the amount of work, the accounts should be linked together, so most accounts remain up to date. To do this efficiently, the intermediate tools as Tweetdeck, Friendfeed and Hootsuite should be used.

12. Conclusion

How can Kooyman Eigen Huis use online marketing tools to reach its customers and meet the changes and demands in society?

Considering all online marketing tools that are analyzed in the report, using the central and sub question the following answer can be concluded:

What is the current market environment of Kooyman Eigen Huis?

With the housing crisis it is a challenge to remain in business. The demand for new homes has dropped dramatically, while the supply of houses remained, resulting in twenty-two houses per home-buyer. Adding the highly competitive environment, over twenty-five competitors for Kooyman Eigen Huis it is an understatement to say that the market is tight. However, the long-lasting expertise, well-known brand name and highly educate staff is a strength that should be used.

What are the challenges for the real estate sector?

The challenge for Kooyman is to attract more home-buyers. Especially the few home-buyers that have the means (financial situation) to buy a home. Another challenge is to distinguish from the competitors. Attracting home-buyers and distinguishing from the competitors should be done by the help of online marketing tools as a 2.0 website, Blog, Twitter, Facebook and LinkedIn.

What is possible with internet tools and social media?

Using the internet and social media provides the company with many possibilities.

<ul style="list-style-type: none"> ○ Search engine marketing ○ Mobile marketing ○ Social media (Facebook, Linked in, Twitter, YouTube, Blog) ○ E-mail marketing 	<ul style="list-style-type: none"> ○ Micro site ○ Content strategy (companies website) ○ Viral marketing ○ Web advertising
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As an internet tool the newly build 2.0 website increases the visibility on intermediate websites as Funda, Huizenvinder.nl, and Zoekallehuizen.nl. It also provides room to keep a Blog to increase traffic to the website and add a Twitter Widget. Another internet tool that should be used is Search Engine Optimization and Search Engine Advertisement. SEO and SEA increase the visibility on Google and lead traffic to the website, therefore reaching more potential home buyers.

The social media tools as Blog, Twitter, Facebook and LinkedIn should give a personal touch to the company and at the same time provide the dialogue between the company and its customers.

Which social media tool(s) will be most appropriate for Kooyman Eigen Huis?

There are many social media tools available on the internet, which can be categorized as Blogging, Broadcasting and Communities. All those tools have advantages and disadvantages, and the most appropriate tools for Kooyman Eigen Huis are Blogging, Twitter, Facebook and LinkedIn. Those tools are selected because they are good for building trust, low in maintenance and provide the highest amount of traffic to the website. The workload is lower, because the core of the work (blog) can be divided over various media (Blog, Twitter, Facebook) and therefore keep all the media relevant and up to date.

Which communication strategy should be used by Kooyman Eigen Huis?

Analyzing the strengths of Kooyman, it is clear that high expertise level and high brand recognition are the main strengths of Kooyman. Therefore the best strategy for Kooyman is to use the differentiation strategy. The product and service offered has unique attributes, which the customers perceive as

valuable and different from the competitors. The focus should be on the region of Kooyman's customers directly, marketing a strong valuable asset to the advantages of Kooyman compared with other competitors.

Another important step is to grow in the market potential. For Kooyman Eigen Huis the best strategy to use is market penetration. The company operates with existing product, in an existing market. However, the penetration should increase. A higher penetration should be obtained by better use of internet tools and social media.

13. Recommendations summary

13.1 Using internet tools

The internet is a tool that is most densely used in the Netherlands and it is therefore important to reach those clients online as well as offline. There are many tools available for reaching clients online, but for Kooyman the most important tools are to be visible online and to communicate with the current en potential clients.

- Search engine marketing (reaching the target group)



- Content strategy website (trust and personality of the company)
- Web advertising (reaching the target group)
- Social media (communicating with the target group)

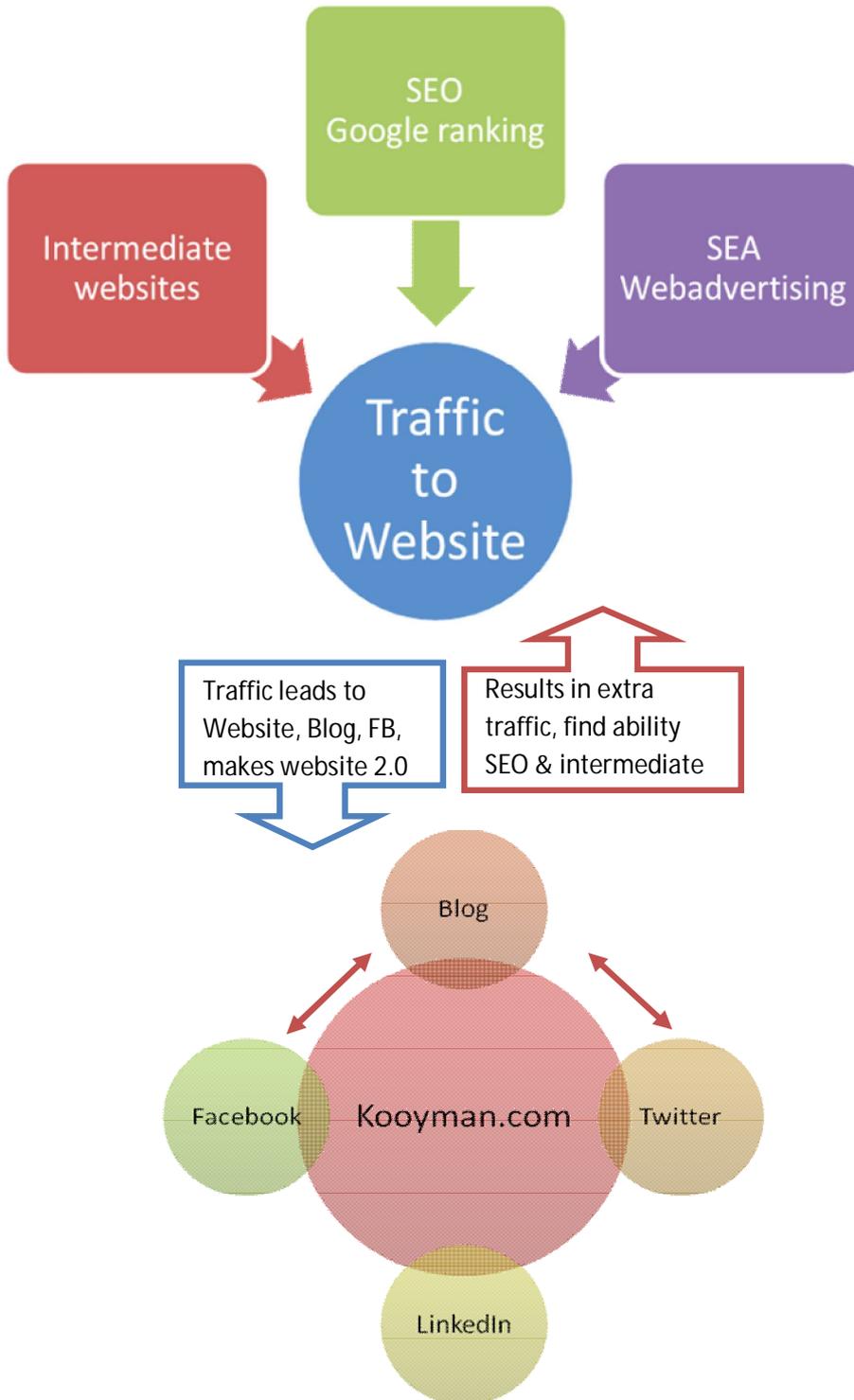
13.2 Using social media

Based on the research it is recommended that Kooyman Eigen Huis should use the following social media tools:

Criteria	Facebook	LinkedIn	Twitter	Blog
Low Costs	4	4	4	4
Popular for business	3	4	4	4
Usability in Netherlands	4	4	3	3
Appropriate for the region of Kooyman	4	4	3	3
Low in maintenance	3	4	3	3
Growth potential in future	4	3	3	3
Total	22	23	20	20

It is important that all tools are used by Kooyman, since they all have specific target groups and advantages. Moreover it is important to integrate all internet tools and social media together, since they enhance each other. It also lowers the workload and more potential clients are reached. Integrating all the various tools with each other in a communication plan is the best solution.

13.3 Communication model



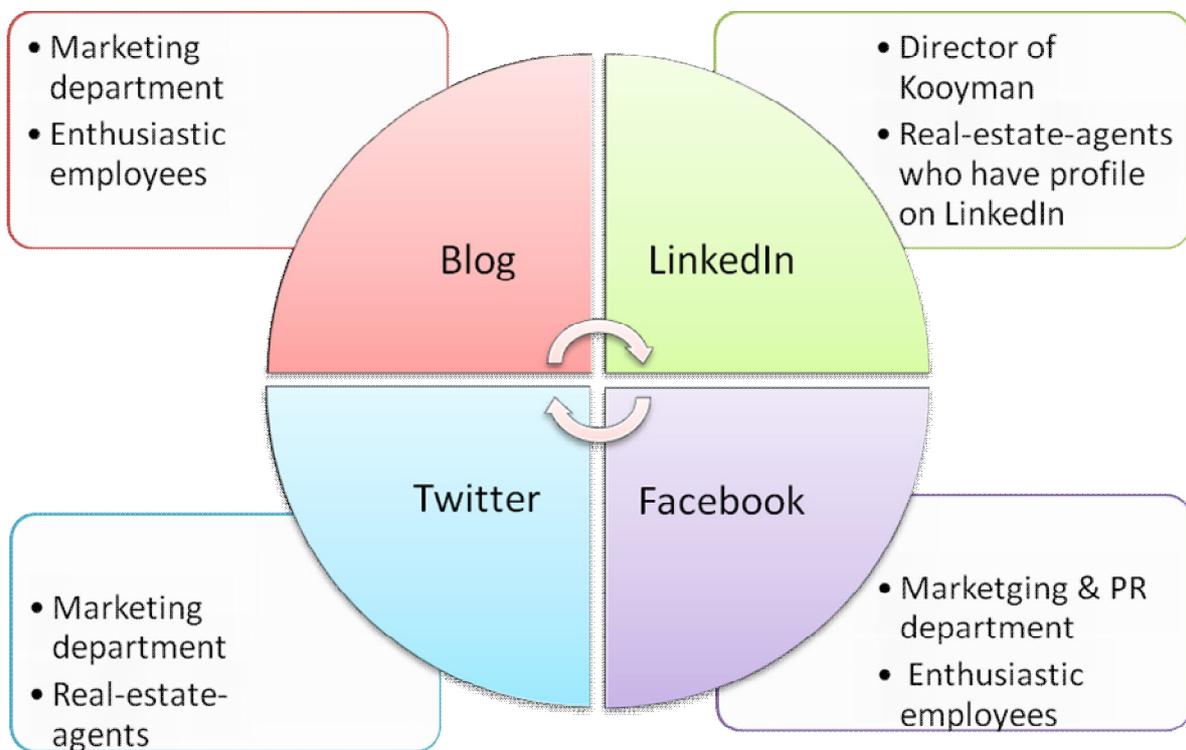
14. Implementation

14.1 Task division within Kooyman

The task division is a crucial part of the integration of social media and internet tools in the company. The weakness of the media is that attention to the medium is required regularly. Therefore it is important to divide the tasks within the company and maintain the workload.

A cost effective solution is to let someone within the company be responsible for creating the pages and maintaining the social media. It is even better to spread the amount of work among the members of the company, this results in higher quality service and the online relevance and activity for the customer.

As is shown in the internal analysis there are various divisions within Kooyman. For the social media the following outline is created:



This results in the following division of tasks among the employees of Kooyman.

	Facebook	Twitter	LinkedIn	Blog
Marketing department	J. Kooyman S. Verschoor	J. Kooyman		J. Kooyman I. Spruijt
Others	L. Huizer	K. Kooyman	K. Kooyman Real estate agents	Guest writers

It is important that every month the social media progress is evaluated. This should be done in the form of a meeting, where the tool Google analytics is used to evaluate the progress of social media on the website.

14.3 Action plan short-term

The first 2 months

- ❖ Create an account on Facebook, Twitter, LinkedIn
- ❖ Link those accounts together
- ❖ Add social media buttons to the website
- ❖ Create a newsletter and campaign to inform all clients of the usage of social media
- ❖ Add a signature to all the e-mails of Kooyman, with the social media attached.
- ❖ Try out the effect of social media, response and integrate in the company

The first 6 months

April	<ul style="list-style-type: none"> ❖ Launch 2.0 website + social media buttons ❖ Use e-mail signature with social media ❖ Write blog article + send newsletter to all current clients about the new website, logo and the use of the social media ❖ Have an evaluation end of March
May	<ul style="list-style-type: none"> ❖ Update 2-3 blog posts ❖ Maintain social media, respond to questions ❖ Update Facebook with relevant projects ❖ Have an evaluation end of June
June	<ul style="list-style-type: none"> ❖ Update 2-3 blog posts ❖ Maintain social media, respond to questions ❖ Have an evaluation end of June
July (holiday season)	<ul style="list-style-type: none"> ❖ Maintain social media, respond to questions ❖ Have an evaluation end of July
August	<ul style="list-style-type: none"> ❖ Maintain social media, respond to questions ❖ Have a Facebook "tag your holiday pic" campaign ❖ Update 1-3 blog post ❖ Have an evaluation end of August
September	<ul style="list-style-type: none"> ❖ Maintain social media, respond to questions ❖ Update 3-4 blog posts ❖ Create a Twitter campaign ❖ Have an evaluation end of September

Feedback of customers

In the evaluation sessions it is important to take into account the feedback generated by the visitors on social media sites. They will ask, remark and say things about the company that are relevant to Kooyman. It is therefore important to focus and listen to those clients. Any disturbing feedback should be evaluated in the monthly meeting.

14.4 Long-term planning

For the long-term planning it is important to realize the long-term goals. What is the goal for Kooyman to use online marketing as a tool?

The long-term goal is to reach the potential and existing customers and to meet the changes in the current society.

Kooyman will be successful in meeting this challenge when Kooyman wins clients. Currently, Kooyman has around the 200 clients a year based on sales.

The social media strategy will be successful when:

- ❖ 2011: 220 clients
- ❖ 2012: 240 clients
- ❖ The trust and personality of the company is viewed positively.
- ❖ An increase of 20% website traffic by social media

Evaluation

To measure the successfulness of the social media strategy, it is best to build in control measurements.

The first tool for measuring results is with Google analytics. This measures the amount of website traffic and from which channel. This also shows if there is an increase in website traffic with the social media tools.

Furthermore, the amount of reactions and the increase in followers or fans needs to be measured. The final evaluation at the end of 2011 should answer the effectiveness of the social media campaign.

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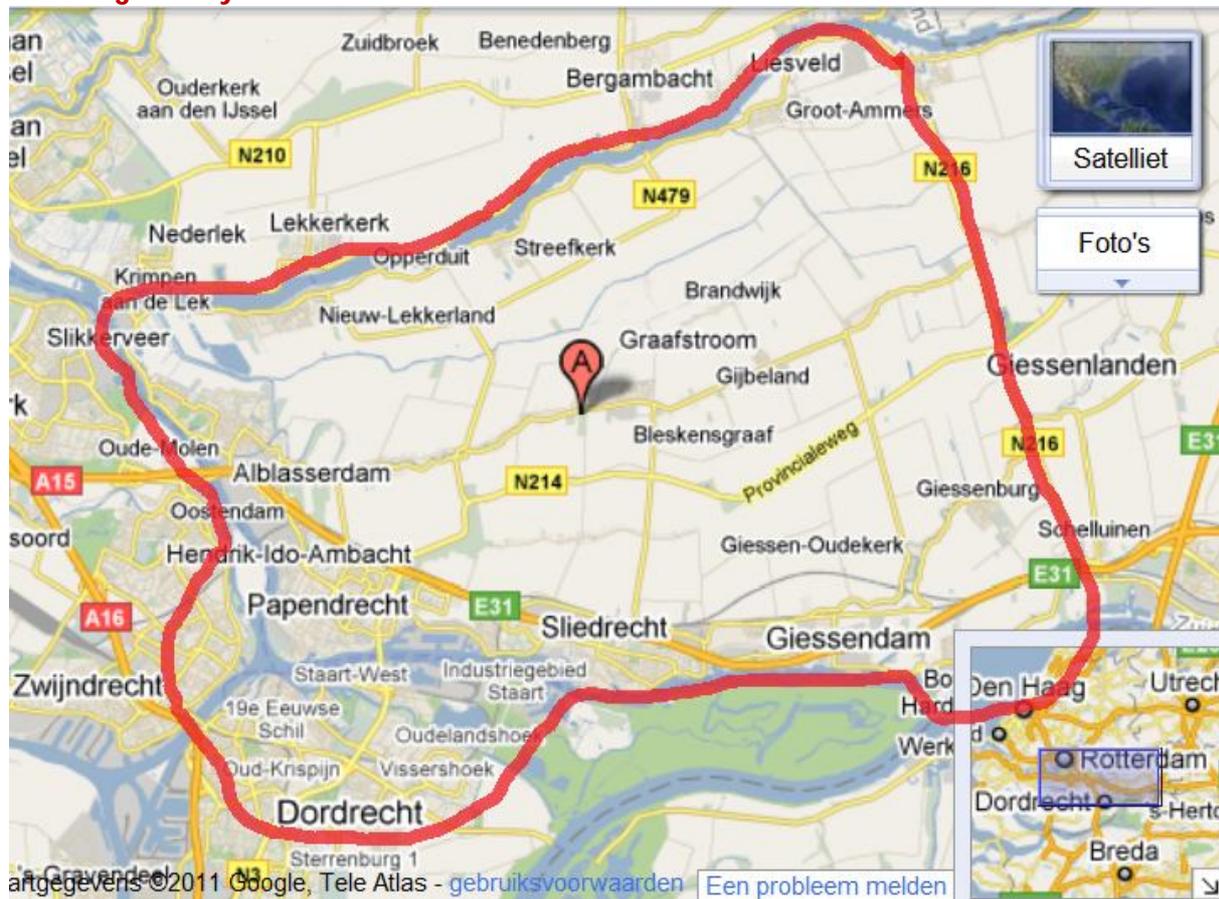
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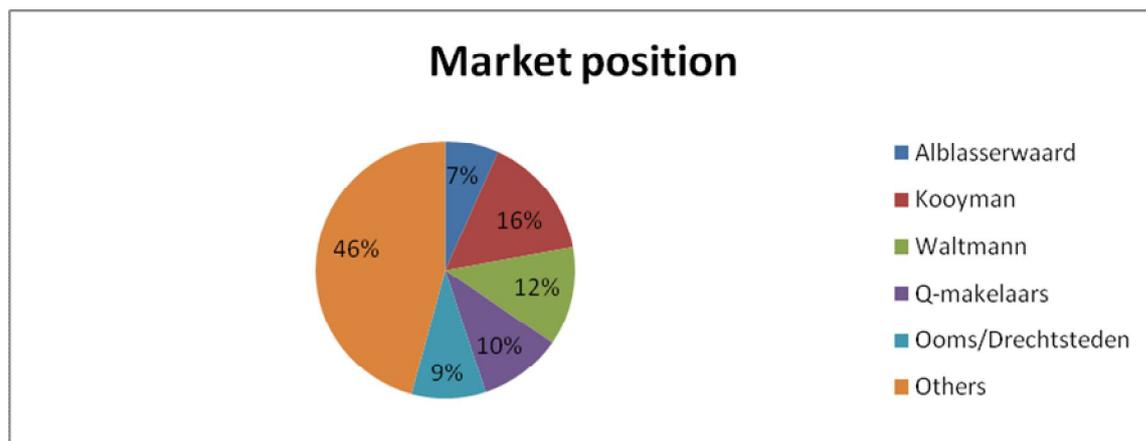
16. Appendix

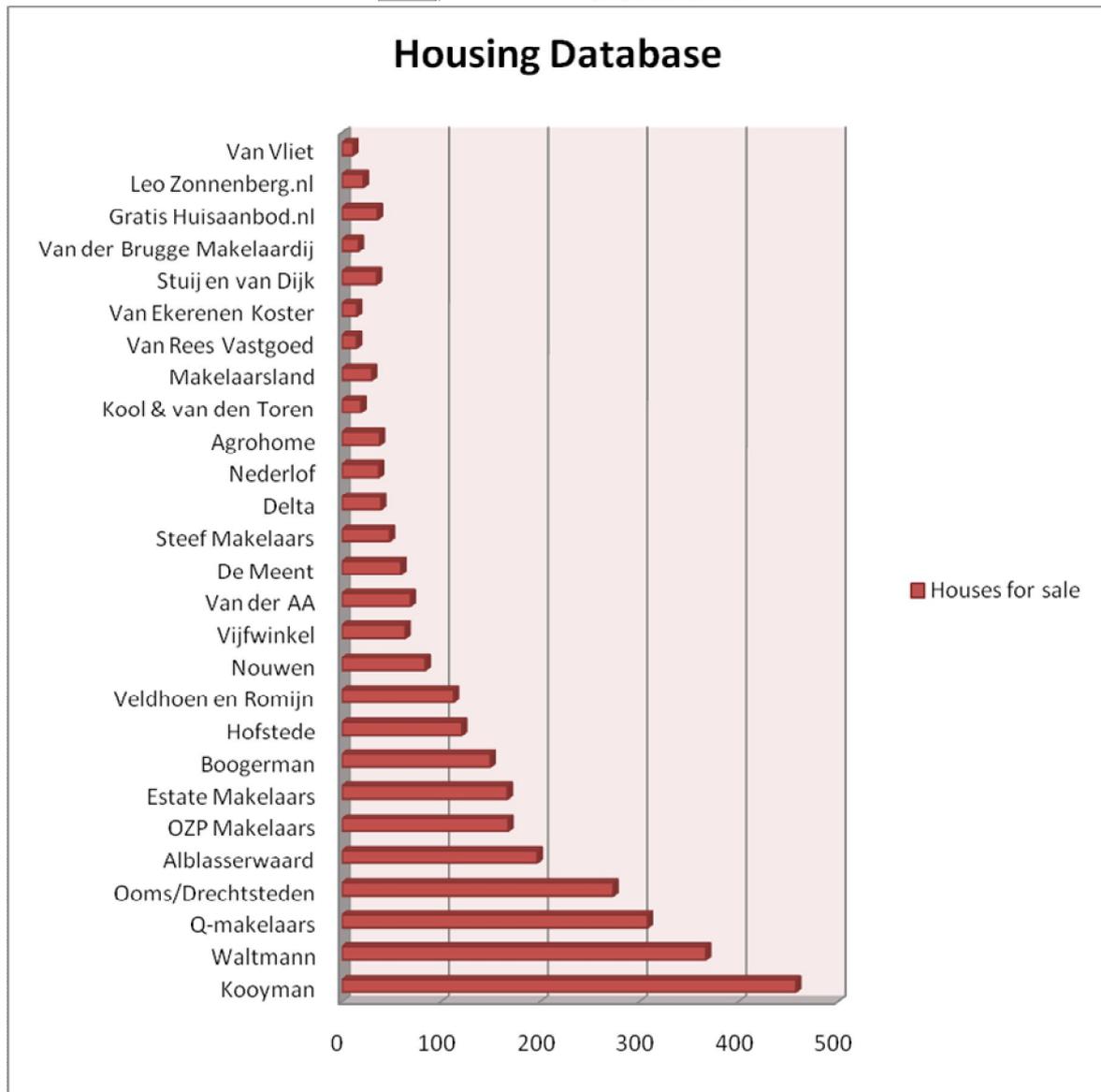
16.1 Regio Kooyman



16.2 Housing database

1	Makelaars	Totaal		Nieuwbouw	
2	Van der AA	69	2 %	1	1 %
3	Van Vliet	11	0 %	0	0 %
4	Alblasserwaard	197	7 %	21	17 %
5	Waltmann	367	12 %	16	13 %
6	Boogerman	150	5 %	0	0 %
7	Ooms/Drechtsteden	273	9 %	12	10 %
8	Nouwen	84	3 %	4	3 %
9	OZP Makelaars	168	6 %	10	8 %
10	Veldhoen en Romijn	113	4 %	6	4 %
11	Delta	39	1 %	0	0 %
12	Steef Makelaars	48	2 %	0	0 %
13	Estate Makelaars	167	6 %	0	0 %
14	Vijfwinkel	64	2 %	3	2 %
15	Hofstede	121	4 %	13	10 %
16	De Meent	59	2 %	0	0 %
17	Nederlof	37	1 %	1	1 %
18	Agrohome	38	1 %	0	0 %
19	Kool & van den Toren	19	1 %	0	0 %
20	Kooyman	458	15 %	40	32 %
21	Makelaarsland	30	1 %	0	0 %
22	Van Rees Vastgoed	15	1 %	0	0 %
23	Van Ekerenen Koster	15	1 %	0	0 %
24	Stuij en van Dijk	35	1 %	0	0 %
25	Van der Brugge Makelaardij	17	1 %	0	0 %
26	Gratis Huisaanbod.nl	36	1 %	0	0 %
27	Leo Zonnenberg.nl	22	1 %	0	0 %
28	Q-makelaars	308	10 %	0	0 %
29	Totaal	2958	100%	127	100 %



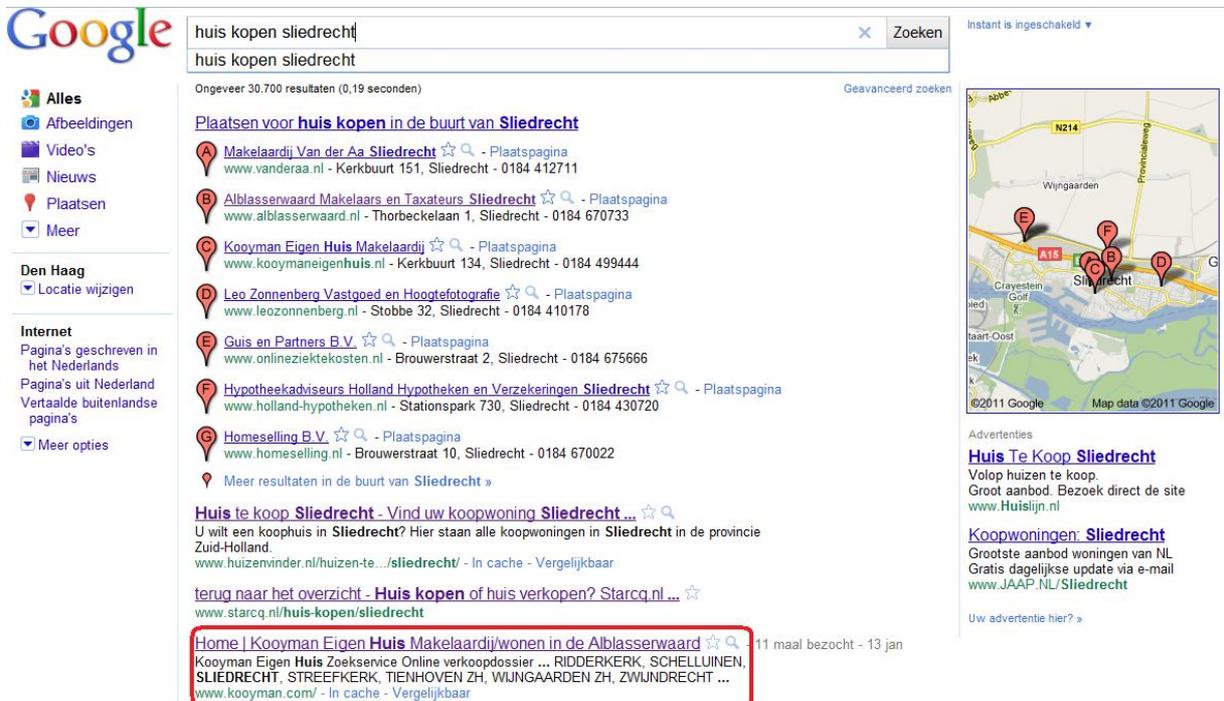


16.3 Customer analysis

Albasserdam	42	10 %
Bleskensgraaf	3	1 %
Brandwijk	4	1 %
Dordrecht	55	13 %
Giessenburg	8	2 %
Hardinxveld-Giessendam	15	4 %
Nieuw-Lekkerland	20	5 %
Nieuwpoort	4	1 %
Oud-Alblas	9	2 %
Papendrecht	140	33 %
Rotterdam	4	1 %
s Hertogenbosch	5	1 %
Sliedrecht	33	8 %
Streefkerk	12	3 %
Zwijndrecht	4	1 %
Overig	68	16 %
Totaal	426	100 %

16.4 Google search terms

Search term: *HuiskopenSliedrecht/Dordrecht*



The screenshot shows a Google search for "huis kopen sliedrecht". The search results list several real estate agencies and services in Sliedrecht, including Makelaardij Van der Aa, Alblasserwaard Makelaars en Taxateurs, Kooyman Eigen Huis Makelaardij, Leo Zonnenberg Vastgoed en Hoogtefotografie, Guis en Partners B.V., Hypotheekadviseurs Holland Hypotheken en Verzekeringen, and Homeselling B.V. A map on the right shows the location of Sliedrecht with markers A through G. The search results also include a link to "Huis te koop Sliedrecht - Vind uw koopwoning Sliedrecht..." and "terug naar het overzicht - Huiskopen of huis verkopen? Starcq.nl...". The bottom result is highlighted with a red box: "Home | Kooyman Eigen Huis Makelaardij/wonen in de Alblasserwaard ... 11 maal bezocht - 13 jan".

Search term: Buying a home

Google huis kopen Zoeken

Ongeveer 1.210.000 resultaten (0,18 seconden) Geavanceerd zoeken

Zoek huizen en appartementen te koop in Nederland [funda] - 2 maal bezocht - 15-12-10
 Zoek een koopwoning, huurwoning, nieuwbouwwoning of recreatiewoning op funda, de huizensite van Nederland met het actuele woningaanbod van alle NVM, ...
 Specifiek adres - Huurwoningen - Zoek op kaart - Uitgebreid zoeken
www.funda.nl/ - In cache - Vergelijkbaar

JAAP.NL - Huis kopen. Doorzoek alle huizen in 1 keer op JAAP.NL
 Een **huis kopen** is 1 maar eerst moet je een huis vinden en dat doe je makkelijker in het complete huizenaanbod op JAAP.NL.
www.jaap.nl/huis-kopen/ - In cache

Huis kopen voor beginners
 Op deze site vindt je heel veel informatie over het **kopen** van een **huis**, speciaal geschreven voor beginners en starters. Deze site is volstrekt onpartijdig ...
 Onderhandelen bieden en kopen - Wat is een huis waard - De bezichtiging
www.huiskopenvoorbeginners.nl/ - In cache - Vergelijkbaar

Nieuws over huis kopen
Huis kopen nog lastiger voor lage inkomens
 4 uur geleden
 (Novum) - Mensen met een lager inkomen kunnen vanaf volgend jaar nog moeilijker een **huis kopen**. De normen van de Nationale Hypotheekgarantie worden dan ...
 Trouw - 8 verwante artikelen

Plaatsen voor huis kopen in de buurt van Den Haag
Frisia Makelaars - Plaatspagina
www.frisiamakelaars.nl - Javastraat 1A, Den Haag - 070 3420101

Plaatsen voor huis verkopen in de buurt van Sliedrecht

Stad en Land NVM Makelaars Rotterdam - Plaatspagina
www.stadenland.nl - Vredehofweg 70, Rotterdam - 010 4526666

BVA Makelaardij - Plaatspagina
www.bvamakelaardij.nl - Schopenhauerweg 74, Rotterdam - 010 3040198

Kanters Garantiemakelaars - Plaatspagina
www.kanters.net - Monseigneur Poelsstraat 9, Dongen - 0162 315551

Woonaccent Makelaars Breda - Plaatspagina
www.woonaccent.nl - Vierwindenstraat 34, Breda - 076 5310900

Reinerie Garantiemakelaars - Plaatspagina
www.reinerie.nl - Benschopperstraat 37, IJsselstein - 030 6884455

Makelaardij Grote Waard - Plaatspagina
www.grootewaard.nl - Vierwiekenplein 31, Oud-Beijerland - 0186 666911

Drieman Garantiemakelaars - Plaatspagina
www.drieman.nl - Marktstraat 6, Bodegraven - 0172 460800

Home | Kooyman Eigen Huis Makelaardij/wonen in de Ablasserwaard
 Kooyman Eigen Huis Zoekservice Online **verkoopdossier** ... RIDDERKERK, SCHELLUINEN, SLIEDRECHT, STREEFKERK, TIENHOVEN ZH, WUNGAARDEN ZH, ZWIJNDRECHT ...
www.kooyman.com/ - In cache - Vergelijkbaar

Verkoopbemiddeling, huis verkopen bij NVM makelaar in Gorinchem
 van ekeren kosten makelaardij, uw makelaar voor Vuren, Sliedrecht, Gorinchem, Leerdam, ...
 Het **verkop**en van een **huis** is iets dat u niet dagelijks doet, ...
www.vanekerenkoster.nl/?tab=1&n=7 - In cache

Vandaag uw huis verkopen?
 Dubbele hypotheeklasten? Werkloos? Wij kopen uw woning direct!
 NederlandseVastgoedMaatschappij.nl

Snel uw huis verkopen
 Uw **huis verkopen** voor de beste prijs en beste voorwaarden.
 Zuid-Holland
www.opbdmakelaar.nl

Search term: Selling a home

AdWords
Webiste 2.0 (content strategy)

Google huis verkopen sliedrecht Zoeken

Ongeveer 66.600 resultaten (0,36 seconden) Geavanceerd zoeken

Plaatsen voor huis verkopen in de buurt van Sliedrecht

Stad en Land NVM Makelaars Rotterdam - Plaatspagina
www.stadenland.nl - Vredehofweg 70, Rotterdam - 010 4526666

BVA Makelaardij - Plaatspagina
www.bvamakelaardij.nl - Schopenhauerweg 74, Rotterdam - 010 3040198

Kanters Garantiemakelaars - Plaatspagina
www.kanters.net - Monseigneur Poelsstraat 9, Dongen - 0162 315551

Woonaccent Makelaars Breda - Plaatspagina
www.woonaccent.nl - Vierwindenstraat 34, Breda - 076 5310900

Reinerie Garantiemakelaars - Plaatspagina
www.reinerie.nl - Benschopperstraat 37, IJsselstein - 030 6884455

Makelaardij Grote Waard - Plaatspagina
www.grootewaard.nl - Vierwiekenplein 31, Oud-Beijerland - 0186 666911

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Home | Kooyman Eigen Huis Makelaardij/wonen in de Ablasserwaard
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Snel uw huis verkopen
 Uw **huis verkopen** voor de beste prijs en beste voorwaarden.
 Zuid-Holland
www.opbdmakelaar.nl

16.4 Home Page website

16.5 Facebook figures

Gender division of Facebook (Koek, 2010).

Men	%	Women	%	Other
1.377.200	49.8	1.636.060	49.3	0.9%

Number of users of Facebook

Leeftijd	man		Vrouw		totaal	totaal in %
0-17	119980	8,71%	175880	12,90%	286740	10,37%
18-24	344520	25,02%	342560	25,13%	709120	25,65%
25-34	420320	30,52%	379900	27,87%	825580	29,86%
35-44	252600	18,34%	226420	16,61%	489920	17,72%
45-54	142220	10,33%	135820	9,96%	286740	10,37%
55-64	72100	5,24%	64640	4,74%	161520	5,84%
65+	39860	2,89%	25800	1,89%	68020	2,46%
	1377200		1363060		2764660	

(Koek, 2010).

Leeftijdsgroep	% Hyves leden	% Facebook leden	% LinkedIn leden
0-17	28.10%	16.00%	0.00%
18-24	23.20%	22.60%	32.40%
25-34	22.10%	28.90%	48.00%
35-54	20.90%	25.10%	14.60%
55+	5.80%	7.30%	4.90%

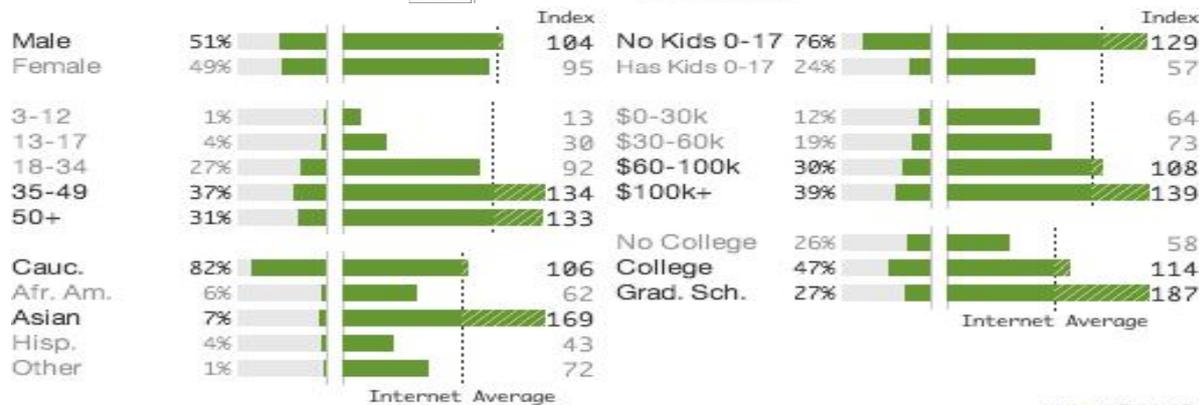
16.6 Region target group analysis

Facebook Analysis				
Region/City	Age	Everybody	Men	Women
The Netherlands	18-55	2.911.160	1.434.520	1.425.520
Dordrecht	18-55	14.060	7.060	6.860
Alblasserdam	18-55	700	320	360
Nieuw-Lekkerland	18-55	240	120	120
Papendrecht	18-55	1.920	860	1.060
Sliedrecht	18-55	1.520	780	720
Zwijndrecht	18-55	2.640	1.260	1.340
Whole region	18-55	21.080	10.400	10.460

16.7 LinkedIn figures



Online Marketing Plan



linkedin.com Demographics - 04/23/10

quantcast © 2010 Quantcast Corp.

(Recruiting Roundtable, 2010).

Number of Users in region Kooyman

Account Type: Basic

Home Profile Contacts Groups Jobs Inbox Companies More

Find People Advanced People Search Reference Search Saved S Location: 10 mi (15km) 2971 Netherlands

Sort by: Relevance View: Basic 22,444 results Save

Marc Stuuat ^{1st} ^{2nd}
Leasecoördinator
Breda Area, Netherlands | Computer Software

Martijn Aarnouts ^{1st}
Accountant at Deloitte Nederland
Breda Area, Netherlands | Management Consulting

Kees Jongh, de ^{1st}
Projectmanager at Tablis Wonen
Breda Area, Netherlands | Real Estate

Jan Glimmerveen ^{1st}
Psycholoog
Rotterdam Area, Netherlands | Mining & Metals

David Roelofs ^{1st}
Bouwkundig adviseur at De Roever Omgevingsadvies
Rotterdam Area, Netherlands | Government Relations
In Common: 1 shared connection

Marianne Mak ^{2nd}
Secretary at Tablis Wonen

16.8 Quotes Clients

Client in Alblasterdam.

Marinus van der Sluis

“Jullie mogen het huis erboven ook meenemen, als jullie de zaak gaan verkopen. Het huis staat nu bij makelaar x, ik heb hem destijds gekozen, maar die jongen schijnt toch niet echt te weten hoe het moet. Hier is de brochure en andere spullen.” (Interview 23-09-2010)

16.9 Twitter figures

