

A CUSTOMER LOYALTY RESEARCH OF STOCKER CENTRALE VERWARMING B.V.

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Executive Summary

Stocker Centrale Verwarming was founded in 1978. It is an established heating company in the region of Zevenaar; a city that lies on the border with Germany and the Netherlands. High quality and fast service are the vocal points of the organization. Because of changes in the industry, new competitors and not a lot of new projects available, Stocker had the feeling it was losing customers. The management of Stocker wanted to know whether it was possible and necessary to adjust their position in the brains of customers and thus their image and identity in order to increase their loyal customer database.

For the research it was important to use well-known respected models that could actually help to map out Stocker Centrale Verwarming B.V. Models such as those from Birkigt and Stadler (1986), Trompenaars (2003), Cornelissen (2009), Ries and Trout (2001), Schiffman and Kanuk (2007) and Reichheld (1996, 2001) were used to map out Stocker's identity, positioning and loyalty.

In order to get all the right results research was done with the help of mixed method researching through questionnaires, observations and interviews. This created triangulation what according to Descombe (2007, pg. 334) helps with checking if the results are consistent and reliable.

Results of the research were shown through the analyzing the models used and creating a gap analysis that showed that Stocker could still improve its communications, symbolism and that it could innovate itself.

Stocker already had a clear identity, but there were still some improvement in some areas of Stocker, that will help to improve the position of Stocker in the brains of customers and in the end Stocker's customer loyalty.

This advice include the following:

- Stocker's administration should get a course on phone answering in order to come across as more friendly and understanding
- Stocker should change its advertisements to include the logo and base new advertisements on the orange of the logo. The style guidelines from the logo should be used in all other forms of communication.
- Delete the red/blue from the website (and van advertisements) and make the coloring orange/red
- Edit reminder maintenance letter by using more friendly words and make it less strict. Also use style guidelines from logo to make the letter consistent with Stocker's other visual identity
- Start company newsletter online and send it out every 3 months include the following aspects:
 - Show how to regularly check your heating with the seasons in order to prevent failures
 - Show the benefits of a maintenance contract and why it is good to have one
 - Show the new deals that Stocker has going on; for example a new high quality heating that is cheaper than normal; refer to website deals as well
- Acquire new customers to increase customer base and in the end loyal customer base, this can be done through the following:
 - Add "24/7 service" in communication such as the stickers, vans and letters
 - More focus on Stocker's reliability
 - Add web-address of Stocker in communications (letters, vans, sticker etc.)

Index

1. Introduction & Problem Definition	1
1.1 Introduction	1
1.2 Situation analysis	1
1.2.1 Current Situation	1
1.2.2 Private Customers	2
1.2.3 Customers Housing Corporation	2
1.2.4 Target Group	2
1.2.5 Competitors	2
1.2.6 Position	3
1.3 Problem Definition	3
1.4 Advisory Question	3
1.5 Communication Question	3
1.6 Research Question	3
2. Theoretical Framework	4
2.1 The Corporate Identity Mix	4
2.1.1 Personality	5
2.1.2 Communication	5
2.1.3 Behavior	5
2.1.4 Symbolism	5
2.2 Corporate Image	6
2.3 Consumer Relationship Management	6
2.3.1 Customer Relationship Groups	6
2.3.2 Customer Relationship Pyramid	7
2.4 Competitor Analysis	8
2.5 Positioning	8
2.6 AIDA2Loyalty Model	10
2.7 Reichheld's six principles of loyalty	11
2.8 Sub-questions	11
3 Methodology	14
3.1 Mixed Method	14
3.2 Non-probability sampling	14
3.3 Collection of Data	15
3.3.1 Interviews	15
3.3.2. Survey	15
3.3.3 Scheduled Observations	15
3.4 Analyzing Identity	16
3.4.1 CI-mix	16
3.5 Analyzing position and customer loyalty	16
3.5.1 Perception Map	16
3.5.1 Reichheld's acid test	16
3.6 Sample Sizes	17
3.6.1 Customer Sample size	17
3.6.2 Employee sample	18
3.6.2 Interviews and Observations	18
4. Identity Analysis	19
4.1 Personality	19
4.1.1 Vision	19
4.1.2 Mission	19

4.1.3 Objectives	19
4.1.4 Culture	19
4.1.4.2 Trompenaars Onion Model	20
4.2 Corporate Identity mix	21
4.2.1 Behavior	21
4.2.2 Communication	24
4.2.3 Symbolism	26
4.3 Conclusion	30
5. Competitor Analysis	32
5.1 Pola	34
5.1.1 Pola's departments	34
5.1.2 Private customers	34
5.1.3 Conclusion Pola	34
5.2 Feenstra/Nuon	34
5.2.1 Feenstra heating	35
5.2.2 Conclusion Feenstra/Nuon	35
5.3 Perception Map	35
5.4 Competitors attracting customers	36
5.5 Conclusion	36
6. Positioning analysis	37
6.1 Positioning Aim	37
6.2 Positioning Objectives	38
6.3 Positioning Strategy(ies)	38
6.4 Communication and Consumer perception	39
6.5 Positioning Statement	40
6.5 Conclusion	40
7. Loyalty Analysis	41
7.1 Customer Relationship Management	41
7.2 Customer relationship group	42
7.2.1 True Friends	42
7.2.2 Barnacles	42
7.3 AIDA2Loyalty Model	43
7.4 Reichheld's principles	44
7.4.1 Play to win/win	44
7.4.2 Be picky	44
7.4.3. Keep it simple	44
7.4.4. Reward the right results	45
7.4.5. Listen hard, talk straight	45
7.4.6. Preach what you practice	45
7.5 Conclusion	45
8. GAP Analysis	47
8.1 Identity	47
8.1.1 Disconnection between symbolisms	47
8.1.2 Dissatisfaction with communication	47
8.1.3 Rigid behavior	47
8.1.4 Conclusion Identity GAPs	47
8.2 Positioning	48
8.2.1 Competitors	48
8.2.2 Reliability	48
8.2 Conclusion Positioning GAP	48

8.3 Loyalty	48
8.3.1 Maintenance contract	48
8.3.2 Innovation	49
8.3.3 Conclusion	49
9. Advices	50
10. Timeline for Changes	51
11. Critical Review	52
12. List of Footnotes	53
12. Bibliography	54
Appendix A: Content Analysis Letter	55
Written analysis	55
Conclusion	56
Appendix B: Employee Surveys	57
Guiding Letter	57
Survey with explanation towards the questions in red	58
Dutch version of the employee survey (version that was sent)	60
Results	62
Appendix C: Customer Surveys	72
Guiding Letter	72
Survey with explanation towards the questions in red	73
Dutch version of the customer survey (version that was sent)	77
Customer Survey Results:	81
Appendix D: Customer Observations	96
Appendix E: Observation administration	97
Appendix F: Participant Observations	98
Appendix G: Interviews	99
Employee and direction Interview Questions	99
Interview Questions Ruud Reijmer(owner) with explanation towards why the questions were asked in red	99
Interview Questions Employees with explanation towards why the questions were asked	100
Customer Interview Questions	101
Customer interview questions with explanation towards why the questions were asked	101
Pictures of colors and animals	104
Customer Interviews	105
Peter and Aasa Quint	105
Fons Janssen	106
Hans Becker	106
Hans van Gorkum	108
Ali Huting	109
Marietje van Riswijk	110
Gé Snoek	111
Group Interview	112
Interviews Non-Customers	114
Joop Hartman	114

Dick Reuling	114
Brigit Arnold	115
Company Interviews	117
Ruud Reijmer	117
Jeroen Bruns	118
Mark Maandag	119
Interview Notes	121

List of Figures

Figure 1: J. Cornelissen (2009), pg. 67, corporate identity model (Birkigt and Stadler, 1986)	4
Figure 2: Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008): Consumer relationship groups (pg.30)	6
Figure 3: CRM Pyramid (J. Curry (2000), <i>The customer marketing method</i> , the free press, pg. 15)	7
Figure 4: L.G. Schiffman and L.L. Kanuk (2010), pg. 190, Model of Strategic Positioning	9
Figure 5: http://www.gaumina.lt/tuuletin/fileadmin/_temp_/marketing_01.gif , AIDA2Loyalty Model	10
Figure 6: Sample size calculator, Raosoft.com, 2012	18
Figure 7: Results of question 1 of the employee survey	20
Figure 8: Results question 6 customer survey	23
Figure 9: Results of question 18 of the customer survey	23
Figure 10: Results of question 17 of the customer survey	24
Figure 11: results question 9 from the employee survey	27
Figure 12: Results from question 13 from the customer survey	28
Figure 13: Results from question 10 from employee survey	33
Figure 14: Outcome from question 3 from customer survey	33
Figure 15: Perception map made from observations, interviews and questionnaires	35
Figure 16: Results from question 14 of the customer survey	37
Figure 17: Results from question 15 of the customer survey	38
Figure 18: Results from question 4 of the customer survey	42
Figure 19: Results of question 8 of the customer survey	43
Figure 20: Results from question 10L from the customer survey	45

List of Tables & Illustrations

Table 1 Offers Stocker Centrale Verwarming, <i>internal database</i> , 2-2-2012	2
Illustration 1: Stocker Centrale Verwarming BV Logo (Stocker Centrale Verwarming B.V. 2012)	28
Illustration 2 Van and website advertisement from Stocker Centrale Verwarming B.V (2012)	29
Illustration 3 Sticker's that go on the heating installations that Stocker maintains (2011)	29
Illustration 4 Work clothes of servicemen of Stocker Centrale Verwarming; a dark blue sweater and grey working pants (Stocker Centrale Verwarming B.V, 2012)	30

1. Introduction & Problem Definition

1.1 Introduction

According to Ruud Reijmer, owner of Stocker Centrale Verwarming B.V. the company has been a trustworthy heating company in the border area Zevenaar since the 70s when Albert Stocker took over the company Jansen-Krienen. He made the company profitable and built the foundations of trust towards customers in his time as director and founder of Stocker¹. In 1996 Ruud Reijmer took over the company and kept steering it into a successful direction. Young heating workers started their jobs at Stocker and it wasn't uncommon for an employee to work at Stocker for over 20 years.

At the end of 2008 the economic crisis hit and slowly also the heating sector that Stocker is active in. At first they didn't notice a lot about it, but around the end of 2010 and 2011 the company noticed a decrease in offers for heating and work. It made Stocker fire three people in order to survive another day.

Customers² were still coming to Stocker and new and dangerous competitors came into the picture, such as Pola, according to Stocker's management one of Stocker's main competitors. Pola used to mainly focus on big projects and now started working for private customers as well. The management also mentioned Warmteservice, an online company where heating can be bought for a low price and as last Nuon/Feenstra, a well-known company in the Netherlands that now started selling products to Stocker's customers. If all these companies weren't enough trouble for Stocker the house market kept going down according to the management and according to them they customers didn't want to spend any money on new or replacement heating installations.

In the meanwhile Stocker kept going but because customers were going to their competitors they thought, they had to change something. Their position in the market and image according to their customers was the first thing that had to be looked at and in the meantime they also wanted to find a way to get more customers loyal in order to stick with Stocker during this difficult period.

With the hope of a better position and image in the market the company hopes to acquire more loyal customers that will stick with them even during difficult times.

1.2 Situation analysis

In this part the problem of Stocker is defined and the focus of the research is mentioned.

1.2.1 Current Situation

In the last few years Stocker lacked good profits and had to fire three employees of the 15 employees they had, because of the lack of work and orders. Many of the declined offers stated that Stocker was too expensive. The next problem is that bigger companies are now targeting more on the smaller projects such as private customers, than they have done in the past. They often are cheaper than Stocker and Stocker has a hard time competing with them (Stocker Centrale Verwarming, personal communication, February

¹ Stocker is Stocker Centrale Verwarming B.V. from now on the company will be referred to as Stocker in this graduation assignment

² Customers/Consumers/Clients will in this graduation assignment all mean the same thing; people who buy their products/services from Stocker Centrale Verwarming B.V.

2, 2012). This made it harder for Stocker to keep its customers loyal and stick with them during these difficult times.

Stocker relies a lot on loyal customers because it trusts a lot of it's advertising on word-of-mouth communication and local advertising. The area, Zevenaar, where it is mainly active in, is a small city with around 30.000 inhabitants where people easily connect.

1.2.2 Private Customers

Stocker has around 3500 private customers but only around 800 of them have a service contract. This contract makes those customers obligatory to always go to Stocker when they have problems with their heating and therefore they could be called loyal customers. In return, Stocker checks the heating regularly for a standard price (Stocker Centrale Verwarming, personal communication, February 2, 2012). These customers can be seen as the loyal customers because they trust the company to do the best there is for their central heating.

A look at the offers for new heating shows that there are a lot of offers that weren't accepted last year. From the people that listed a reason in the database it showed that Stocker was too expensive and the others wanted to wait till they really had to get a new heating, implying that a heating was too expensive for them for now.

Year	Amount of Accepted Offers	Amount of declined offers	Total Amount of offers	Average amount money per accepted offer
2006	134	86	220	€2960,93
2007	109	64	173	€3162,88
2008	118	87	205	€3025,88
2009	115	105	220	€4488,84
2010	122	64	186	€6961,60
2011	93	57	150	€3424,35

Table 1 Offers Stocker Centrale Verwarming, *internal database*, 2-2-2012

1.2.3 Customers Housing Corporation

Stocker's management mentioned that they also have around 4000 customers from a housing corporation named Baston (Baston.nl, 2012, ons totale bezit). These customers are obligated to call Stocker when they have issues with their heating because of the contract that the company has with Baston.

1.2.4 Target Group

The customers of the housing corporation are valuable for Stocker for now, but next year anyone can get this service contract with the housing corporation. Baston has already mentioned to Ruud Reijmer in one of their earlier meetings that they will go for the cheapest option for them instead of for service. Stocker already thinks it doesn't stand a big chance to "win" this contract and wants to focus more on the private customers now.

1.2.5 Competitors

A part of the problem this company got is because of the changes in the market (new competitors) in the last few years and they especially hit them last year.

One of the main factors are the competitors. Mainly the regional or even national competitors that are now getting in Stocker's local market that is on the border of the

Netherlands. Even though the organization is on the border, Stocker has so far not been influenced by German competitors.

1.2.6 Position

Because of the changes in this market Stocker wants to look at what their position in the brains of the customers is in order to gain more loyal customers that can give good profits to Stocker in the future.

1.3 Problem Definition

Stocker Centrale Verwarming Bv. has noticed that new and dangerous competitors entered their market, which influenced their customers to go to them and has lead to a loss in turnover, eventually this could jeopardize Stocker's continuity.

1.4 Advisory Question

Since the end of 2010 Stocker has noticed a decrease of work that jeopardizes the company's livability in the future. This made the company realize that it needs to research where this problem is exactly coming from and if there is a way for them to create more loyal customers that will help Stocker during these difficult times.

In order to solve the problem an advisory question is asked that relates to the problem. In this question it is asked how to solve the current situation and get more loyal customers.

Stocker has two kinds of customers; those from Baston, the housing corporation, and the private customers. But because Stocker wants to target more private customers and it is most likely that the customers from the housing corporation will fall away next year, the research will be focused on the private customers.

The image and identity of Stocker within the private customers had to be researched so that customers are more willing to use Stocker's services instead of choosing for their competitors and they might become ambassadors who convince others.

This translates in the following question:

In what way should Stocker position itself in the brain of customers to get more loyal customers?

1.5 Communication Question

In this question there will be looked at how Stocker's communication can help in order to solve the problem. Stocker's management thinks it doesn't have enough loyal customers due to their image problem and this has close relation to the advisory question. It will be researched how the image can be perceived that will later on have influence on the positioning and thus in the end profit of Stocker.

This translates in the following question:

How can Stocker get their desired corporate image aligned with their perceived corporate image in order to create more loyal customers?

1.6 Research Question

The research will focus on getting background information and explaining the situation that Stocker Centrale Verwarming is in and the desired situation. It will give a better understanding of how to solve the advisory question.

This translates in the following question:

What factors influence customers to get a maintenance contract from Stocker and thus be loyal customers?

What positioning can Stocker use in order gain more loyal customers?

2. Theoretical Framework

In the theoretical framework the models are discussed that will help with answering the advisory, communication and research questions and create guidelines for the research that is conducted in order to establish sub-questions.

2.1 The Corporate Identity Mix

Cornelissen (2009) mentions that the corporate identity is a profile of an organization that the organization wants to project on all its important stakeholders and how it wants to be known to these groups in regards to the corporate images.

Birkigt and Stadler (Cornelissen, 2009, pg. 67) created a model called the 'the corporate identity model' that is seen in figure 2. The model looks at the concept of corporate identity consists of symbolism, communication, behavior and in the middle the company's personality (Cornelissen, 2009, pg. 66).

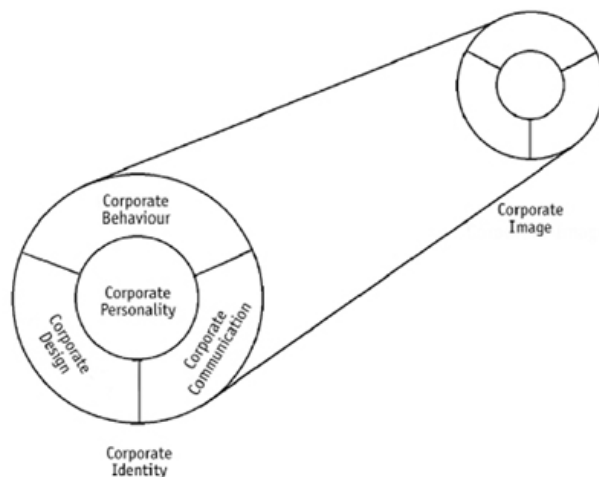


Figure 1:J. Cornelissen (2009), pg. 67, corporate identity model (Birkigt and Stadler, 1986)

All these elements combined plus the personality in the middle, make the corporate identity. The corporate image that is on the backside of the model is how an organization is perceived. This is based on certain messages that were sent at a particular point in time (Cornelissen, 2009, pg. 254).

Van Riel and Fombrun (2007) criticize this model. They do this for its assumption that the image is a reflection of the corporate identity. They say it is influenced by many environmental and cultural elements and can never be seen like that. Also the image of a company should not be the end in itself but the basis to improve organizational goals and objectives. They also criticize the fact that the different elements of this figure aren't equal in size and one is more important than the other (Cornelissen, 2009, pg. 69).

Even with this criticism this model is still important in identifying Stocker and getting a reasonably good representation of Stocker and in the end to analyze Stocker's customers behavior.

For Stocker this is model is important because it is the first step into finding out how Stocker can create a better image, which is a reflection of the identity and in the end gain more customers.

2.1.1 Personality

The personality of a company is what characterizes a company. According to Michels and Huyskens (2011, pg. 76) the personality it is the soul of a company and what makes it that exact company. Birkigt and Stadler mentioned that the core values of a company can be found in their culture, mission and vision. These core values make the company's corporate personality.

A company should have special core values; these shouldn't be too general but make the company special. They have to set the company apart; it makes part of their USP.

2.1.1.1 Trompenaars Onion Model

Trompenaars (2003, pg. 25-27) describes culture, which is a part of the personality with his onion model. The outer layer describes the visual cultural differences. This could be the language that the people in the organization speak, the sort of houses they live in, the kind of food that they eat and the clothes that they wear during work hours. The middle layer exists of the norms and values. This is what is considered as normal in the organization and what is right and what is wrong to do in an organization. These are the shared orientations that people have (Trompenaars, 2003, pg. 25). The third and inner layer of the onion consists of the key beliefs. "This consists of basic assumptions, many series of routines and methods developed to deal with the regular problems that people face," according to Trompenaars (2003, pg. 27).

2.1.2 Communication

Birkigt and Stadler(1986) mean with communication the way to target customers. This includes all visual and verbal messages an organization sends out. Essential to keep in mind is who the target audience is and not to promise something in advertisements that the company can't realize.

In general communication can go into many directions and target as much as one individual to a large group of people at once. It is important to keep all messages consistent according to Birkigt, Stadler, and Funk (2000, pg. 22).

2.1.3 Behavior

A company's behavior has a large effect on the corporate identity it should realize what it tells it customers and stay consistent with its behavior and only show relevant behavior. "It's perhaps the most important aspect of the company's personality," according to Michels and Huyskens (2011, pg. 77).

In the end the consumer will judge the company on its behavior and tell this to others. If they really like it a positive reputation will be built, if not, the company can get into serious trouble. The employees are an essential part in this and should know the core values of the company and behave like that.

2.1.4 Symbolism

Symbolism is in the logo, the fonts, color, imagery, vans, interior, what the employee wears and just in general the 'visualization' of the company. "Michels and Huyskens describe it as: 'everything that is visible and outs the visual identity of the company (pg.78)".

Several parts must be analyzed in order to see how the customers think about Stocker and how they see the company.

2.2 Corporate Image

The image of Stocker is an integral part for customers to choose why or why not to choose for this company when they are buying heating products. An image, or in this case a corporate image is meant to build a broad image for the company as a whole rather than tout the features of a brand (O'Guinn, Allen, Semenik, 2009, pg. 666). There are multiple ways to influence the image. People are influenced through many things such as competitor information, peer pressure, cultural background and rumors. The image can therefore be seen in many different ways (Van Riel & Fombrun, 2007, pg. 39). According to Birkigt and Stadler(1986) any inconsistencies in the identity can have negative effects on the image.

In order to change the perceived image, a company has to advertise its desired image. This is to show customers how a company wants to see them (Lamb, Hair and McDaniel, 2012, pg. 217). Stocker's image will be determined through the research of the identity of Stocker.

2.3 Consumer Relationship Management

In this part the different aspects of relationship management are discussed. This will help with what kinds of customers Stocker needs to attract that can become loyal.

2.3.1 Customer Relationship Groups

There are the different kinds of customers that a company can have, but there are different ones that Stocker can focus on.

Stocker has to attract the right customers in order for them to create more loyal customers that are profitable. There are four kinds of customers; the butterflies, true friends, strangers and the barnacles as can be seen in figure 5.

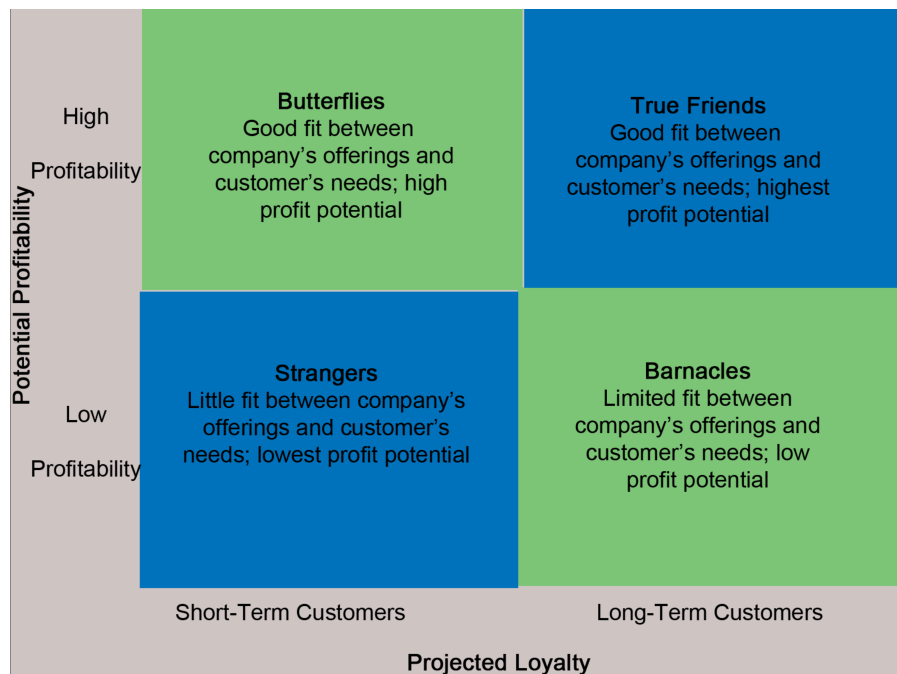


Figure 2: Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008): Consumer relationship groups (pg.30)

Butterflies are profitable but not loyal. There is a good fit between the company's offerings and their needs. However, like real butterflies, Stocker will only be able to enjoy them for a short time and then they're gone.

'True friends' are both profitable and loyal. There is a strong fit between their needs and the offerings of for example Stocker. Stocker wants to make continuous relationship investments to delight these customers and nurture, retain and grow them. For Stocker these customers have a service contract, they come back regularly and tell others about their good experiences.

Thirdly there are the strangers; these are the ones that show low profitability and little projected loyalty. The company shouldn't invest in these customers if they want a big loyal customer database; they don't bring anything positive for them to build a relationship upon that can lead to loyal customers.

As last there are the barnacles. These customers are very loyal but not profitable. Barnacles create a drag to the company and are perhaps the most problematic customers. Stocker could improve their profitability by selling them more, raising their fees or reducing the service to them. This would be for Stocker to sell heating, but don't invest in service or sell them a lower quality good in comparison to normal. If these things don't work for Stocker, it should stop investing in them, because it doesn't work out in the end. The goal is to build the right relationship with the right customers (Kotler, P., Armstrong, G., Wong, V. & Saunders, J., 2008, pg. 30).

2.3.2 Customer Relationship Pyramid

Jay Curry, writer of the customer marketing method book and creator of the customer relationship management pyramid showed his pyramid that there are three levels of customers that can be created as seen in figure 6. The first level are the initial customers that only use the product, service or brand once, then there are the repeat customers who buy the product multiple times, and then the last level are the customer advocates, or in other words the loyal customers. Stocker wants to create more of these kinds of customers.

This pyramid shows that many customers need to be attracted but only a small base will become loyal. This is needed for Stocker in order to see if they can create loyal customers out of their current customer base or if they need more new customers from which a small percentage can become loyal.

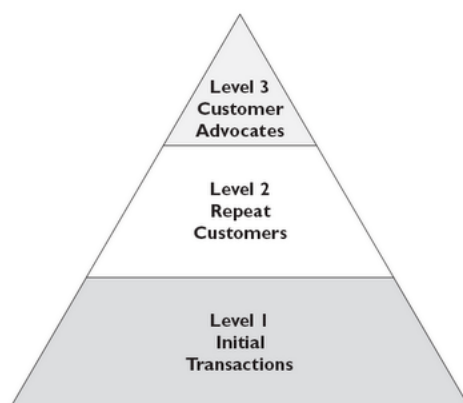


Figure 3: CRM Pyramid (J. Curry (2000), *The customer marketing method*, the free press, pg. 15)

In order to increase the image amongst consumer the company has to deal with relationship management. This is targeted on the customers and their believes.

According to Kotler, Armstrong, Wong and Saunders: “relationship management is the process of creating, maintaining and enhancing strong, value laden relationship with customers and other stakeholders (Kotler, Armstrong, Wong, Saunders, 2008, pg. 387)”.

The company has to choose for what relationship management they will want in order to create the right relationship with their customers to get the right desired image. In this way the company creates the image with customers on the right level and customers feel involved with the company in just the right way.

This is not effective in all situations. In some situations, transaction marketing, which focuses on one sales transaction at a time, is more appropriate than relationship marketing. (Kotler, Armstrong, Wong, Saunders, 2008, pg. 395).

With these models Stocker knows what kind of customers it should focus on that can become loyal and how their relationship with the customers influences the customers loyalty.

2.4 Competitor Analysis

One of the most important factors to look at are the competitors. As mentioned in the problem Stocker thinks they recently got more and new competitors in their market. These need to be analyzed in order to see how they influence Stocker's image and indirectly their identity. As Ries and Trout (2001) mention a company can't ignore their competitors position, nor can a company forget its own. If a company does that, it will fall in the F.W.M.T.S (forget what made you successful) trap. This means that a company changed its way of advertising but forgot how they got successful in the first place and in the end their new advertising doesn't work. Ries and Trout (2001) then also suggest with this that a company should stay with its original, successful positioning (Ries, Trout, 2001, pg. 41).

In order to find out whom Stocker's competitors are and to analyze them several steps will be taken. First through questionnaires and interviews it will be found out who Stocker's competitors are. Secondly who customers see as Stocker's main competitors and as last the main competitors are analyzed.

The same will be done from the Stocker's employees' point of view in order to see if they have the same competitors in mind as the customers. This will influence Stocker's positioning in the brains of customers and thus the image customers have of Stocker.

From these results a perception map will be made in order to see where Stocker can position itself accordingly or if it is already doing this correctly. This determines just how the products or services will appear to customers in relation to Stocker's competitors on one or more relevant characteristics (L.G. Schiffman & L.L. Kanuk, 2010, pg. 190). Stocker's management mentions that Stocker is a service-based company that also focuses on high quality products. These two characteristics will then be used for the perception map.

So far Stocker's management sees Pola and Feenstra as its main competitors. The research conducted amongst employees and customers will show if these are really seen as Stocker's competitors.

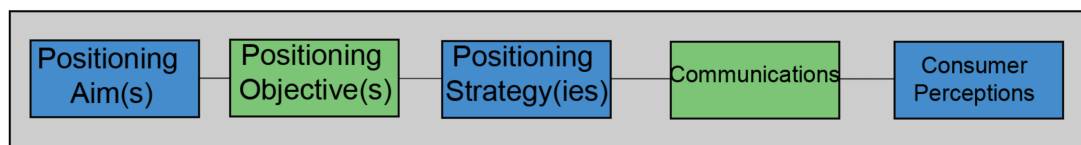
2.5 Positioning

According to Ries and Trout “positioning is not what you do to a product but what you do to the mind of the prospect. A company should position the product in the mind of the prospect or in other words the customer. Positioning is not about what is done to the product, so for example the price, package or the name are just cosmetic changes, but it

is done for the purpose of securing a position in the customer's mind(Ries, Trout, 2002, pg. 3)". With positioning a company should also try to find a hole or in other words a position in the marketplace that hasn't already been taken. For Stocker this marketplace is the area where they find their customers and where their competitors are also active.

Firms try to make it clear what positioning strategy they have in order to show themselves apart and differentiate themselves from their competitors. This task consists of three steps: identifying a set of possible customer value differences that provide competitive advantages upon which to build a position, choosing the right competitive advantages and selecting an overall positioning strategy (Kotler, P., Armstrong, G., Wong, V., & Saunders, J. (2008), pg 435). Then the last step is to communicate this to the customers.

Schiffman and Kanuk(2010) show "a model of strategic positioning and a typology of positioning strategies that are derived from interviews of executives in highly profitable companies," as can be seen in figure 7(Schiffman, Kanuk, 2010, pg. 187).



Typology of positioning Strategies

- Strategy 1 **Top of the Range:** *Upper class, top of the range, status, prestigious, posh*
- Strategy 2 **Service:** *Impressive service, personal attention, consider people as important, friendly service*
- Strategy 3 **Value for money:** *Reasonable price, value for money, affordability*
- Strategy 4 **Reliability:** *Durability, warranty, safety, reliability*
- Strategy 5 **Attractive:** *Good aesthetics, attractive, cool, elegant*
- Strategy 6 **Country of origin:** *Patriotism, country of origin, youth market*
- Strategy 7 **The Brand Name:** *The brand name, leaders in the market, extra features, choice, wide range, expensive*
- Strategy 8 **Selectivity:** *Discriminatory, selective in the choice of customers, high principles*

Figure 4: L.G. Schiffman and L.L. Kanuk (2010), pg. 190, Model of Strategic Positioning (Charles Blankson and Stavros P. Kalafatis, "Congruence Between Positioning and Brand Advertising," *Journal of Advertising Research* (March 2007): 74-94; and Charles Blankson, Stavros P. Kalafatis, Julian Ming-Sung Cheng, and Costas Hadjicharalambous, "Impact of Positioning Strategies on Corporate Image," *Journal of Advertising Research* (March 2008): pg. 108-122)

Stocker's management believes that they are positioned according to strategy 2 in the strategic positioning model. Stocker aims to have the best service in the area and their objectives are, according to the management, to deliver high quality goods and good, but also fast service that is reliable. Stocker also wants to communicate this to the outside and with the help of questionnaires, interviews and observations this was researched to see if Stocker is indeed positioned like that and if the customer also has the image of Stocker being a service positioned company.

Ries and Trout (2001) also mention other ways of positioning such as against positioning (a company relates to the number one in the market when saying they are number two), uncola positioning (linking products, such as 7-up linked itself to Coca-Cola, by saying it is not-cola) and first in category positioning (a company is number one in the category, such as Coca-Cola). Then a company can also have an informative role, transformative (reposition itself) or a two-sided positioning by comparing itself with another company.

Stocker's management also mentions that it wants to see itself as number one in the market on the area of service. The research done will show if customers and the employees see this as well or not.

2.6 AIDA2Loyalty Model

Stocker's customer loyalty is one of the most important aspects of this research. Loyal customers lead to a more solid base of customers and thus a solid income for Stocker. Also loyal customers can attract other customers and therefore loyalty can help to solve Stocker's problem. Loyalty is influenced by image and image is influenced by identity. That is also why Stocker's identity is very important because it has direct effects on the loyalty of their customers.

How loyal customers are depends on their willingness to make use of Stocker and other aspects that will make them keep using Stocker. To understand how they become loyal there have to be looked at how they got to their first purchase and become loyal in the first place. The AIDA2Loyalty model will help with this.

The original AIDA model only shows how a customer makes one purchase, through the steps of creating attention, then interest, then desire and as last action (purchase). This AIDA2Loyalty model adds the part of where it becomes a repetitive customer and thus loyal. This model shows the steps from attention from the customer, what will make them notice the product, to their loyalty; they will buy everything from that brand or company, in the end. This is something that Stocker also wants to create when/if they are changing their position in the brains of customers and in the end create more loyal customers.

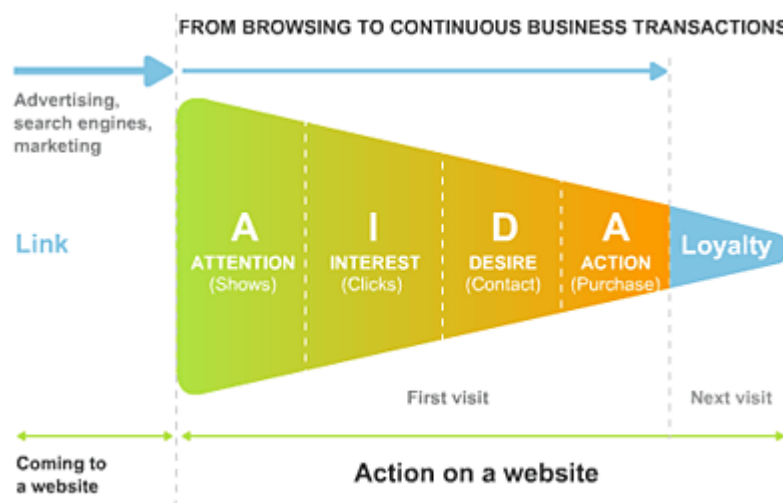


Figure 5: http://www.gaumina.lt/tuuletin/fileadmin/_temp_/marketing_01.gif, AIDA2Loyalty Model

Figure 8 shows the steps in the AIDA2loyalty model. This model shows that the amount of times the message is submitted will drive attitude change and in the end behavior. This behavior is very important for Stocker and will have direct influence on the problem. The most important step in this model is the loyalty that is connected to it. Loyalty will keep repeating the model in order that consumers keep buying products from Stocker. It is thus important that there will be looked at how customers on the different levels can be influenced so that they will keep buying the heating products of Stocker.

With this last step in the research it will be shown if customers have the right image of Stocker in order to become or be loyal and therefore Stocker can rely on a solid base of

income from them or that the company needs to find new customers that can become loyal, as can be seen in the CRM pyramid.

2.7 Reichheld's six principles of loyalty

Good customer relationship management creates customer loyalty. The customers are then delighted by the products or services and remain loyal and talk favorably to others about the company and its products (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008, pg. 395).

Even a slight drop from complete satisfaction and positive perceived image can create an enormous drop in loyalty according to Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008). It is thus important to create customer satisfaction through customer delight. Customer delight creates an emotional relationship with a product or service, not just a rational preference. This makes it so that people just want to buy a product but they don't even know why (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008, pg. 374).

There are six principles of loyalty according to Reichheld. He describes them shortly:

- Play to win/win: Profiting at the expense of partners is a short cut to a dead end.
- Be picky: Membership is a privilege.
- Keep it simple: Complexity is the enemy of speed and responsiveness
- Reward the right results: Worthy partners deserve worthy goals.
- Listen hard, talk straight: Long-term relationships require honest, two-way communication and learning
- Preach what you practice: Actions often speak louder than words, but together they are unbeatable (Reichheld, 2001, pg. 17).

With these principles Stocker will be able to create loyal customers or employees if needed (Reichheld, 2001, pg. 17). Questions, based on Reichheld's example surveys that are on his website (loyaltyrules.com, 2012, pg. *acid tests*), were asked about these principles in the customer and employee surveys.

2.8 Sub-questions

To be able to answer the main research questions and to be able to translate the results of this research into a usable advice for Stocker several sub questions require answering first. These questions form the basis of the analysis of Stocker and their answers will lead to a good representation of Stockers situation and eventually help to answer the research questions and give a proper advice.

These sub-questions were derived from the theoretical framework that was established:

1. *What is Stocker's identity?*

This will help with answering the CI-mix and in the end it will also show if the identity of Stocker is good and if it has any effects on Stocker's image and thus loyalty in the end.

2. *What is Stocker's position according to minds of customers?*

In order to know what needs to be changed and in what direction, Stocker needs to know in what place it is now according to the customers. Knowing what your customers think will be vital in an image research. This will help with the positioning of Stocker and in order to make the perception map.

3. *How should Stocker position itself?*

Stocker needs to know how customers think the company is positioned in order to create a good identity for the company that will help with them gaining more loyal customers. It never actively thought about positioning and just focused, according to the management of Stocker on their good service and high quality products.

This question is also needed in order to answer the perception map and find out Stocker's identity in order to answer the advisory question.

4. What positioning strategy or strategies would work the best in order to communicate with Stocker's customers?

With this question research was done in order to know what would work best for Stocker. The Model of Strategic positioning was used in order to answer this question.

5. What is Stocker's current Proposition Statement?

A proposition statement is a statement that summarizes the company or brand positioning. It takes this form: *To* [target segment and need] *our* [brand/company] *is* [concept] *that* [point of difference] (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (, 2008, pg. 444).

It describes in one paragraph what the positioning strategy is, in words that are understandable for the consumer. This also helps with what Stocker's position is according to Stocker and how they show their identity and thus desired image and position to the customers.

6. What makes a heating brand unique in order for customers to buy it?

Unique is something that makes something special. In case of a brand it makes that brand stand out from all the others. It is a part that no other brand has and thus must be focused on.

Often with advertising a company focuses on its "USP", its unique selling point. It emphasizes what makes this brand so special, with Stocker that would be its excellent service.

This USP is needed to know in order to see how Stocker and its competitors are positioned and to make a perception map. It also helps with finding out Stocker's image and identity.

7. What do the employees of Stocker think about the customers?

Customers are the ones that create the work for the employees and thus they are seen as the ones that make sure that they keep their work. The customer is then also very important to the employees. They make sure to keep the customer happy, that is their job.

This question was asked to find out the behavior of Stocker towards customers that has influence on the identity.

8. Do the employees advertise the identity and thus desired image of Stocker?

This question was asked in regards to see what the communication of Stocker is towards the customers and if the communication part of the identity is rightfully advertised in order to establish a good image and in the end get enough loyal customers.

9. What position do competitors take towards each other in the minds of potential customers and how does this influence Stocker?

Stocker has to look in here how companies compete in this area and what customers like that happens. In order to get a loyal customer company is needed that exceeds their needs and thoughts.

In order to improve Stocker's identity and image there will be looked at the influences of outside. Stocker mentioned that it is dealing with a lot of competition these days and thus it has to look if this competition is also influencing Stockers perceived image.

This question was than asked in order to see where the competitors stand according to the customers and to create a proper perception map.

10. How can customers become loyal?

Loyalty is something precious that companies can have. It is something where people don't even know anymore why they like the company so much; they just do. In order to create this the research has to look at where the foundations were made to make people loyal and how to create a right advice in that area.

This question was asked in order to find out the levels of the CRM pyramid and answer Reichheld's six principles. This sub-question may be one of the most important questions because the advice will be mainly focused on how to acquire more loyal customers and in the end create a solid income base for Stocker.

11. How can the AIDA2loyalty Model help with Stocker's customer loyalty?

The AIDA model is a model that helps Stocker understand the process of when the customer first saw or heard about Stocker and then became loyal. This model can be a really useful tool to find out the steps from knowing the company to loyalty and thus a good image and position in the company. It will help with finding out if customers actually go through all five stages or get stuck during one of the earlier stages. The research will help with answering this question and this model is than also vital in order to find out how Stocker can gain more loyal customers.

3 Methodology

In the methodology the methods that were used are described and the relation they have upon the theoretical framework in order to create a valid research to answer the advisory question.

3.1 Mixed Method

The research that was conducted was done through a mixed method research. This means that qualitative (interviews) and quantitative approaches (surveys) are used (Denscombe, 2007, pg. 108). With this method triangulation was also possible. Triangulation is the use of different methods or different sources of data (Denscombe, 2007, pg. 134). In this way the reader gets a good understanding of what is research and sees this from multiple perspectives (Denscombe, 2007, pg. 201). This method improves the accuracy of findings and provides a complete picture of the research.

Triangulation will also make sure that results can be checked on consistency and thus are reliable (Descombe, 2007, pg. 334). The mixed-method will also help with overcoming generalizations and valid results that are honest, accurate and on target (Descombe, 2007, pg. 335). This is because there are multiple sources with the same questions so it can be checked from multiple methods if the results are the same.

The methods that will be used during this research are:

- Employee questionnaire
- Customer questionnaire
- 14 interviews from which
- Two employee interviews from which:
 - One management interview (owner of Stocker)
 - Seven customer interviews
 - Three non-customer interviews
 - One group Interview
- Customer/Employee observations
- Administration observation

3.2 Non-probability sampling

During this research use will be made of non-probability sampling. Social researchers are frequently faced with the fact that they cannot collect data from everyone who is in the category being researched. It is also not good enough to assume that findings for a sample group will be replicated in the rest of the population. The sample needs to be carefully selected if there is to be any confidence that the findings from the sample are similar to those found among the rest of the population. There are two kinds of techniques that can be used by researchers.

The first is probability sampling and the second is non-probability sampling. Probability sampling is based on the idea that the people or events that are chosen as the sample are chosen because the researcher has some notion of the probability that these will be a representative cross-section of people or events in the whole population being studied. Non-probability sampling is conducted without such knowledge about whether those included in the sample are representative of the overall population (Descombe, 2007, pg. 13).

The non-probability sampling in this research was done with the questionnaires when it was sent to a carefully selected group of customers. With the interviews a careful selected group was chosen of employees, customers and non-customers. These would represent the population.

3.3 Collection of Data

The data was collected, as can be seen with the methods, through questionnaires, interviews and observations. These will be shortly explained in here and are found with their results in the appendixes B to G.

3.3.1 Interviews

This first step in the triangulation process was used to find out the image and identity of Stocker interviews were held amongst different customers, non-customers and employees. For the customers and non-customers the same questions were asked as can be seen in appendix G, there the questions are also explained. These interviews were vital for the perception map as the questionnaires only suggested what Stocker's competitors were.

The Interviews were also done in order to get qualitative research and get in-depth answers to particular questions regarding loyalty, Stocker's identity and the position in the brains of customers.

3.3.2. Survey

Two surveys were used in order to find out the loyalty of Stocker's customers and answer Reichheld's six principles. This quantitative research was used in order to add a second part of the triangulation process and get a bigger sample group that could give concrete answers about Stocker. Because the survey was also anonymous, people were more likely to answer and they feel safer (Descombe, 2009, pg. 141). 100 postal questionnaires were sent in order to get these results. Postal questionnaires were used because the company doesn't have the e-mail addresses of people and this was the only way to contact customers other than let them answer the questionnaires when the employees are working at their houses. This second part wasn't done because the privacy of customers couldn't be preserved and they wouldn't stay anonymous.

Also an employee survey was done in order to see their perspective on Stocker's loyalty, competitors and identity.

3.3.3 Scheduled Observations

This last step of the triangulation process was qualitative research. In order to acquire reliable and objective results a number of questions were stated beforehand in order to make an observation schedule that made sure the results were accurate and reliable (Descombe, 2009, pg. 210). These observations were systematic and covert as far as possible in order for the research to be valid.

3.3.3.1 Participant observations

According to Descombe (2007); "participant observation it is meant the method in which the observer participates in the daily life of the people under study, either openly in the role of researcher or covertly in some disguised role, observing things that happen, listening to what is said, and questioning people, over some length of time (Descombe, 2007, pg. 217).

It is thus the attempt of the researcher to fully participate in activities of the organization as an employee of the subject and experience the same things as the researched group.

During this research participation within the organization is required in order to cover all parts of the organization and to be able to observe things. This sort of research must be done over a couple of months to get a good idea of the organization. The researcher was than also working at the company, a few days a week from February till the end of May.

The research was done in a normal setting where only a few gatekeepers knew of the research (Descombe, 2007, pg. 218).

3.4 Analyzing Identity

The model of Birkigt and Stadler (Cornelissen, 2009, pg. 67) is used to define the corporate identity mix and thus analyze the identity and in the end the image of Stocker.

3.4.1 CI-mix

Below the methodology of the CI-mix will be explained

3.4.1.1 Behavior

The behavior is analyzed by using observations of employees and customers. The observations were conducted at the customers' homes and at the office. Remarks on the customer survey were also used in order to find out the behavior of Stocker.

3.4.1.2 Symbolism

The logo, sticker, and recent van advertisements were analyzed in order to research Stocker's symbolism. These aspects are the three main items of symbolism for Stocker.

3.4.1.3 Communications

Stocker communicates in different ways with customers; when employees visit them, when Stocker calls them, through their letter and through the vans that drive around in town. These forms have been analyzed through interviews, observations and sometimes a remark was made in the questionnaire.

3.4.1.4 Personality

The personality of Stocker lies within the mission, vision, and culture of Stocker. The mission and vision of Stocker are embedded in their website and in the interview with Ruud Reijmer and the culture and the culture of Stocker was observed by observations at the homes of customers and in the office. Also during the employee interviews questions were asked about the culture of the company.

The culture of Stocker will be analyzed with the help of Trompenaars (2003) onion model and his cultural dimensions.

3.5 Analyzing position and customer loyalty

The positioning and customer loyalty of Stocker was analyzed through the questionnaires and different interviews. In order for the triangulation to work and get reliable results use was made of questionnaires, interviews and observations in order to establish these aspects.

3.5.1 Perception Map

In order to create a perception map (Schiffman, Kanuk, 2010, pg. 192) customers were asked in the questionnaires what they thought other heating companies in the area were and of those whom they saw as Stocker's competitors. This was also asked in the interviews and there customers were also asked why these were Stocker's competitors.

3.5.1 Reichheld's acid test

With the questionnaires questions many questions were asked that related to loyalty. These questions were based on Reichheld's acid test (loyaltyrules.com, 2012, pg. acid tests). With these questions the six principles of loyalty from Reichheld (Reichheld, 2001, pg. 17) were answered in order to find out what customers could become loyal and how Stocker should implement its relationship management.

3.6 Sample Sizes

In order for the questionnaires and thus the quantitative research to work a certain sample size was established. This sample size was needed in order to acquire reliable results from the questionnaires.

3.6.1 Customer Sample size

For Stocker there are also a certain number of people needed to have a good 'sample size'. The size of the sample will depend on the level of accuracy that is required. As a rule of thumb the sample should be sufficient in size for the purposes of the research and be comparable with the sample size of similar pieces of research (Denscombe, 2007, pg. 334).

For Stocker the sample size is calculated according to the "sample calculator" of raosoft.com. This is a website that has innovate survey software programs on it to simplify the survey making process. In the United States it is also used for governmental uses.

For their sample calculator the population must be known. Stocker has around 3500 private customers in its database, but because it is impossible to target this entire population with a postal questionnaire, and because of money restrictions the surveys will be send to a 100 carefully chosen group of people. It is expected that around one third will respond on the survey. Even though according to Denscombe it is not uncommon that with a postal questionnaire a response rate of 10-15 percent is achieved (Denscombe, 2009, pg. 23).

On the other hand these approximate 33 people that will be the sample group, will be chosen on a basis of the time they've been a customer of Stocker, how many issues they've had with the company, and if they needed to use it recently or not. There will also be looked at the service contracts, because the customers with a contract are seen as the loyal customers. In the end the sample group will be a good representation of the entire database or population. A bigger margin of error was kept because the results were expected to be similar because the demographics of Stocker's customers are quite similar.

A 90% confidence level has been chosen because this is high enough for Stocker. This means that the researcher can be of 90% sure of the answers the sample size gave.

The confidence level implies how much of Stocker's population would have given the same answer as the sample group. In here the number 11 is chosen. This is for an 11% margin between the percentages of answers to be reliable (raosoft.com, 2012, online).

As last there is the response distribution, because Stocker's customers are slightly skewed one way the response distribution went to 70% instead of the common used 50 per cent. This can also be seen in the figures of the survey that were later made in appendix B (employees) and C (customers); they are skewed towards one way.

Fill this into the calculator of raosoft.com and it will give an answer of a sample size of 33 is needed.

What margin of error can you accept?	<input type="text" value="11"/> %
What confidence level do you need?	<input type="text" value="90"/> %
What is the population size?	<input type="text" value="100"/>
What is the response distribution?	<input type="text" value="70"/> %
<hr/>	
Your recommended sample size is	33

Figure 6: Sample size calculator, Raosoft.com, 2012

Thus for this research a sample size of 33 will be used to get a reliable answer to the research.

More people returned the questionnaire in the end, but the last few questionnaires couldn't be taken into account because of time limitations. A look at the questionnaires did show that they gave approximately the same results as the other questionnaires.

3.6.2 Employee sample

With employees the company stands or falls. The employees, especially in a company like Stocker are often the face of the company. They visit customers for when their heating has errors and install new appliances.

Stocker has currently 11 employees. These employees can be divided in three groups; those active at the office, the service people, and two groups of installers; those who do plumbing and those who do heating. From each group a few will be taken in order to get a good overview of what the employees think or do.

Details need to be given about these employees and why they were selected, it also needs to be compared with how many employees another company in the industry would have and how many there would be used there (Descombe, 2007).

In this case of a small population, the entire population had to be included in the survey. On the other hand two representatives from the administration and heating/servicemen department were chosen for the designated interviews.

3.6.2 Interviews and Observations

With the observations and interviews not a certain number was needed. Interviews and observations were done as long as the time frame allowed it and results started to look alike (Descombe, 2007, pg.334). These were seven schedule observations and seven customer interviews. Time restraints and resources didn't allow the researcher to get more than three non-customer interviews and three company interviews. Still these proved to give valuable information to the researcher.

4. Identity Analysis

The identity of the company is analyzed in order to see what the perceived image of Stocker is and in relation to that what the loyalty of Stocker's customers is. The identity analysis is the first step in this process.

4.1 Personality

Stocker's personality lies within the vision, mission and culture of Stocker. These aspects will be explained below. As the history, that is a part of how Stocker came to be and how their culture was created, has already been discussed in the introduction chapter of this advice report it won't be repeated in here.

4.1.1 Vision

As Stocker insinuates on their recently new website in the "company information section" Stocker's vision is, translated from Dutch: "To deliver the best and most reliable central heating possible" (Stocker Centrale Verwarming, B.V., 2012).

4.1.2 Mission

According to Ruud Reijmer the mission of Stocker Centrale Verwarming B.V. is the following: "Stocker's mission is to deliver excellent customer service and high quality work. We want our clients to have service contracts in order to keep their appliances in the best state possible" (Ruud Reijmer, personal communication, April 25, 2012).

4.1.3 Objectives

Ruud Reijmer mentions during his interview that the objectives of Stocker are pretty much the same as the mission. He wants that Stocker delivers excellent service at any time on any day. Mr. Reijmer also mentions that the customer is king and thus Stocker employees have to make sure that they will do everything possible in order to leave a happy customer behind when they're done with placing or fixing a heating.

Another objective that Ruud Reijmer mentioned is that they want more people to have service contracts or at least let service be done every year. This is much safer because the heating is regularly checked and helps them keep up-to-date with Stocker's customers. In that way they don't have a lot of 'inactive customers'.

4.1.4 Culture

According to Trompenaars the corporate culture is defined as a system of publicly and collectively accepted "meanings" which operate a certain group at a particular time. He also mentions that is how a group or organization learn to cope with its environment (Trompenaars, 2003, pg. 105).

4.1.4.1.3 Stocker's cultural dimension

This culture of Stocker shows that employees have a limited ability to develop themselves in other areas and that the resources are often used in the same way. The organization responds in this environment because a serviceman can't do the work of the administration and vice-versa. This would become chaos as these people have their own roles in the company. The interviews of Mark Maandag and Jeroen Bruns (summaries are seen in appendix G) and questionnaire results, that can be seen in appendix B show that Stocker's employees are quite happy with the current culture of Stocker. It is even so as can be seen in figure 7 that most employees still see themselves work for Stocker in two years time.

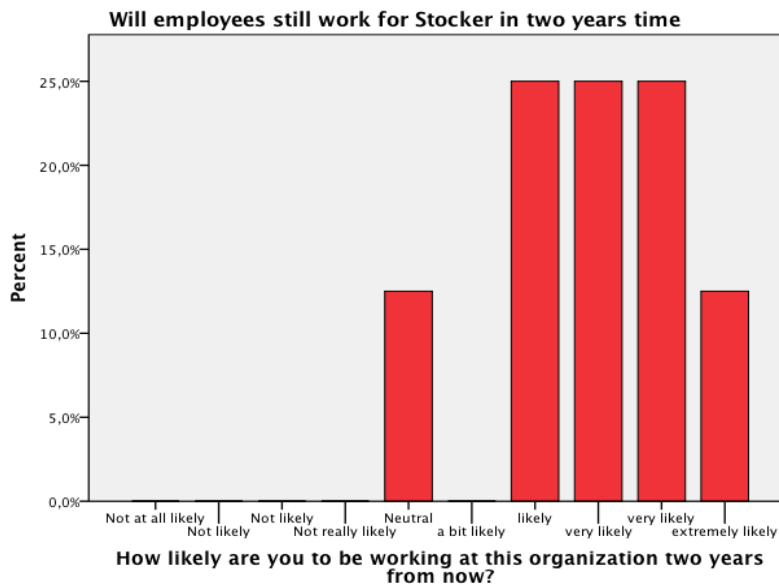


Figure 7: Results of question 1 of the employee survey

4.1.4.2 Trompenaars Onion Model

Trompenaars (2003, pg. 27) explains the company culture also with the onion model. First of all there are the visual cultural differences than the norms and values and as last the key beliefs. These beliefs are not so visible but have an effect on determining behavior at a more superficial level.

4.1.4.2.1 Visual Cultural Differences

Stocker is a small company in the border area of the Netherlands. Most of the employees live in and around the town that Stocker operates in. All the servicemen are white males between the ages of 25-65. The administration consists of two older white ladies aged 64 and 60 and Mark, the only guy, is 30. This was found out during participant observations that can be found in appendix F. All of the employees grew up in or around Zevenaar and have lived their entire lives on the Eastern side of the Netherlands.

A few employees do live a bit further away and one even in Germany but they all speak Dutch and went to Dutch schools. A few, because they live on the border with Germany, speak German very well. This helps with the few German customers that Stocker has, but these customers weren't discussed during this report.

Most of the employees live in their own house that they have bought. Only one or two rent a house, but have been living there for quite a while. In general the houses, from participant observations, seemed to be terraced houses.

While their main interest for food was not observed, participant observations did show that almost all employees came to the office during lunchtime, which is between noon and 1PM and ate bread that they took with them from home.

As last the observations showed that they all wear company clothes that were provided for them. This will be further discussed during the behavior analysis of the Corporate Identity mix.

4.1.4.2.2 Norms and Values

The community within Stocker is consisted of hard workers that start everyday at 7:30 AM. Almost all of the servicemen and installers of Stocker work fulltime and that is also considered as the norm within Stocker. It is also the norm to wear the company clothes to work and for the administration to wear formal clothes. It is considered wrong if someone comes to work with a pair of old jeans on. The organization frowns upon that.

All the employees also introduce themselves when they visit a customer and clean everything up as can be seen from the observation schedule in appendix D and the questionnaire results (question 17) in appendix C.

The employees of Stocker are also very friendly towards each other and make a lot of jokes to each other. When they are with customers they behave professional and only get looser, as Jeroen Bruns mentioned during his interview, after they've visited the customer a few times or know the customer on a personal area.

It is very important for the norms and values of this organization to adapt to the loose hierarchical system and see everyone as equals but do listen to each other for advice. The organization in general doesn't apply very strict rules but wants its employees to behave professionally with their customers and have a good bond between employees. In general customers are than also very satisfied with Stocker's employees and think the company fits within the region as Ali Huting mentioned during her interview as can be read in the interview summary in Appendix G.

4.1.4.2.3 Key Beliefs

The key beliefs of Stocker are to always do your work properly and like the mission and vision already say, deliver the best work possible. The employees don't even think about that anymore, but it is just accepted that they make sure that the heating works, or an alternative is offered before they leave a customer's house.

Another thing is that the servicemen always let the administration do their calls. They don't even notice it, but they give all their forms and calls to the administration, even when it is just to call a customer if it is okay that they come and fix a problem in the heating.

Other than these two key beliefs there aren't any other key beliefs that are relevant towards the company culture.

4.2 Corporate Identity mix

In this part the results of the behavior, communications and Stocker's symbols are discussed. These three elements are based on the model of Birkigt and Stadler (Cornelissen, 2009, pg. 67).

4.2.1 Behavior

The employees are in general happy with their jobs and some have been with Stocker for longer than 25 years as the results of the questionnaire, that can be seen in appendix B show. They know the company inside out. Some of the younger employees have started out at Stocker and now comfortably work there.

Jeroen Bruns, one of the interviewed employees³, mentioned that some of the older employees do have issues learning new things but that in general they work it out and keep up-to-date. He is willing to learn and learn from the older employees who've been with Stocker for a long time. On the other hand when he knows that something isn't right

³ see interview summary in appendix G

and the new ways are, according to him, better he will try to work that out as well. This shows that in general all employees keep each other sharp.

Mark Maandag is according to his interview a bit more pessimistic about the behavior of Stocker employees. He mentions that even though Stocker tries to give them all proper working clothes they are not always worn. Also frictions between the administration and servicemen come up when servicemen tend to do the projects and appointments in their own time instead of listen exactly to the planning that the administration made.

Other than that the internal and external behavior of the company is appropriate. This was found out through participant observations, of which a schedule can be found in appendix F.

4.2.1.1 Formal

Participant observations show that Stocker can be seen as a company that is between formal and informal. Although employees have their work clothes these are not formal.

This shows that even though there are certain rules, especially for the servicemen who visit the customers, they aren't very strict. When a serviceman for example doesn't wear his work clothes for a day the administration or director do not complain about it. When the employee doesn't wear the according clothes several days in a row, observations show that the employee has to go back and wear the provided clothing. When this clothing wears out they can tell the administration to order them a new pair of clothing. This is usually done without any forms that the employee has to fill in.

4.2.1.2 Freedom and teambuilding

Although the servicemen have a schedule that they have to stick to they do have a lot of freedom in their work. Often they can decide themselves when they want to have their lunch break and where they want to have it. Some employees even go home during lunch; the administration that has to be with the phone doesn't have this liberty.

The employees often start at 7:30 AM in the morning and work till 4:30/5:00 PM but when they want to work a bit later, or the administration got a request from a late customer after working hours the employee gets the liberty to start at a later time. This doesn't happen very often though.

There is no official teambuilding within Stocker but most employees know each other very well and make a lot of jokes to each other. Especially during the afternoon many informal coffee breaks are held and the employees talk about their current projects. Ruud Reijmer often participates here and gives advices when needed. The administration doesn't participate in these talks very often.

Ruud Reijmer mentioned in his interview that they did try to have team meetings a while back but because of the nature of the work and the part that some servicemen are "on-call" duty and can leave at any moment didn't make these meetings successful and thus they were scraped.

4.2.1.3 Customer orientated

Everything that all employees for Stocker do is in order to make the customer happy. They will come at any time to a customer, even late at night or in the weekends as Gé Snoek mentioned in his interview and also the questionnaire results from the customers show that Stocker does their best in order to make customers happy. Many would than also choose for Stocker again were they in the place to choose for a heating company

again. Figure 8 shows the results of question 6 of the customer questionnaire where this was asked, to see the full questionnaire with results see appendix C.

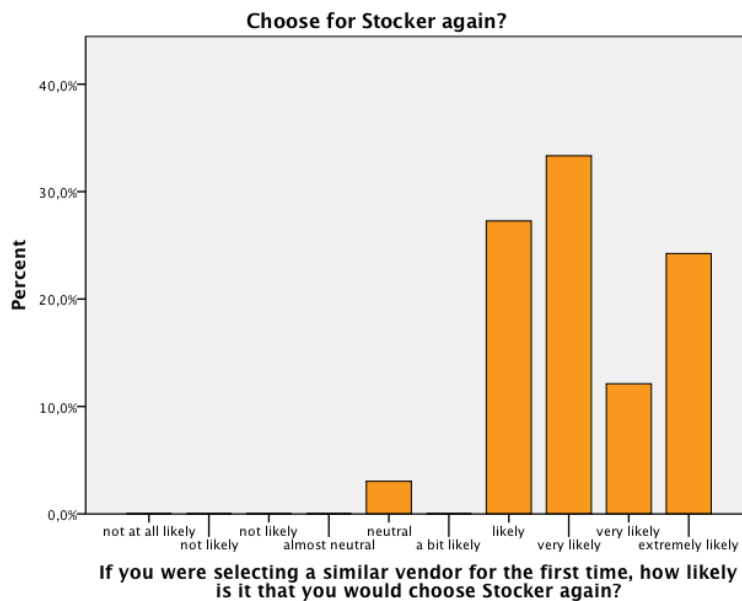


Figure 8 Results question 6 customer survey

4.2.1.4 Tidy and helpful

The customers see, according to the observation schedule that can be found in appendix D, Stocker's employees as tidy. Some customers mentioned in the results of the questionnaire, that are found in appendix C, that Stocker's employees can look dirty upon first appearance but they do clean up after themselves and are very tidy. Almost all customers are than also very satisfied with the employees of Stocker on this level. Figure 9 shows this.

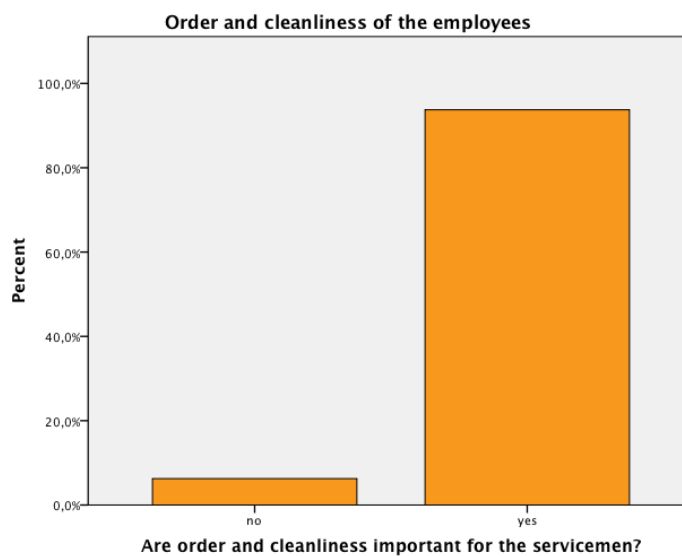


Figure 9: Results of question 18 of the customer survey

Another question showed that other than being clean the employees are also always helpful. The observation schedule also agree with this just as in several interviews it was mentioned that Stocker employees think along with the customers in order to create the right results and optimal heating in a house. In figure 10 the results of Stocker employee helpfulness are seen.

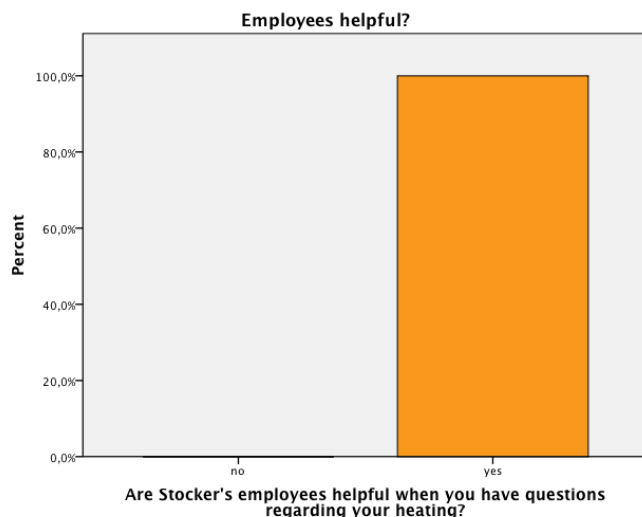


Figure 10: Results of question 17 of the customer survey

This graph shows that 100 percent of the sample group saw Stocker employees as helpful when a customer had questions.

4.2.1.5 Reliable

During the interviews with customers and with the employees a schedule was shown, as can be seen in appendix G. The interviewees could choose between a dog, rabbit, lion and turtle.

Almost everyone chose the dog for reliability and loyalty. Exceptions were Ali Huting who saw Stocker as a lion because it is a strong and reliable company. The Quints on the other hand chose the turtle because Stocker can be quite slow with its service, something that no other customer mentioned. Then Fons Jansen mentioned that Stocker also could be a rabbit because of its big ears and Stocker can listen very well to its customers. Dick Reuling did see Stocker as a dog but also as a turtle because he heard the company can be slow with its appointments. This is interesting because a none-customer has already heard this.

As last Jeroen Bruns sees Stocker as a rabbit because it sees Stocker as a company that delivers fast service and a rabbit is fast.

All of them saw positive aspects in Stocker and most of them about reliability and loyalty. As last speediness and strength are also mentioned by two interviewees as can be read in appendix G.

4.2.2 Communication

Stocker communicates in several ways with their customers. This happens through the employees visiting them to fix or (re) place their heating installations, when the administration calls the customers or through the reminder letters that the company

sends as last customers can also visit Stocker's website in order to get to know more about the company and the services it gives.

4.2.2.1 Visits

The employees on the work floor always visit the customers. The administration never leaves the office and thus never gets personal contact with the customers like the servicemen do observations showed. Even though Mark Maandag and Ruud Reijmer do visit customers in order to get projects where the servicemen and installers can work.

In general the customers really like the employees and see them as tidy and cleaning up after themselves as could be seen in figure 9. All of them introduce themselves when they come in the homes of the people and in general customers see them as professional people who know what they are doing according to Brigit Arnold a non-customer of Stocker. Other customers such as Hans van Gorkum, Ali Huting, Fons Janssen and Hans Becker also mentioned this during their interviews.

There are even a few customers that go to Stocker because of their experienced and expertise from their employees such as Hans van Gorkum mentioned during his interview. The visits are then almost always seen as a positive experience. Surveys, observations and the interviews showed that customers were really happy with Stocker's servicemen as can be read in appendixes C, D and G of the results of these three research methods.

4.2.2.2 Calls

Participant observations, of which a summary can be found in appendix F, showed that before an employee goes to visit a customer someone from the administration will call to make an appointment. Sometimes it will also happen that the customer calls in order to make an appointment for an annual cleaning or they will call because they have an issue with their heating. The administration will help this customer with advice or tell them that a serviceman will be there later on the day if it is convenient for the customer.

Research showed, especially during the interviews and observations from the observation schedule seen in appendix E, that this communication was lacking the most. Hans van Gorkum mentioned during that he would rather call the "failure service" in the evenings where he would directly speak to a serviceman than to communicate with the administration. Often the administration is too rigid and doesn't try to relate to the customers according to him. Other customers that were interviewed later on also mentioned this. An example, from the observation schedule, is from a new customer that wants their service but gets a lot of resistance from the administration saying that it is really busy and they can't help him right now.

On the other hand there is the problem that some employees from the administration go the other way and are trying to make jokes with the customers. Although some will appreciate this, not all customers will. Certainly because the survey showed that the customers like the fact that Stocker is professional. Making jokes isn't what customers want, they want a serious answer, certainly when they are experiencing troubles with their heating and just want hot water again or it to be warm in their house in order to be comfortable again.

Sometimes customers also satisfied with the calls. This is usually when the customer calls on her own in order to make an appointment. In this case it seems that the employee knows what to expect and can control the situation.

From observations done, both in the observation schedule and that of participant observations it seems that usually the administration gets a lot of the bad parts over them

when the servicemen don't tell a customer how expensive something was and they get a high bill. Sometimes this influences the administration's mood for the next phone call.

In general this part gets the most resistance from the customers. The customers also see a point of improvement there.

4.2.2.3 Letter

Stocker sends out a standard letter when customers do not answer their phones or when they have to communicate with a customer but do not get into contact with them through the phone for maintenance. In general Stocker doesn't have the e-mail addresses of the customers, but they do know where the customers live and thus a letter gets send.

While a few customers during the observation schedule that can be read in appendix D mentioned that the letter was sent while no other contact was ever received and no calls were missed, most customers do not mention these letters.

Employees have mentioned in informal meetings that customers have mentioned to them that the letters aren't friendly and should be adjusted also one observation showed this when a customer complained about it. Other customers have mentioned that in these days Stocker should e-mail customers instead of send letters. They think it is an old-fashioned method that Stocker uses.

The letter analysis, that can be seen in appendix A also showed that the letter had a lot of points in it that could be improved. These points could have come across as unfriendly instead of professional and friendly. Examples are that people are forced to contact Stocker through phone, Stocker decides when it maintenance has been too long ago and the letter leaves a strict feeling behind instead of a friendly reminder.

4.2.2.4 Website

As last is the website of Stocker. In here customers can find information about the different services Stocker provides, company information, current deals and the companies that Stocker works with. A customer can also go there to find the "failure" number for when they have a failure and a sort of "what to do in case of failure" list that will help a customer before immediately calling Stocker. There are according to this list many ways for a customer to solve certain problems themselves without having it to cost anything.

As look at the website, www.stocker.nl, shows the new advertisement of red and blue in there as the main theme of Stocker. Another thing that is seen are the recognitions/certificates that Stocker works with above the company logo. The company logo is than also the header of the website. No scrolling is needed in the website what makes it for easy accessibility. Another thing that catches attention is that immediately on the front page is the contact information of the company this makes it easy for a customer to contact the company.

The company used red and blue as the main colors for this website in order to show the "right temperature" as their new slogan mentioned.

4.2.3 Symbolism

Stocker has a small set of symbols that represent the organization. These symbols were already shown in the theoretical framework of this report but were analyzed for the results.

The name of Stocker and the coloring of Stocker's symbols will also be analyzed in this part.

4.2.3.1 Name

Stocker Centrale Verwarming B.V. gets its name from the original founder Albert Stocker. He changed the original name from Jansen-Krienen to Stocker Centrale Verwarming BV. After Stocker he added the part "Centrale Verwarming" which means "central heating". It refers to the heating that the company is focused upon. These days central heating isn't the general word to use anymore because almost all houses in the Netherlands have a heater in their house. These days, also according to Stocker's website it is all about HR (high efficiency) heating installations.

Other than that the name is still quite relevant towards what the business does although it is almost always abbreviated towards 'Stocker' because this is easier for customers to remember than the long name is. The second part is often a given and apparently not important enough because also during the interviews the company was referred to as Stocker and not Stocker Centrale Verwarming.

4.2.3.2 Coloring

Stocker owner, Ruud Reijmer wants to see Stocker's company colors as red and blue. This is because of their slogan "always the right temperature" he wants to show the red and blue and its transitioning as finding the right temperature for the customer.

He also sees Stocker's main color as red. This is because it stands for warmth according to Ruud.

Still Stocker's employees and customers see mainly orange as their color as can be seen in figure 11. They all associate that color with the company. Red is close second and white is popular amongst the customers too, but orange is the most popular result as can be seen in figure 11 and 12.

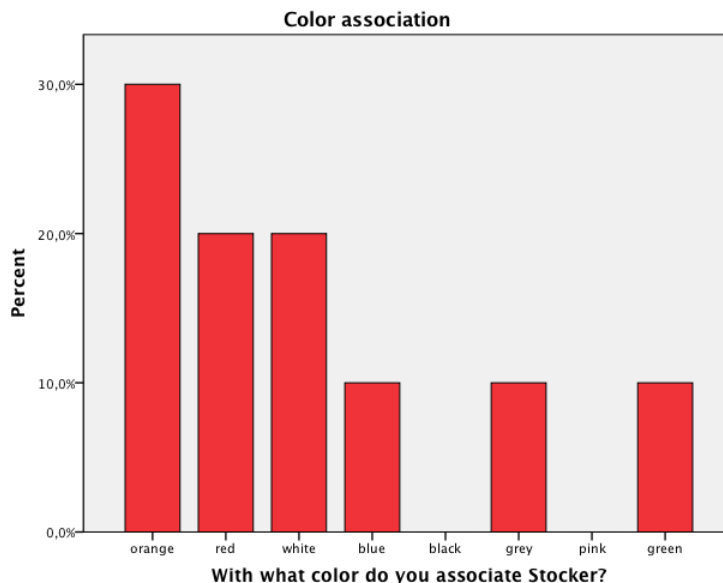


Figure 11: results question 9 from the employee survey

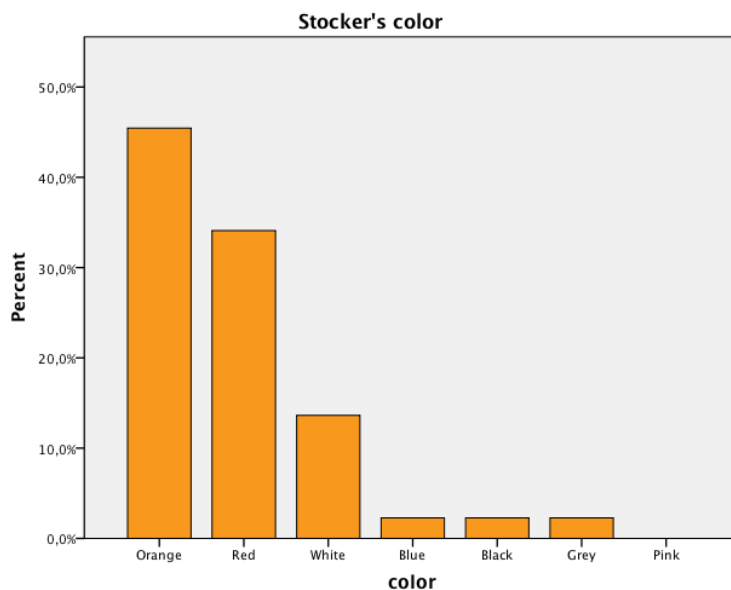


Figure 12 Results from question 13 from the customer survey

4.2.3.3 Logo

Stocker's logo was created when Albert Stocker founded the company. According to Ruud Reijmer, current owner of Stocker, the logo shows the abbreviated version of Stocker Centrale Verwarming (SCV) in the lines on the left. The lines represent the tubes that are used in heating installations and the colors orange and red were originally chosen because they show warmth. The logo can be seen in illustration 1. The letters of the name of Stocker have a clear font, but do add a certain "swirl" to it and aren't completely strict.



Illustration 1: Stocker Centrale Verwarming BV Logo (Stocker Centrale Verwarming B.V. 2012)

4.2.3.4 Van advertisement

The newer advertisement that is on the website and the back of the vans and is seen in illustration 2 has a different approach to it. The colors red and blue are chosen in order to show warmth (red) and cold (blue). With the slogan "altijd de juiste temperatuur" or translated "always the right temperature" and the thermostat Stocker wants to show with this ad it will always give customers the right temperature; warm, cold or in between. The font that has been used on this advertisement is Times New Roman. This is a professional font, but still has some kind of swirl to it. This font is different than the one from the logo of Stocker.



Illustration 2 Van and website advertisement from Stocker Centrale Verwarming B.V (2012)

Stocker aims with their newer advertisement to show that they will do everything for the customer in order that they will have the right temperature at home.

4.2.3.5 Heating stickers

The two stickers that can be seen in illustration 3 are placed on a heating after it has been checked. The first sticker looks like the company's logo but with the added text of "bij storingen" or in English "with failures" and then below the phone number of the company and the address. The "with failures" text is done in a different font than the name of the company. It is bold and big compared to the more swirly kind of the name. This could have been done in order for it to gain attention from the customer when she sees the sticker.

Another sticker is added that states that the heating is checked conform the rules of UNETO-VNI. This company helps installation companies and gives them a place to exchange knowledge. UNETO-VNI stands for service, quality and craftsmanship (Uneto-vni.nl, 2012). With this Stocker wants to guarantee the customer of good service. It also helps the customer to see when the heating was last checked, by whom it was checked, when it needs to be checked again and Stocker can write their phone number down there. Stocker has no influence on the design of UNETO-VNI's sticker; it just gives them an extra recognition/safety certificate.



Illustration 3 Sticker's that go on the heating installations that Stocker maintains (2011)

These three symbols are integral to how Stocker shows itself to its customers.

4.2.3.5 Working Clothes

The servicemen and installers have to wear a certain “uniform” for Stocker as can be seen in illustration four. This uniform consists of a pair of grey pants and a dark blue shirt or sweater with on the left chest the logo of Stocker on it. These clothes are again very different from the coloring and house style of Stocker self.



Illustration 4 Work clothes of servicemen of Stocker Centrale Verwarming; a dark blue sweater and grey working pants (Stocker Centrale Verwarming B.V, 2012)

The pants of the uniform are loose and can really be classified as working clothes. They have a lot of pockets to put materials in and protectors on the knees in order for the servicemen to be comfortable when they're on the floor.

The dark blue T-shirt or sweater works for the weather (warm or cold) and doesn't add any extras. It's a standard T-shirt or sweater with the logo of Stocker on it.

4.3 Conclusion

The symbolism of Stocker sends out a really mixed message towards the customers. At one moment they show the logo, but the next moment with their advertisement they are using a different style. There is no consistency in the symbolism of Stocker. The logo is used on most places and gives recognition towards the company, but it is interesting to see that all interviewed customers refer to the company as “Stocker” and not “Stocker Centrale Verwarming”, this gives a hint that the customer does not receive the second part.

Stocker's communication lacks in the department of their calls. Customers found the communication through the phone not good enough what leads to some customers even preferring to call the "failure service" and speak to a serviceman instead of calling during the day. The good thing is that the visits of the employees at the houses of customers are seen as pleasant.

Also Stocker's behavior is seen as positive and customers have no real complaints about it. The company is friendly but professional. The CI mix is concluded below.

Behavior:

- Formal
- Close team
- Customer Orientated
- Tidy and helpful
- Reliable

Communication

- Visits are pleasant
- People have various experiences with the calls from Stocker
- Letter professional and to the point
- Website informative

Symbols

- Different coloring and fonts used
- "Centrale Verwarming" is on logo but is ignored when people talk about the company
- Orange is Stocker's color according to the customers and employees

5. Competitor Analysis

The customers see Stocker having different competitors than they think they have. Although most people know multiple other heating companies, as is seen in the survey results in appendix C, only a few of those are seen as competitors. With the help of the interviews and the survey a few core competitors were established.

First of all there is Pola, this competitor is acknowledged as most dangerous by Stocker and its customers as the most important competitor they have. Other competitors that there are, are according to the customers Feenstra/Nuon and followed on a distance Van Dorp.

As is seen in figure 13 the employees are more varied with whom they see as Stocker's competitors. They don't see Pola as number one but mainly Feenstra and Boerboom B.V. Boerboom is especially an interesting one because this is a company that is mainly active in the plumbing market and thus seen as a big competitor for the mechanics who install plumbing regularly.

Boerboom is in fact not a real competitor for Stocker on the heating market, but more a competitor for Stocker's sister company, Zevenaarse Loodgieters Combinatie.

On the other hand there is Feenstra who is in fact the umbrella company from the Nuon, these two just recently started selling their appliances in the area of Zevenaar where Stocker is also active. This company is a dangerous competitor because it works on a more national wide level and thus has bigger funds for advertisements.

From these statistics two core competitors are chosen and analyzed:

- Pola; seen as competitor by customers and employees
- Feenstra/Nuon: seen as competitor by employees and customers

Van Dorp and Warmteservice are in the analysis neglected because just a small percentage mentioned these companies and thus aren't the main competitor of Stocker.

Figures 13 and 14 show the actual statistics that came out of the surveys. Interviews showed the same thing, while during observations only one time a competitor was mentioned and that was Feenstra.

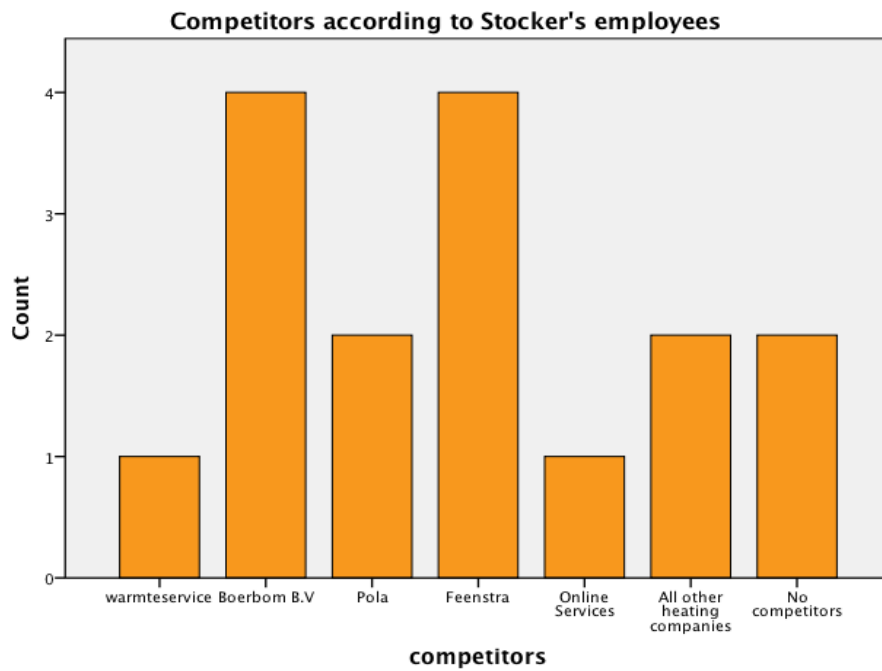


Figure 13: Results from question 10 from employee survey

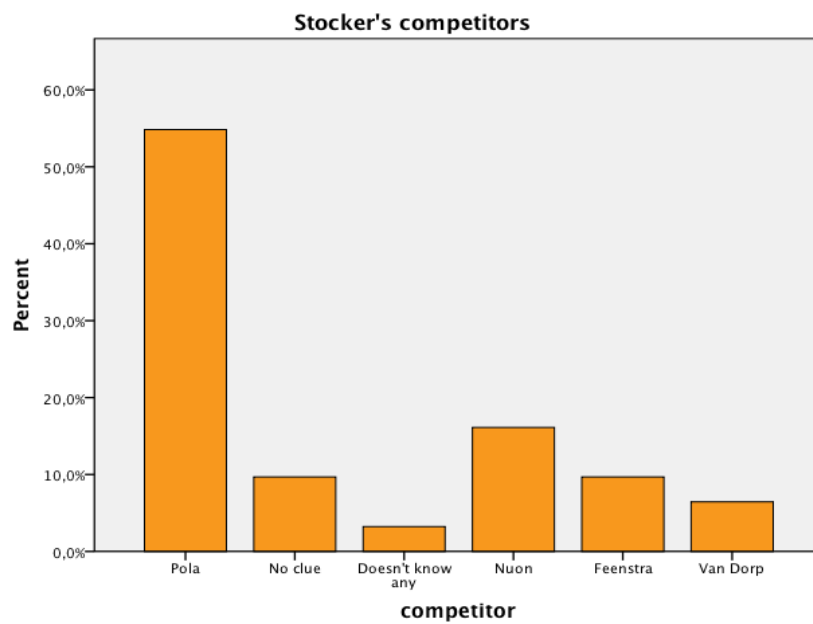


Figure 14: Outcome from question 3 from customer survey

5.1 Pola

Pola is a company that is active on two markets; the consumer market and the business market. It's a company that focuses on multiple things and has a broad view of products and services. Pola has been around since 1965 and has grown into a company with 80 employees. They keep trying to have direct contact with their customers.

5.1.1 Pola's departments

Pola has three main departments that they focus on; their heating, their electric work and service towards businesses. For their heating, what is important for this research they focus on housing corporations and industrial projects according to their website and two customer interviews.

A look at their website, www.pola.nl, shows that Pola is active in the same areas and has the same beliefs as Stocker. On that website they also have a section where they show what big projects they have already done. With this Pola shows its expertise in bigger projects.

5.1.2 Private customers

This is the part where Stocker has the most issues with, Pola's private section. Because Pola is, just like Stocker, a regional company, they compete closely in this area. Certainly seeing the fact that now, according to Stocker owner Ruud Reijmer, a lot of the bigger projects disappeared; they have to focus on the smaller customers.

Pola offers service; this was mentioned by non-customer Joop Hartman, from which can be read the summary in appendix G, who happily used the service and mentioned that he is very satisfied on all levels with this service. They are according to them fast, work professionally, look at the electric work as well and just do what they have to do. It is mentioned that this service isn't 24/7 like Stocker's service is.

Also just like Stocker Pola offers annual maintenance towards customers, Joop Hartman mentioned that he makes use of this as well and is very satisfied with it. The other non-customers interviewed either had no experience in this area or didn't use Pola at all.

In general it can be said that Pola is Stocker's main competitor. This is because they are the only other company in the area that offers the same things. The difference is that Pola focuses more on the bigger projects while Stocker keeps smaller and thus puts its full attention towards these customers. Also Stocker has a bigger focus on service than Pola has, offering 24/7 service.

5.1.3 Conclusion Pola

- **USP:** Knowledge on areas outside of heating such as electric work and big scale projects.
- **Strengths:** Their knowledge of big scale projects and housing organizations. They also deliver high quality goods
- **Weakness:** Not 24/7 service

5.2 Feenstra/Nuon

Feenstra and Nuon are a special situation. Often they are seen as separate companies while they are, in fact, one and the same. In 2001 Feenstra was bought by Nuon, but kept going with its own name.

While a lot of customers mentioned Nuon as Stocker's competitor it was actually Feenstra who is active in this region. Nuon is the name it is sold under but Feenstra performs the services and installations that customers get. This is mainly done because

Nuon is the more popular name in the Netherlands because of their services as power provider.

5.2.1 Feenstra heating

Feenstra is a big company that replaces heating, maintains them and according to their website, www.feenstra.com, advises people with their heating. They have around 1.500 employees and 750 vans that drive around the Netherlands to do this work. Because of this they mention that they can offer a local service that is fast and excellent, while customers during observations, that are seen in appendix D, mentioned that they actually find the service of Feenstra horrible. Mark Maandag also mentioned that he noticed a lot of customers that were with Feenstra first because Feenstra was cheaper, complained about the service and went to Stocker because of their service. At that point in time they didn't mind that they had to pay more and price wasn't mentioned according to Mark who is also on the administration and receives calls about this subject.

5.2.2 Conclusion Feenstra/Nuon

- **USP:** Fast installation of heating installations
- **Strengths:** Cheap with installation of heating installations
- **Weakness:** Really bad service according to customers

5.3 Perception Map

From this analysis and the results from the observations, interviews and questionnaires (see figures 13 and 14 for Stocker's competitors) a perception map, as can be seen in figure 15, was made on the areas of the quality of products and the service. These two dimensions were chosen because Stocker's focus is on these two points and these are also the points that customers find important. Still the customers mention that also professionalism, friendliness and the price/quality are important. These results are found in appendix C question 15 of the customer survey.

All companies except for Warmteservice, which is an online shop, offer the same heating installations to customers and thus the quality of products is approximately the same for all companies.

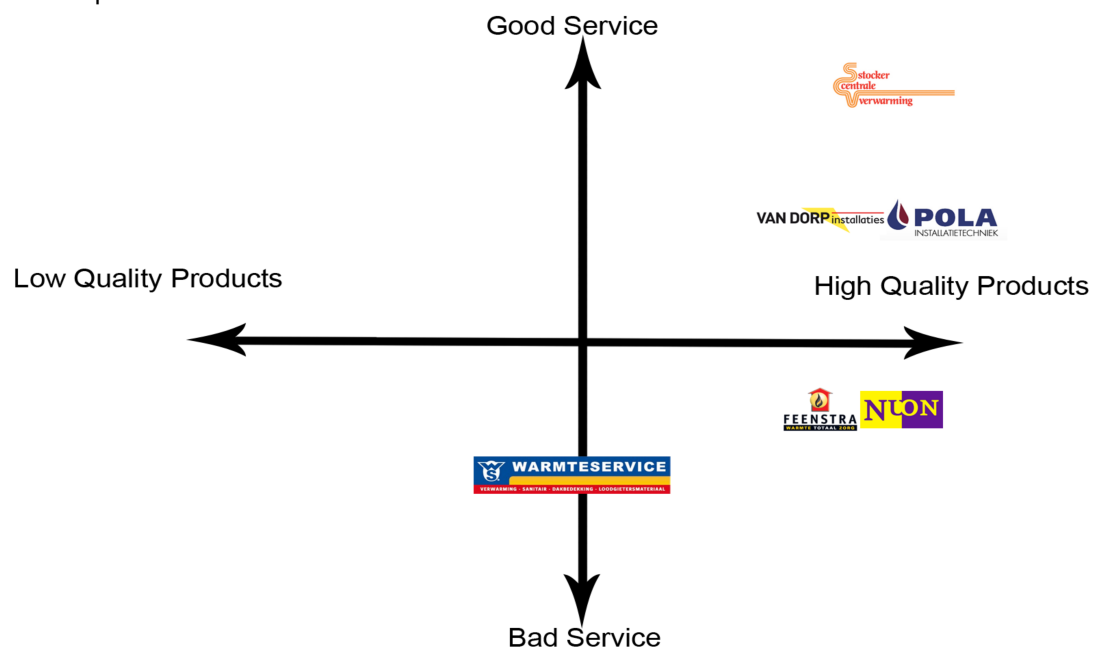


Figure 15 Perception map made from observations, interviews and questionnaires

5.4 Competitors attracting customers

Pola mainly uses the same way to attract customers as Stocker does. On the other hand there is no active competing between the companies. The non-customers explained that they started using the Pola because of a previous relation that they had with the company or its staff.

Also Pola employees have to put their vans with the company's advertisements on it in a visible location. Other than this the competitor also uses the stickers on the heating just like Stocker does.

According to the customers interviewed, Nuon who is also known as Feenstra in the area, advertises a lot too what Stocker and Pola don't do. The customers almost complain about the fact that they send folders, call people and try other ways of recruiting customers. The employees of Stocker have mentioned that some customers do leave Stocker then but most in the end come back because of the Nuon's terrible customer service according to Stocker's employees. Some people try to call for days but don't get a response and in the end see the sticker of Stocker on their heating, or remember the company and then go back.

The Nuon is the most active competing customer through their active advertising but in general doesn't seem like a big threat because customers don't see a face to that company and they like to have more direct communications with a heating company. Stocker being a local company fits more to its needs. On this level Pola is Stocker's biggest threat.

5.5 Conclusion

Stocker and its competitors are in general passive towards their potential customers in this area. This is because the best way to advertise, according to the non-customers, such as Brigit Arnold who was interviewed, is word-of-mouth advertising. This is advertising that people trust mostly in this area. They believe what their friends and relatives say and then want to check online, look at the company's website before making a real decision.

Still it happens, certainly with Feenstra, that after getting a new heating, but no good aftercare is given customers go back to Stocker.

It is mentioned that Stocker is known for its good service in this area on the border with Germany. It is even so that some foreigners that live in this border area go to Stocker because of its good aftercare. The customer database of Stocker shows a dozen of foreign customers.

People like it when a company cares about them. One of the people interviewed, Aasa Quint, was originally from Norway, mentioned that she and her husband got to know people from Stocker and also its reputation in the area they became customers of Stocker and are in general pretty satisfied with its services.

The perception map made shows that Stocker is at the moment alone in their area of expertise, but Pola and Van Dorp are close to their position in the minds of customers. It is mentioned though that Van Dorp isn't such a big competitor as Stocker and thus less of a threat for Stocker. Stocker owner, Ruud Reijmer, has mentioned during participant observations that Stocker also sometimes works together with Van Dorp and thus this isn't a direct competitor of Stocker since they do projects together. This won't happen with Pola. Pola is than also seen according to customers and Stocker as the company's biggest threat and competitor.

6. Positioning analysis

The positioning analysis will be based on the model of Schiffman and Kanuk (2010, pg. 190) showed in the Theoretical Framework (figure 8).

6.1 Positioning Aim

Stocker wants to position itself as a company that delivers good service and high quality of products. It wants to be fast with delivering results as well, but doesn't want the quality of the work to suffer from this. The company also wants to be professional and deliver a good price/quality value to the customers.

The customers experience Stocker as a company that is delivers fast, but also high quality service and goods. This can be seen in figure 16, which shows the results from the survey. This survey can be found in appendix C.

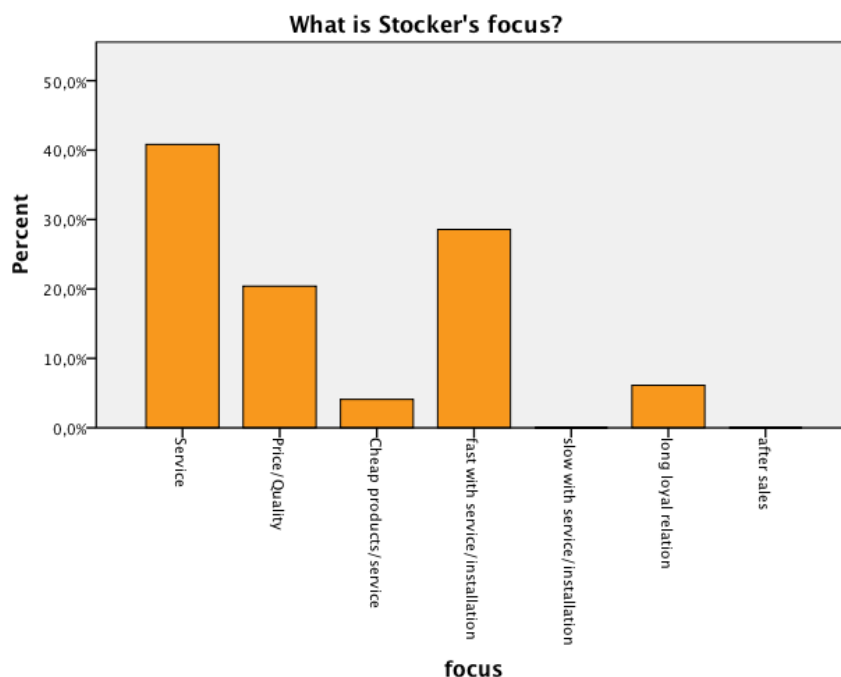


Figure 16 Results from question 14 of the customer survey

In general the customers would also like to see a professional and friendly company as was seen in the results of question 15 of the customer survey, the figure of the results can be seen in figure 17. Interviews with the employees and participant observations showed that Stocker is a professional company. The symbolism and communication in the corporate identity mix agreed with this. Another item that customers find important is friendliness. In this aspect Stocker still lacks a bit as comments about the calls from Stocker weren't always positive. Customers mentioned that Stocker's administration could be quite rigid.

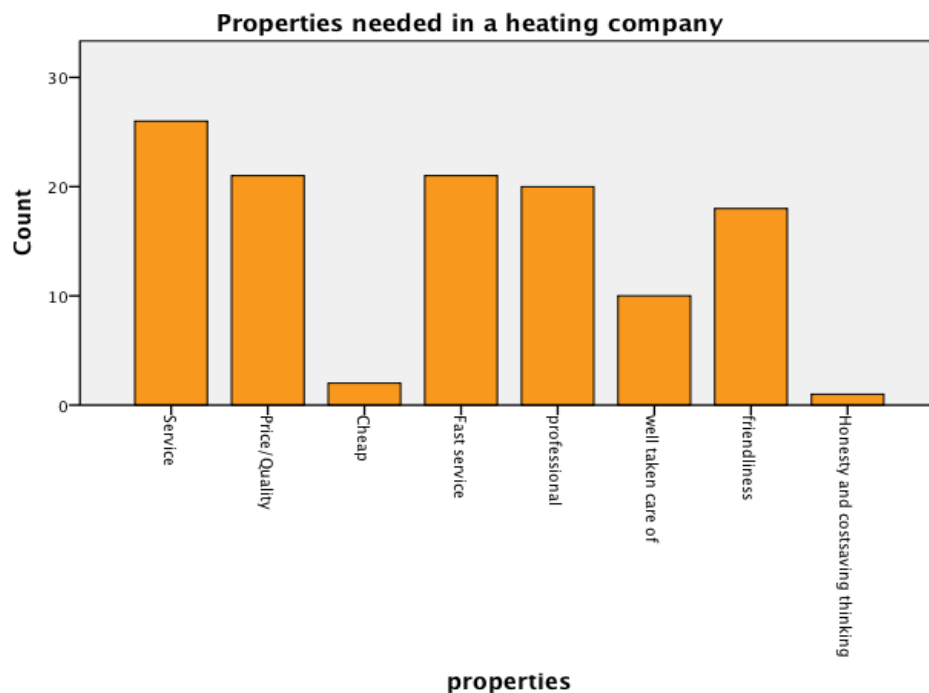


Figure 17 Results from question 15 of the customer survey

6.2 Positioning Objectives

Stocker's objectives for positioning according to the customers should be for good, fast service, a good price quality, professionalism and friendliness according to the aims of the customers and Stocker employees. These aspects include the fact that customers must feel like they are well taken care of which is also a big item as can be seen in figure 17. Stocker should aim on these objectives in order for customers to get a positive view of the company and see their position in the market.

Stocker's objectives in short are thus:

- Good and fast service
- A good price/quality
- Professional
- Friendly

6.3 Positioning Strategy(ies)

The model from Schiffman and Kotler (2010, pg. 190) also described eight different typological strategies that Stocker could take. These strategies show where Stocker stands on a typological level. The perception map in the competitor analysis showed where Stocker stands in the brains of the customers.

As the positioning objectives show Stocker is using three typological strategies from Schiffman's and Kotler's model (2010, pg. 190). These three strategies are:

- Strategy 2: service
- Strategy 3: Value for money
- Strategy 4: Reliable

The service point of the strategy is logical, as Stocker's management, employees and customers have mentioned during the research that this is Stocker's vocal point. The

survey results also show that Stocker delivers good value for money with the good price/quality results.

The interviews that can be seen in appendix G showed a question about what kind of animal Stocker was and showed that most people chose their animal because Stocker is reliable and loyal to its customers. This relates to strategy 4.

These three strategies are the strategies that are perceived by the customers according to the research. As shown in the perception map Stocker does give the best service. Customers according to the interviews do not focus on price and thus this was also not a vocal point when comparing this to their customers. It is so that Warmteservice offers the cheapest deals because it doesn't offer any service, just the product; it is an online shop. Pola, Stocker's biggest competitor, is in the same category as Stocker and from Joop Hartman's interview, that can be read in appendix G, it is seen that Pola offers approximately the same price/quality as Stocker.

Feenstra isn't as reliable as Stocker from the perceptions of Stocker because a lot of customers, what was noticed during the interviews and observations complained that they don't offer good service or never even came when a customer had a problem. These two aspects show Stocker's strengths are the other companies' weaknesses.

In short it shows that these competitors are using the same strategies as Stocker

Strategy 2: Stocker

Strategy 3: Feenstra, Pola and Stocker

Strategy 4: Pola and Stocker

This again shows that Pola is Stocker's biggest threat and Stocker should really focus on its service because Pola doesn't offer as good of a service as Stocker.

6.4 Communication and Consumer perception

As seen in the communication part of the CI-mix Stocker communicates through several tools; calls, visits, website and their letters. They send out various messages but all are in relation to good and fast service. The letters are reminders for the service just as the calls are, while the website only gives information. Stocker tries to communicate their service positioning very well through the various communication tools.

Customers also like the fact that Stocker calls every year. During the interviews various customers also mentioned this. The communication on the aspect of service is then also very good. Stocker has one deal on their website showing a good price/quality offer, but other than that they don't communicate their good price/quality through other sources.

As last Stocker is according to the customers very reliable, but Stocker mentions everywhere that they will do "their best" to make sure they will help a customer as soon as possible, but they do not make any promises and don't communicate this directly towards the customers.

6.5 Positioning Statement

The positioning statement is concluded from the facts where Stocker operates its business, the customers who actually use Stocker's services and what positioning strategy Stocker uses and thus wants to excel in. Stocker's current proposition statement (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (, 2008, pg. 444). is then the following:

“To people in and around Zevenaar that have their own house and who need a trustworthy and high quality heating company, Stocker Centrale Verwarming B.V. is the company that will provide the best service and quality heating around town, that no other heating company in the area can give you”.

6.5 Conclusion

Stocker is a company that is positioned as a service focused heating company according to the customers. The interviews, observations and surveys also show that customers think Stocker is a service-orientated company. In the interviews various people mentioned that Stocker is focused on their excellent service. Ali Huting⁴ also mentioned that when Pola let her down by installing the wrong heating, Stocker thought along with her and made sure that in the end she had a functioning heating. In this area, as the perception map also showed Stocker is positioned in a part where there are no competitors yet. Still Pola is a close second on the area of heating.

⁴ See Ali Huting's interview in Appendix G

7. Loyalty Analysis

Loyalty is influenced by the image that customers have of a company. When they find enough aspects in a company that makes them want to repeatedly buy products or use services of a company, customers become loyal, but not all customers even want to become loyal, some only want to use a service or buy a product once and not multiple times.

Whether Stocker's customers are loyal or not is the vocal point of this research. The interviews, surveys and observations, as is seen in the appendixes, were mainly focused on the part whether the customers saw themselves as loyal and whether they were really loyal. Almost all of the customers saw themselves and were really loyal. They don't even think or compare Stocker to other companies. They are happy with Stocker as it is.

Good customer relationship management creates customer loyalty. The customers are then delighted by the products or services and remain loyal and talk favorably to others about the company and its products (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (, 2008, pg. 395).

Even a slight drop from complete satisfaction can create an enormous drop in loyalty according to Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008). It is thus important to create customer satisfaction through customer delight. Customer delight creates an emotional relationship with a product or service, not just a rational preference. This makes it so that people just want to buy a product but they don't even know why (Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008, pg. 374).

7.1 Customer Relationship Management

Customers that become loyal usually have a good relationship with the company and have a certain bond with them. These are customers that buy products multiple times. Stocker wants to build a good relationship with its customers in order to make them loyal and get a solid customer base that can give them solid and reliable profits.

The relationship pyramid from Jay Curry shows that in order to gain a few loyal customers there have to be many initial customers at first, only a small percentage will become loyal. According to the research the customers in observations, interviews and the surveys show that they are all loyal in their minds. Even those customers that weren't seen as really loyal and were interviewed did view themselves as loyal and would only go to Stocker if they have any issues. Hans Becker is an example of a customer that doesn't want a service contract, something that makes a customer loyal according to Stocker, but he does always call Stocker when he has issues, let them do an annual check-up of his heating and lets Stocker in general do all the heating work at his house.

This shows that Stocker focuses a lot on its current customers and that these are also almost all loyal, many mention that they do not even check another company when looking for heating, as the results from the survey show and can be seen in figure 18.

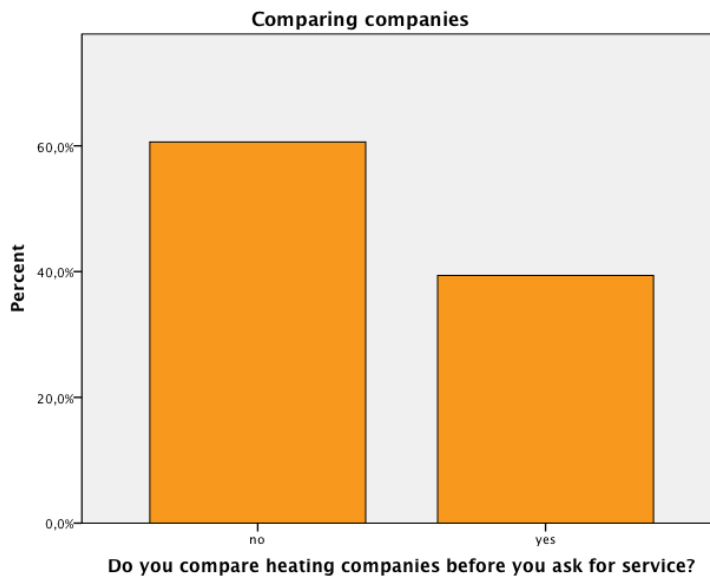


Figure 18 Results from question 4 of the customer survey

7.2 Customer relationship group

As the model from Kotler, P., Armstrong, G., Wong, V. & Saunders, J. (2008) about Consumer relationship groups (pg.30) showed there are four kinds of customers (see figure 6 in the theoretical framework). The research showed that most customers are also really loyal to Stocker, as is seen in Appendix C, with the graphs of the customer survey. These customers can be seen as true friends or barnacles.

Stocker in general doesn't have a lot of short-term customers also all that were interviewed, have been with the company for a long time. Even one person added in his questionnaire that he had been a customer from Stocker for a long time and thus implied that he hadn't become more loyal the last year, as was asked in the survey, because he was already as loyal as can be. The results of customer loyalty can be seen in appendix C.

7.2.1 True Friends

A part of the customers of Stocker can be seen as true friends. These customers often go to Stocker and are also profitable to Stocker. An example would be the customers with a service contract. These customers are obligated to go to Stocker when they have heating issues and have to get their heating annually checked because of their contract. These are than also the best kind of customers for Stocker.

7.2.2 Barnacles

This are the other kind of customer Stocker has. As the surveys, interviews and observations showed most customers see themselves as loyal, but not all use Stocker regularly. These customers are than also not profitable for Stocker. Examples of these customers are those without a contract. The difference is that when they do make use of Stocker they have to pay more for a check-up than the loyal customers do. These irregular users have to pay administrative and driving costs that customers with a contract do not have to pay.

7.3 AIDA2Loyalty Model

The AIDA model consists of four stages. Attention, interest, desire and action as explained in the theoretical framework.

For Stocker this model helps to find the consumers. During the attention step they have to know how they come to the attention to customers. This can be through their website, their advertising at places they already have projects, or more likely in the small region they operate, word of mouth advertisement. Often customers bring other customers to the attention of their operations. Most customers during the interviews mentioned that they found out about Stocker through word-of-mouth advertising. They also got to hear good things about Stocker and thus the initial attention was created.

After this interest has to be aroused in order to keep the people positive about their heating products. Often the word-of-mouth advertising does that as well, because as Brigit Arnold mention after she gets a recommendation about a company from someone she knows, she checks it out on the internet.

This also brings them towards desire. Customers must want to have the need to buy the product, this happens through good price/quality deals and good references that potential customers would like to get. A lot of the current customers answered in the survey that they are most likely willing to give a positive reference about Stocker as is seen in figure 19.

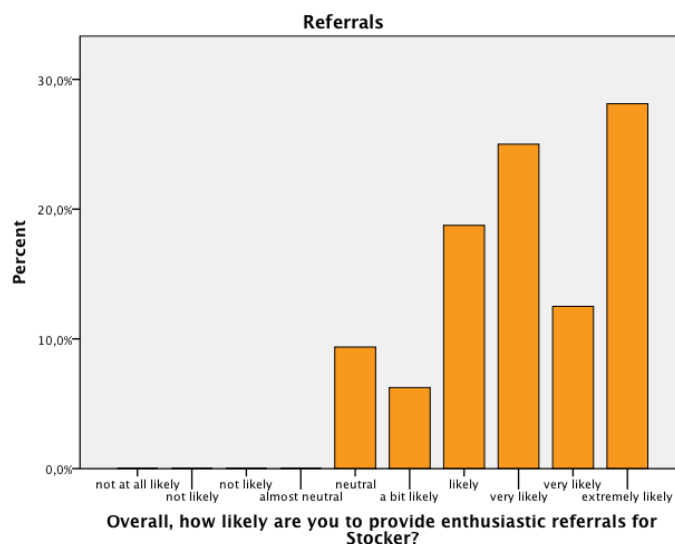


Figure 19 Results of question 8 of the customer survey

These results help with giving potential customers the desire and because the referrals are positive, in combination with the other positive aspects of Stocker the action to buy or start using Stockers products and/or services.

It did seem from the interviews that customers just thought about the first step towards the word-of-mouth advertising and they just trusted the opinion of their referral to start using Stocker. No other research was done by the customers.

The customers become often loyal to Stocker because of the positive first experience. Then they automatically become loyal and the entire AIDA2loyalty model is repeated without a customer even thinking about it, but it is important that the first steps of the model, the AIDA part, are carefully taken in, and most importantly the action so that

customers want to repeatedly buy the product. This makes the customers of Stocker “true friends” according to the relationship model.

7.4 Reichheld's principles

As explained in the Theoretical Framework Reichheld (2001, pg. 17) has six principles of loyalty that help make a customer loyal. Especially during the questionnaires answers to these principles were asked in depth. Even so it does stay that loyalty is reflected upon image and image is reflected upon identity. Therefore it stays that all these principles are influenced by the image and thus identity of the company.

The results of these principles will be shortly explained, to see all results look in Appendix C at the survey results from question 10A till 10L and in appendix B the employee results from question 4A till 4K. These results show in parts and in depth how Stocker has established the six principles of Reichheld (2001) and how loyal Stocker's customers and employees are.

7.4.1 Play to win/win

Stocker tries to play a win/win situation and the customers and employees are also really happy with it. The customers see Stocker as a reliable company that gives them the right results.

7.4.2 Be picky

Stocker isn't picky though and lets a lot of people in its 'club'. It tries to keep everyone happy, because of this it needs to create a need in why the customers want to get in the club, because now they have no reason to get a contract because even people without one are allowed in the 'club'.

7.4.3. Keep it simple

Stocker does keep it simple for the customers to become customers because they can call or Stocker calls and will make sure that it comes into contact with the customer. It is so that even though customers contact them and are loyal, other than the fact that Stocker comes right away there are no other benefits for being loyal to Stocker. They will come quick for everyone who has a heating failure.

Another question that was asked in the surveys was that of innovativeness. Although Stocker scored a high average on all the other parts of the loyalty survey this part didn't score that much as is seen in figure 20. The results can be called even low, certainly compared to the others. Customers and the employees don't see Stocker as an innovative company. This probably has to do with the fact that Stocker still contacts people with phone and letters and doesn't make a lot of uses of the new media such as e-mail and the Internet.

A few customers during the interviews also mentioned that they found Stocker should make more use of the new media. A few didn't even knew it recently got a new website.

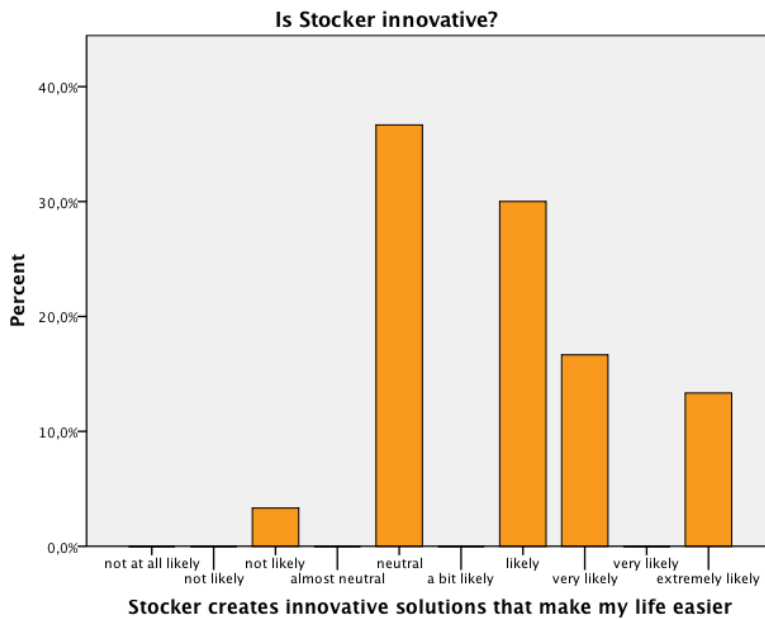


Figure 20 Results from question 10L from the customer survey

7.4.4. Reward the right results

Stocker customers are as the survey indicates, and is seen in Appendix C with the survey results, very happy with Stocker. A few do mention that they would like extra deals but Stocker doesn't offer a lot of discounts to really loyal customers. They treat everyone the same, as was already mentioned in the 'be picky' paragraph.

Stocker doesn't reward the customers for being loyal, other than the service contract deals.

7.4.5. Listen hard, talk straight

Stocker also has a lot of long-term relationships with its customers and also builds up a good reputation throughout the years. They give the service what they preach to have according to the customer survey results.

7.4.6. Preach what you practice

As last was the controversial difference between "Stocker deserves my loyalty" and "I'm a loyal customer" questions 10F and 12 in the surveys. While almost all of the customers saw themselves as loyal to the company in the matrix question the average came out pretty low in comparison to the direct loyalty question. Stocker should because of this focus on the subliminal loyalty and make offers that customers feel appreciated for being loyal.

7.5 Conclusion

It is seen that Stocker's customers are very loyal and also really like the company. The only part that Stocker scores low on is on innovation. All of Stocker's customers are either true friends or barnacles, which makes them all loyal. Even the customers without a contract of whom Stocker didn't see they were loyal.

In some cases these loyal customers without a contract can even be more profitable because they don't get the discount that customers with a contract get, this is also a win-win situation for Stocker. It is seen though that Stocker does see all customers as equals, while it should reward the customers that are very loyal to them.

As last it is seen that Stocker isn't innovate enough to keep the customers up-to-date in order for them to stay loyal. The customers didn't even know Stocker had a new website with information and deals on them. This could influence their loyalty when they feel left in the dark.

8. GAP Analysis

The GAP analysis of this research will consist of several steps. First of all the GAPs in the identity will be discussed in reflection to the image, then the positioning GAPs and loyalty GAPs will be discussed.

8.1 Identity

Stocker's identity is lacking in several areas. Although the company's personality is good it is lacking in the other parts.

8.1.1 Disconnection between symbolisms

Stocker uses its logo in most places in order to show customers and potential customers who they are, but with their new advertising and website imagery they give another view. Customers see Stocker mostly as orange in coloring, while Stocker focuses on red and blue. Red is still good because it's a close second for the customers and employees, but blue is not a color associated with Stocker.

Another thing is that the font and layout of the letter of Stocker is entirely different from their other fonts and layout. It comes across as really old fashioned.

Stocker has thus a disconnection between their logo and new advertisement and also Stocker's notification letter has a different layout compared to the other symbolism of Stocker.

8.1.2 Dissatisfaction with communication

The customers of Stocker are in general satisfied with Stocker's communication but there are especially issues with Stocker's calls and letters. These two problems relate directly towards the administration of Stocker. The administration reacts rigid and customers do not always get a good feeling about the company because of this. The customers also mentioned that the letter comes across as unfriendly, analysis of the letter also showed this. The letter does come across as strict and doesn't leave the customer a lot of choice.

The dissatisfaction from the customers comes from the problem that the customers don't perceive Stocker's calls as pleasant, neither do they receive a good message through the letters of Stocker.

8.1.3 Rigid behavior

As mentioned in the communication part customers find Stocker reacting rigid when they call the administration. The observation schedule, in appendix E, shows this. The administration doesn't meet the customer halfway and doesn't seem to try to understand the customers' issues.

Although the customers are happy with Stocker's service the behavior of the office employees could become less rigid for a more pleasant experience and thus more positive image.

8.1.4 Conclusion Identity GAPs

Stocker has a good identity, but it is weakened by their administration with their rigidity, which creates dissatisfied customers. Some of these customers even prefer to call the "failure" service that costs more, during evenings, because they like to talk to the servicemen more.

Another issue that Stocker has is in its symbolism. There is a lot of disconnection between all the tools that Stocker uses for its visual identity. Each tool represents something entirely different.

8.2 Positioning

Stocker's management wants to position itself in the brains of customers as a company that delivers good service and high quality products. Customers agreed with this positioning in the interviews, observations and surveys.

8.2.1 Competitors

The competitors of Stocker are often active in a different position than Stocker. Only Pola is a competitor that comes close to Stocker's good service and high quality. Also because it is a regional company it shares a lot of similarities with Stocker. Still Pola is a company that is focused on bigger projects and more on corporate housing compared to Stocker who is focused on private customers. Also Stocker is available 24/7 while Pola isn't.

There is thus a service GAP between Pola and Stocker.

8.2.2 Reliability

Stocker is according to their customers very reliable. The customers interviewed saw Stocker as reliable and loyal, just as the customers from the survey and observations did. Stocker is than also positioned to the customers as a reliable company, but the company doesn't have any focus on this aspect of them.

Stocker doesn't make a good use of their reliability positioning.

8.2 Conclusion Positioning GAP

Stocker has according to its customers a better service than Pola, their most direct competitor this GAP also gives an interesting view to Stocker. The other GAP that Stocker has is that they are a very reliable company but do not communicate this towards their customers. Stocker has never mentioned their reliability while customers really like this aspect from Stocker. Also a competitor such as Feenstra doesn't have this position and Stocker can take advantage of that.

8.3 Loyalty

Stocker's customers are in general very satisfied with the company there are two GAPs on the area of loyalty though. This is because Stocker qualifies customers differently compared to the customers themselves.

8.3.1 Maintenance contract

Stocker wanted more customers to get a contract in order to create more loyal customers, but the research showed that these customers actually like the status quo and won't change their minds, but they will keep using Stocker every year. Some of them do not even realize that they do not have a contract. They just rely on Stocker to call them every year and to make an appointment. This makes it so that the actual loyal customers aren't set apart from the other customers. The loyal customers do not feel more special.

This way is actually more profitable for Stocker while knowing that these customers are loyal. With the contract the customers get a few benefits, when they do not have it, they do not get the benefits and have to pay the full price. And because the customers are already so loyal they will not leave Stocker for another company and will keep paying more than if they would have had a contract. As long as Stocker keeps calling these customers without a contract they won't get one. They don't feel it is necessary.

Some customers did mention that there are not enough benefits to the contract in order for them to take one. These customers than also prefer to work with Stocker without a contract because they aren't obligated to anything in that way. In the end customers

without a contract can be more profitable to Stocker if they, as researched showed, behave the same way as Stocker's loyal customers with a contract do.

8.3.2 Innovation

Stocker's customers sometimes feel left in the dark because Stocker doesn't use new media. This causes a disconnect in their loyalty because they feel left out when they didn't know about a new deal of Stocker.

As one customer suggested in the surveys, a newsletter could help for Stocker. This also indicates that the customers want to be updated by Stocker in order to make them more loyal. The Quints even mentioned that they didn't even know Stocker had a website and also suggested that they should put more focus on it, just like Hans van Gorkum mentioned.

Customers of Stocker want the company to be more updated while the company, from the interviews and surveys, like how they work right now and are reluctant to change partly to online appointments or more new media tools to contact their customers. This causes a gap between Stocker and its customers.

8.3.3 Conclusion

Stocker's customers are in general very loyal towards the company and really like it but there are two gaps for Stocker to fill in this area:

- Innovation
- Customers without a contract can also be loyal
- In order for customers without a contract to take a contract there must be more benefits towards the contract

9. Advices

All the conclusions on the area of Stocker's identity, positioning and loyalty are given in order for Stocker to create more loyal customers and thus a stable turnover in the future.

The advices are made in order to answer advisory question and communication question:

Advisory question: *In what way should Stocker position itself in the brain of customers to get more loyal customers?*

Communication question: *How can Stocker get their desired corporate image aligned with their perceived corporate image in order to create more loyal customers?*

These advices are based upon the conclusions of the different analyses and the GAPs that Stocker has

Changes:

- Stocker's administration should get a course on phone answering in order to come across as friendly and understanding instead of rigid and stiff
- Stocker should change its advertisements to include the logo and base new advertisements on the orange of the logo. The style guidelines from the logo should be used in all other forms of communication.
- Delete the red/blue from the website (and van advertisements) make the coloring orange/red
- Edit reminder letter by using more friendly words and make it less strict. Also use style guidelines from logo and other letters to make the letter consistent with Stocker's other symbols
- Start company newsletter online and send it out every 3 months include the following aspects:
 - Show how to regularly check your heating with the seasons in order to prevent failures
 - Show the benefits of a maintenance contract and why it is good to have one
 - Show the new deals that Stocker has going on; for example a new high quality heating that is cheaper than normal; refer to website deals as well
- Acquire new customers to increase customer base and in the end loyal customer base, this can be done through the following:
 - Add "24/7 service" in communication. For example the company vans
 - More focus on Stocker's reliability
 - Add web-address of Stocker in communications (letters, vans, sticker etc.)

Important parts that Stocker should keep:

- Keep focus on Stocker's good service this is Stocker's USP and sets it apart from other heating companies and also from their competitors
- Stay close to customers and deliver what Stocker promises: high quality, good service and reliability
- Keep calling customers every year for an annual cleaning. Even those without a contract are very willing to maintain their installation every year

If Stocker will follow these advices their customers will have a positive image of Stocker, as Stocker wants it and spread make more use of word-of-mouth advertising. Stocker will gain more customers because their current customers are already very loyal, but this will turn the barnacles into true friends and hopefully. A look at the customer relationship pyramid of Jay Curry, shows that more loyal customers will be created from these new customers and thus a solid turnover can be acquired so Stocker can continue with its operations.

10. Timeline for Changes

In order for Stocker to make the advices work out a global timeline was made for an idea on how to implement the changes correctly. It is also of utmost importance to review each change before implementing a new one. Stocker will benefit with this through acquiring new customers and in the end gain more profits.

Now:

- Create a basic, one page, newsletter showing the benefits of a maintenance contract
- Give the administration a course as to how to properly answer to calls
- Add 24/7 service onto the buses and stickers for the heating installations
- Edit letter to make it more friendly
- Update all communications to fit with style guidelines of Stocker's logo

In three months:

- Look at results from newsletter, implement another one if the results are promising
- Make orange the vocal point of Stocker in future advertisements instead of red and blue.
-

Convert in a year time to:

- Implement digital system to ask for customer's e-mail addresses in order to make appointments digitally if phone doesn't work and send letters by e-mail instead

After six months:

- If digital system works well, start with regular updates on Facebook. Show new deals etc. that link back to the recently updated website

Other than that Stocker should keep up with what they are doing right now, because they are doing a pretty good job to keep their customers satisfied. There are only minor things that the company needs to improve in in order to stay on top of their game, but keep acquiring new customers that in the future can become loyal.

Stocker's current position, image and loyalty is working very good for the current customer base, now just keep it up-to-date for the future.

11. Critical Review

The initial stages of the research steps weren't efficiently taken. It took way too long to get the questionnaires out. This was because it was a postal survey. The population for the survey had to be chosen carefully in order to acquire a good sample group that could actually be representative for the entire population. This took longer than expected.

It was also hard to do the scheduled observations in the end, because of arrangements with the employees and customers allowing observations to happen. This was then also done late into the process.

Another issue that came up was getting a representative number of interviews. It became difficult because of the vacations present in the country during the last month of the research. Timing showed to be of utmost importance to acquire enough interviews.

At moments it did seem that too much fieldwork was being done so that the bigger picture and the theoretical framework was lost. At one moment the focus of the research wasn't correct anymore and it had to be adjusted.

In the end the research that was done, was a good one for Stocker in order to find out where some of their problems lay in order to create more customers. The research helped with giving an adequate answer to the problem of Stocker.

12. List of Footnotes

¹ Stocker is Stocker Centrale Verwarming B.V. from now on the company will be referred to as Stocker in this graduation assignment

² Customers/consumers/clients will in this graduation assignment all mean the same thing; people who buy their products/services from Stocker Centrale Verwarming B.V.

³ See interview summary in appendix E

⁴ See Ali Huting's interview in Appendix G

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Appendix A: Content Analysis Letter

A content analysis of Stocker's reminder letter will be made in order to look at if the letter is, as customers mention, rude or unfriendly. As Laswell (1954) has said: "'Who says what, to whom, why, to what extent and with what effect?' (Mcburdy & White, 2010, pg. 234)". With the analysis of the letter this exactly has been done. The analysis of the content of the letter is shown below.

In order to mark it as friendly, professional or unfriendly certain words were marked with different colors.

Friendly: purple
Professional: yellow
Unfriendly: blue

Below is the analysis of the original letter in Dutch:

Geachte heer, mevrouw,

Het is al weer geruime tijd geleden dat ons bedrijf voor het laatst het onderhoud verricht heeft aan uw c.v. ketel.

Om problemen of storingen te voorkomen, adviseren wij u dit onderhoud regelmatig te laten uitvoeren.

Daarom nemen wij de vrijheid u hiervoor te benaderen.

Indien u een afspraak met ons wenst te maken, vernemen wij dit gaarne.

U kunt telefonisch met ons contact opnemen van maandag tot en met vrijdag, van 's morgens 7.30 tot 's middags 17.00 uur.

Mocht u in de toekomst geen gebruik meer wensen te maken van onze diensten en u wellicht reeds een ander bedrijf hiervoor benaderd heeft, verzoeken wij u vriendelijk ons dit te berichten.

In afwachting verblijven wij met vriendelijke groet,

STÖCKER CENTRALE VERWARMING b.v.
R.M.J. Reijmer, directeur.

Written analysis

There are only four parts of the sentences in yellow, which means that part of the message comes across as professional, even less parts, two, come across as friendly. These parts are sparse through the letter.

Then there are many parts that are unfriendly. First of all it starts in the first sentence where Stocker mentions that it has been a long time, too long for the company, since Stocker did maintenance there. This means that Stocker decides when it has been "too long ago" and that they have to do the maintenance. It can also show interest but the customer doesn't have a contract and can decide when they want maintenance; that is perhaps the reason that they don't have a contract.

Secondly the second blue part from “daarom nemen wij de vrijheid u hiervoor te benaderen” shows that they take the liberty to send a letter to the customer. In other words Stocker acknowledges that they send a letter unannounced to the customer. This sentence should be left out.

Thirdly there is the part of “u kunt telefonisch met ons contact opnemen”, there is not wrong about this sentence where they say a customer can contact Stocker through phone, but it also shows it is the only way to contact Stocker. During these times when a lot of things go digitally the customer should also be able to contact a company through e-mail or even through fax when the customer wants it.

As last the letter has the part in it of “geen gebruik” in it, meaning if a customer makes “no use” of Stocker anymore he or she should tell Stocker this. This is unfriendly because a customer shouldn’t have to do this. Stocker should notice after a while that the customer doesn’t want to use Stocker’s services anymore.

Conclusion

All in all this shows that although the letter tries to come across as professional, there are several parts in it that can be improved in order to make it more friendly.

Appendix B: Employee Surveys

The following letter was send with the employee surveys in order to make the purpose clear for them.

Guiding Letter

English:

Dear Employee of Stocker Centrale Verwarming B.V.

To create more insight for my thesis into the image and loyalty of Stocker Centrale Verwarming I would like to hold a survey.

I understand that you as employee know very well what could be improved in the organization and would like to ask to carefully fill in this survey. Through this research I can study Stocker's image and give the company a good advice.

Please hand in the survey at the administration before the 30th of April in the attached answer envelope.

Around the 14th of May the results will be known.

Thank you in advance.

Kind Regards,
Janneke Reijmer

Dutch:

Geachte medewerker van Stocker Centrale Verwarming B.V.,

Om meer inzicht te krijgen in uw imago en loyaliteit ten aanzien van Stocker Centrale Verwarming b.v. voor mijn scriptie over het bedrijf, wil ik graag een enquête houden.

Ik ben ervan bewust dat u als medewerker het beste zicht heeft op de verbeterpunten binnen de organisatie en wil u dan ook vriendelijk verzoeken de enquête nauwkeurig in te vullen. Door dit onderzoek kan ik beter het imago van Stocker bestuderen en een goed advies geven.

Ik verzoek u dan ook vriendelijk de ingevulde enquête voor 30 april bij de administratie in te leveren in de bijgevoegde antwoortenveloppe. Zo wordt tevens uw anonimiteit gewaarborgd.

Omstreeks 14 mei zal het resultaat bekend zijn!

Alvast bedankt!

Met vriendelijke groeten,
Janneke Reijmer

Employee Survey

During the following you'll see how the survey looked like. The actual surveys are attached in a separate Appendix

Survey with explanation towards the questions in red

English:

This survey is realized for writing a thesis that will research the image and loyalty of the employees and customers of Stocker Centrale Verwarming. I hope to better understand Stocker's customers and employees with this survey. I would really appreciate it if you would fill in this survey. It will take around 5 to 10 minutes.

It's very important that you read the questions carefully and give your own opinion! It's about what you feel that is right with the questions.

The answers will remain anonymous and can't be personally retraced towards you.

Thank you in advance for your time and effort.

Kind Regards,
Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

- 1. How likely are you to be working at this organization two years from now?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)

This question was asked in order to find out if customers are loyal to the company and to see if they see themselves building a future with it and thus also with the customers of Stocker. This influences the customer relationship

- 2. Overall, how satisfied are you with your relationship with your immediate manager?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)

This question is, just like question one, derived from the fact to see if the employees are happy with Stocker's management and thus their work. This influences their ability to work in the work place.

- 3. Overall, how likely are you to provide enthusiastic referrals for Stocker?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)

Happy employees are willing to provide referrals in order for the company to keep existing and help them create new customers. Something that Stocker wants and is important for this research in order to find out if they're willing to be loyal to Stocker in public too.

- 4. Please rate the level of agreement with the following statements**

All of the following questions are in regards to Loyalty. They are derived from Reichheld's (1996) employee loyalty survey that is available on his website(www.loyaltyrules.com). With these questions you'll find out Reichheld's 6 principles that are essential towards employee loyalty and the theoretical framework.

- *Stocker communicates openly and honestly*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- *Stocker is committed to win/win solutions (does not take advantage of its partners or customers)*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- *I trust Stocker's management to behave with fairness and integrity*

- 1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- *Customer loyalty is appropriately valued and rewarded at this organization*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *I believe this organization deserves my loyalty*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *Over the past year, my loyalty to this organization has grown stronger*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *This organization values people and relationships ahead of short-term profits*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *We make it easy for our customers to do business with us*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *Stocker sets the standard for excellence in its industry*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *This organization has a winning strategy (superior economics in serving its customers)*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *Stocker attracts and retains outstanding people (employees, partners, etc.)*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
 - *Stocker creates innovative solutions that make our customers' lives easier*
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)

Descriptive information: This last group of questions will help to better understand the differences between the groups of respondents

5. How long have you been an employee of Stocker?

- A. Less than one year
- B. One to under three years
- C. Three to under five years
- D. Five to under ten years
- E. Ten years or more

With the previous question you saw how long the employees are already loyal towards the company and if the company is in general loyalty focused. More long-term employees work better for the customers who see the same employee more often and trust that employee.

6. Are you a union member?(Optional)

- A. Yes
- B. No

This question was asked at first in order to see if the employees needed a union to back them up when the time came. This had to do with trust in the company giving them what they want and keeping them satisfied. This links back towards the loyalty of the company.

7. Do you think Stocker uses the right materials?

- A. Yes
- B. No

This question was asked to provoke the question if people doubted the ways of the company or not. This again had to do with subliminal loyalty and if the employees are really liking working at Stocker. It also had influences on their ability to do their work.

8. What can Stocker do to increase your loyalty to them?

This question was asked open answered in order to make sure all bases were covered and to get some input from the employees. Perhaps some things would have come out that would influence the research.

9. With what color do you associate Stocker?(you can choose multiple options)

- A. Orange
 - B. Red
 - C. White
 - D. Blue
 - E. Black
 - F. Grey
 - G. Pink
 - H. Other color:
-

With this question the symbols and thus color/visual communication of Stocker could be identified. It would also be so if the image and visual identity of the company.

Dutch version of the employee survey (version that was sent)

Deze enquête is gemaakt voor een afstudeeronderzoek naar het imago en de loyaliteit van werknemers en klanten van Stocker Centrale Verwarming. Ik hoop dat deze enquête mij helpt met het begrijpen van het gedrag van klanten en werknemers. Als u deze enquête in wilt vullen, dan stel ik dat zeer op prijs. Het duurt ongeveer 5 tot 10 minuten.

Het is belangrijk dat je de vragen goed doorleest en je eigen mening geeft! Het gaat over wat u voelt dat klopt bij de vragen.

De antwoorden die u geeft blijven anoniem en kunnen dus niet naar u persoonlijk herleid worden.

Alvast bedankt voor de moeite en de tijd.

Met vriendelijke Groeten,
Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

1. Denk je over twee jaar nog bij Stocker te werken?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

2. Ben je tevreden met de directie van Stocker?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

3. Als het nodig zou zijn, zou je enthousiaste referenties voor Stocker willen geven?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

4. Wilt u alstublieft aangeven in hoeverre u het eens bent met de volgende punten.

- *Stocker communiceert open en eerlijk met de klanten*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker probeert het beste voor de klanten te doen, waardoor een*

win/win situatie ontstaat(en dus niet voordeel neemt van zijn klanten of partners)

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker's directie gedraag zich eerlijk en open*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Loyaliteit van de klanten is gewaardeerd en geapprecieerd bij Stocker*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker is waardig genoeg voor mijn loyaliteit*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Over het laatste jaar ben ik trouwer aan Stocker geworden*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker waardeert klanten en lange termijn relaties met klanten over korte termijn*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker maakt het makkelijk om mee te werken*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker is een goed voorbeeld voor goede klantenbinding in de verwarmingssector hier in de regio*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker heeft over het algemeen goede werknemers(monteurs, partners, directie, contactpersonen)*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

- *Stocker is innovatief waardoor hun producten dingen makkelijker maken*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

Omschrijvende informatie: De volgende vragen zullen helpen met het beter begrijpen tussen de verschillende groepen werknemers

5. Hoe lang werk je al bij Stocker?

- A. Minder dan een jaar
- B. Tussen de een en drie jaar
- C. Tussen de drie en vijf jaar
- D. Tussen de vijf en tien jaar
- E. Tien jaar of meer

6. Ben je lid van een vakbond?(Optioneel)

- A. Ja
- B. Nee

7. Denk je dat Stocker de juist materialen gebruikt voor het werk dat gedaan moet worden?

- A. Ja
 - B. Nee
- Zo nee, waarom niet?

8. Wat kan Stocker doen om jou trouw aan het bedrijf te houden?

9. Als je aan Stocker denkt aan welke kleur denk je dan?

- A. Oranje
- B. Rood
- C. Wit
- D. Blauw
- E. Zwart
- F. Grijs
- G. Roze
- H. Anders

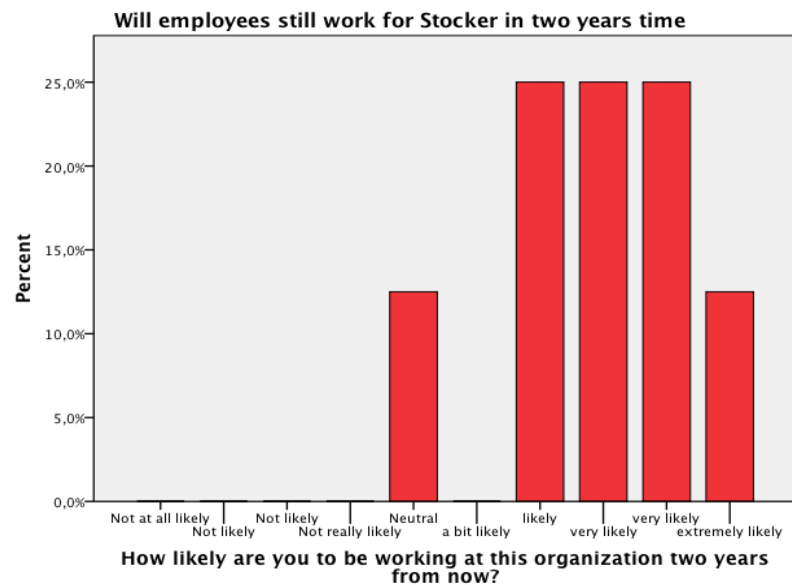
10. Wat zijn volgens jou Stocker's concurrenten?

Bedankt voor het beantwoorden van deze enquête! Het wordt erg gewaardeerd!

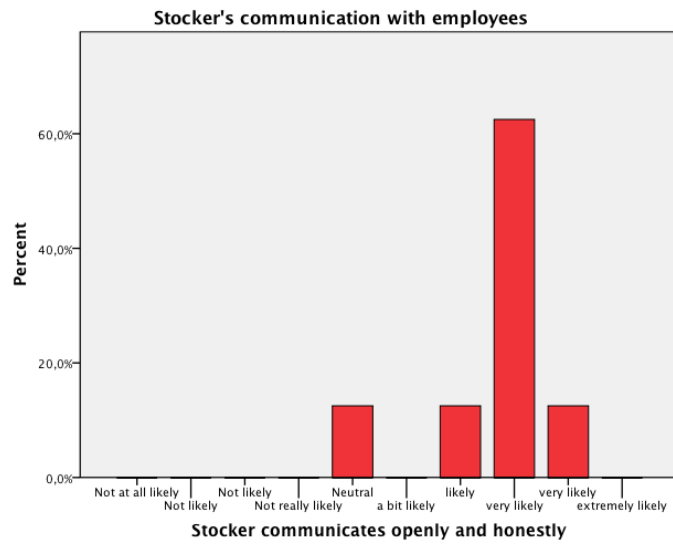
Results

In the following charts you will see the results from the employee surveys. Except from three employees all others handed in the survey, making a total of 78% feedback from the population.

1.



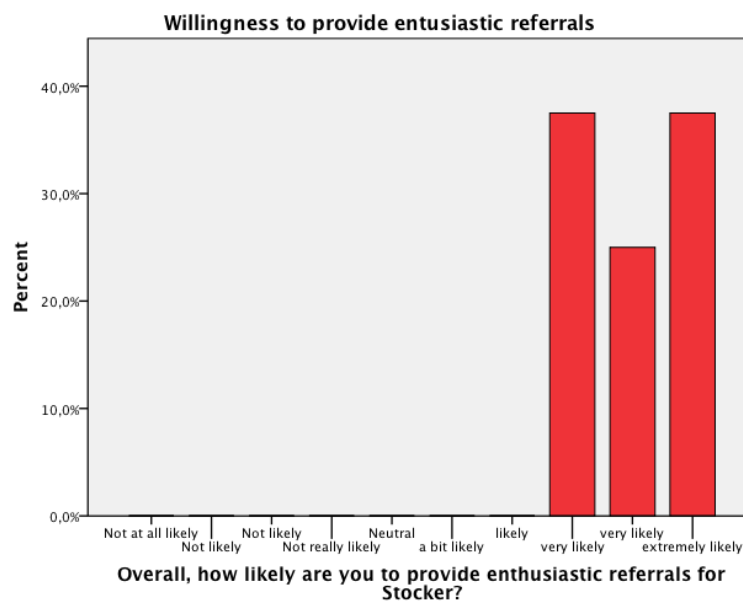
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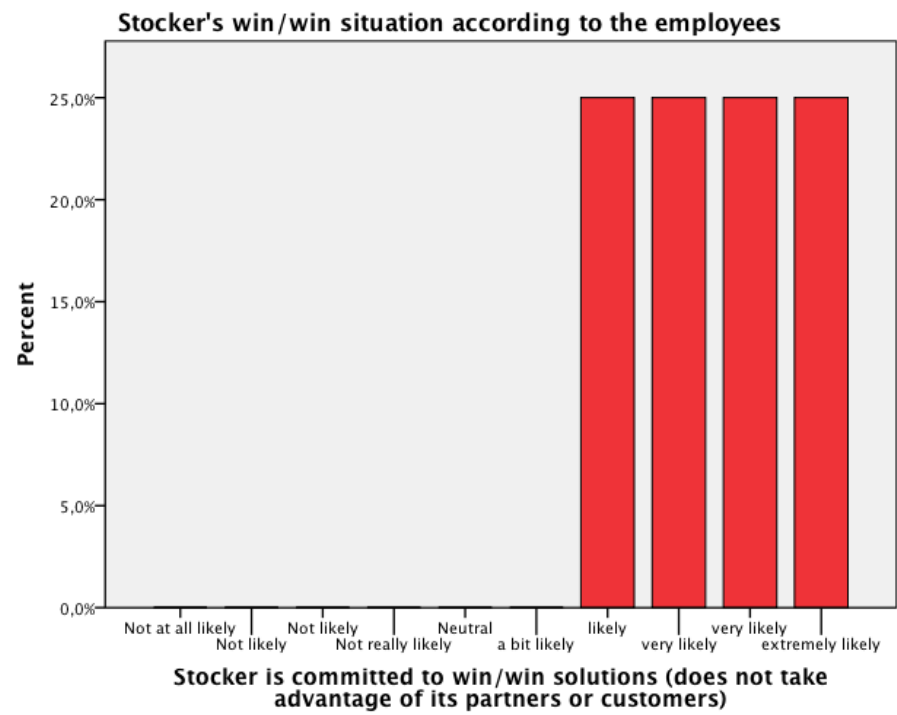
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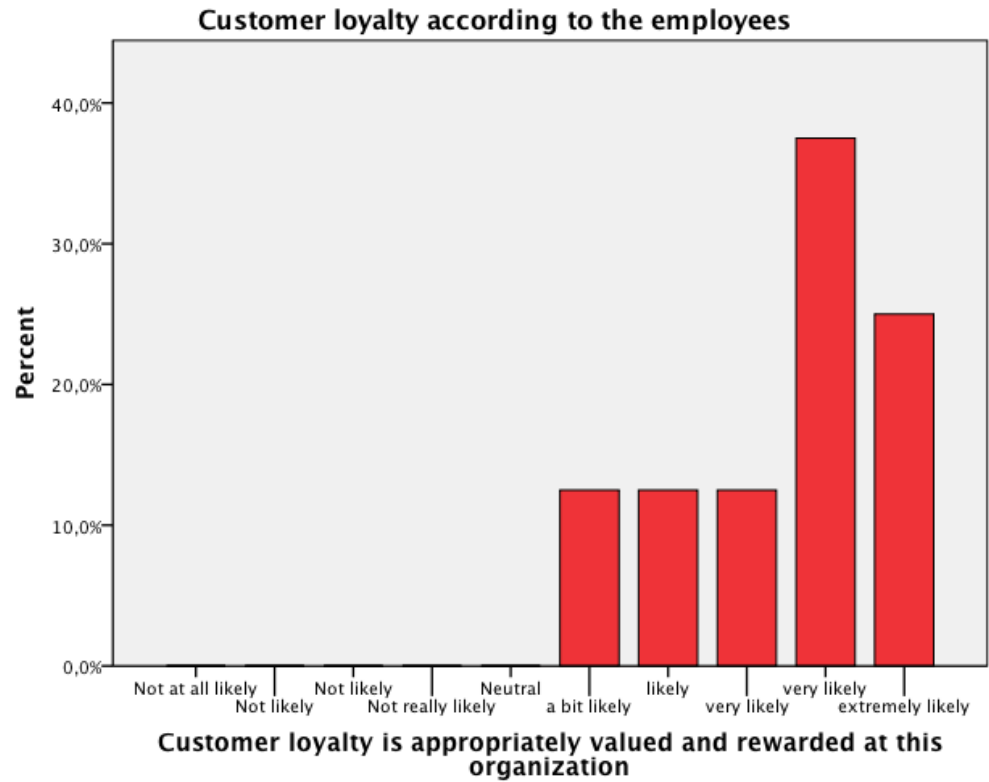
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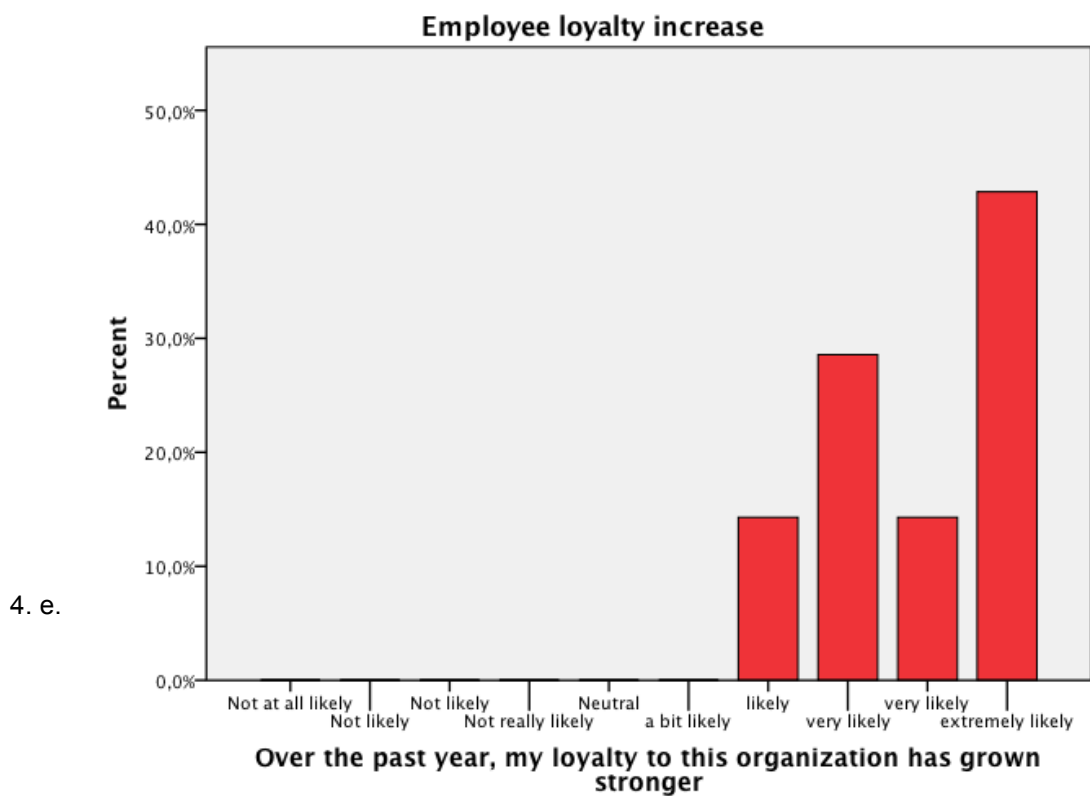
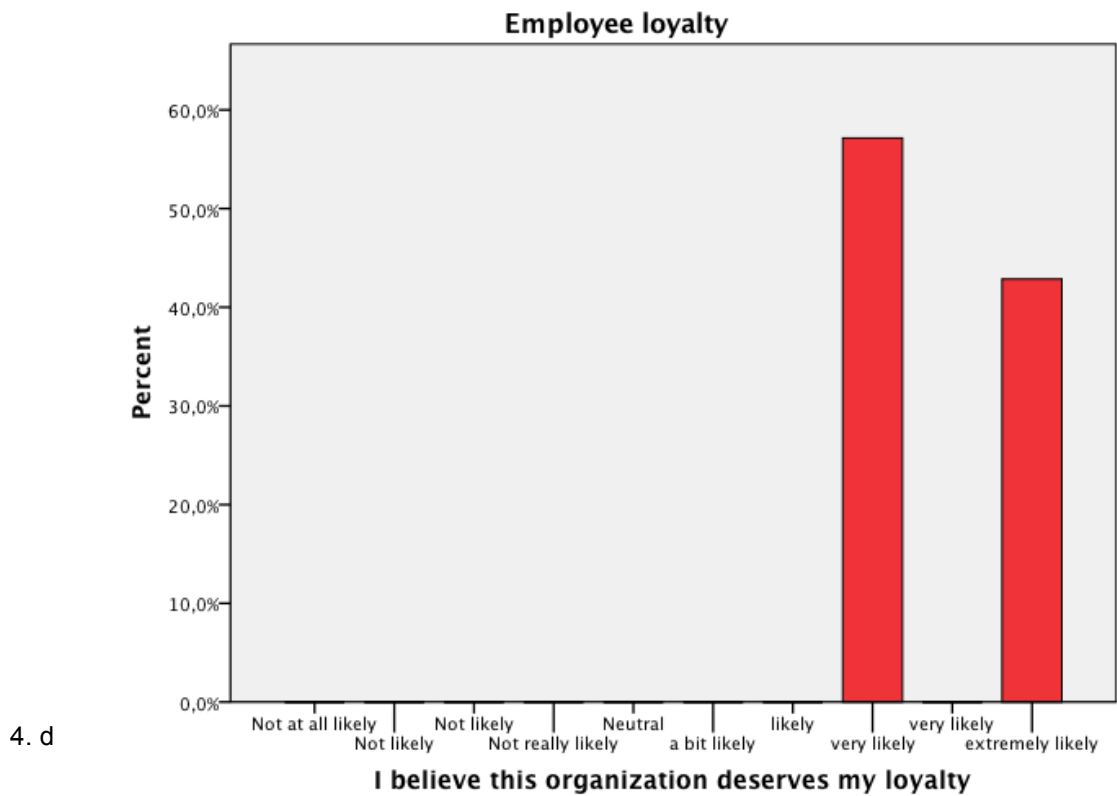


4. b.

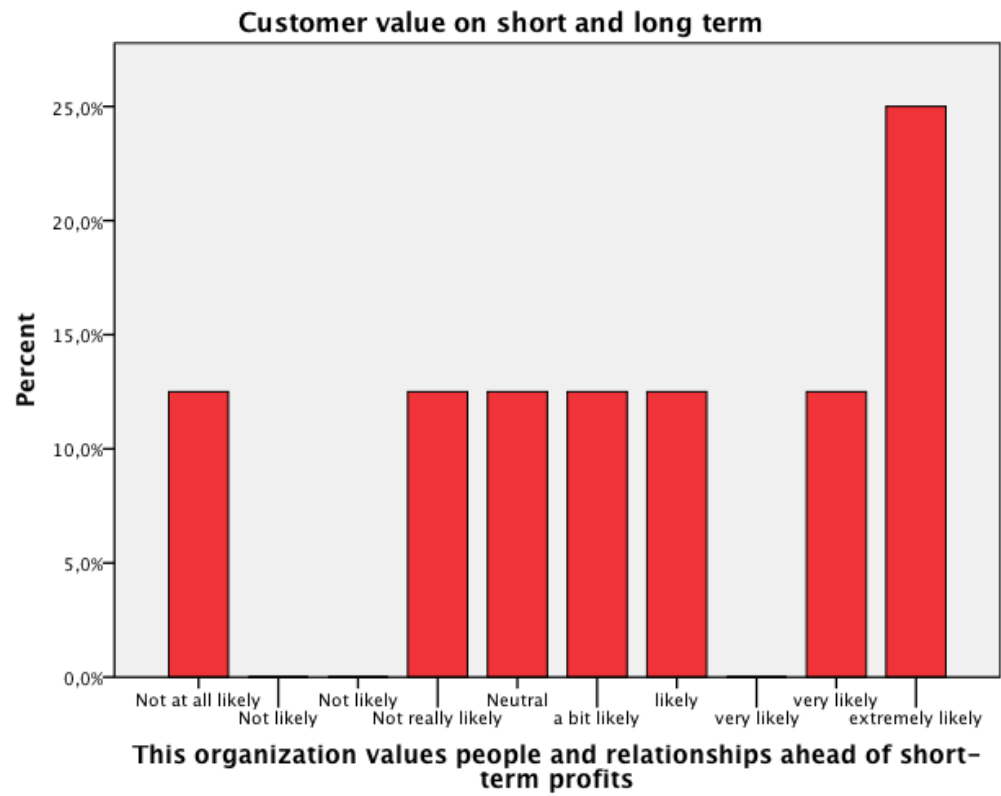


4. c.

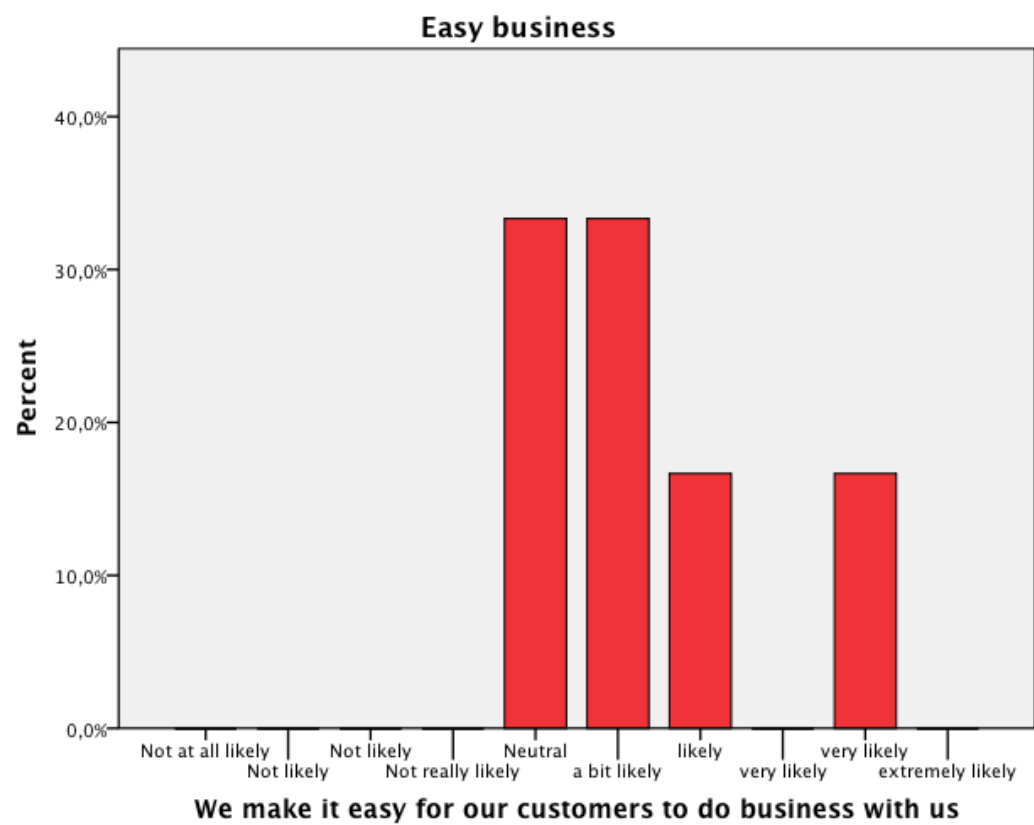


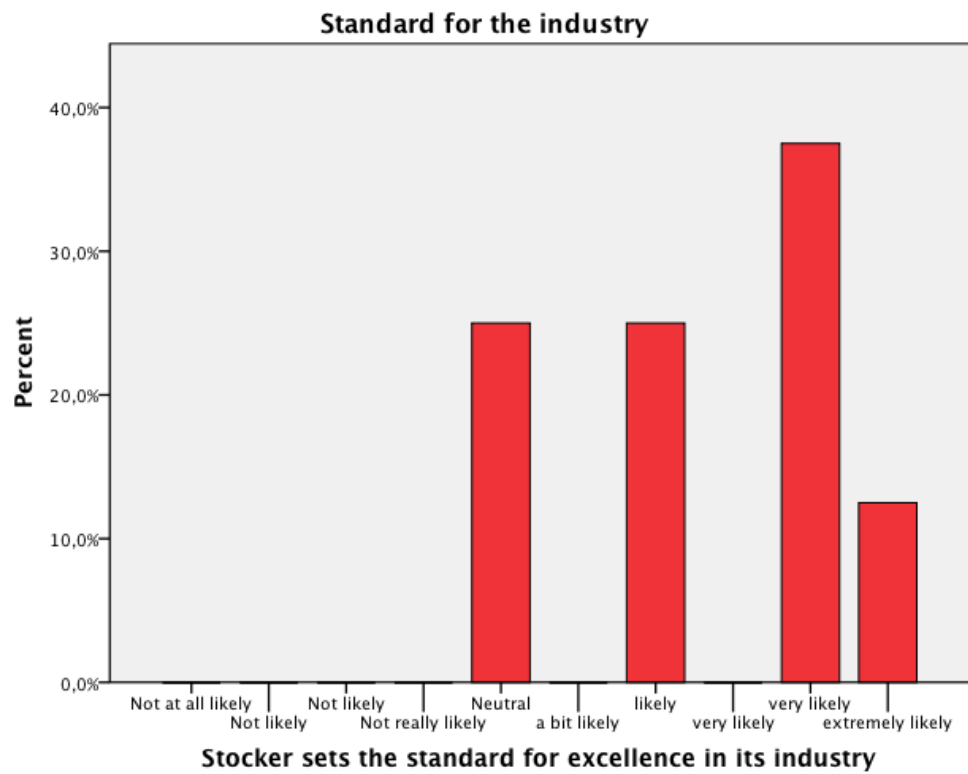


4. f.

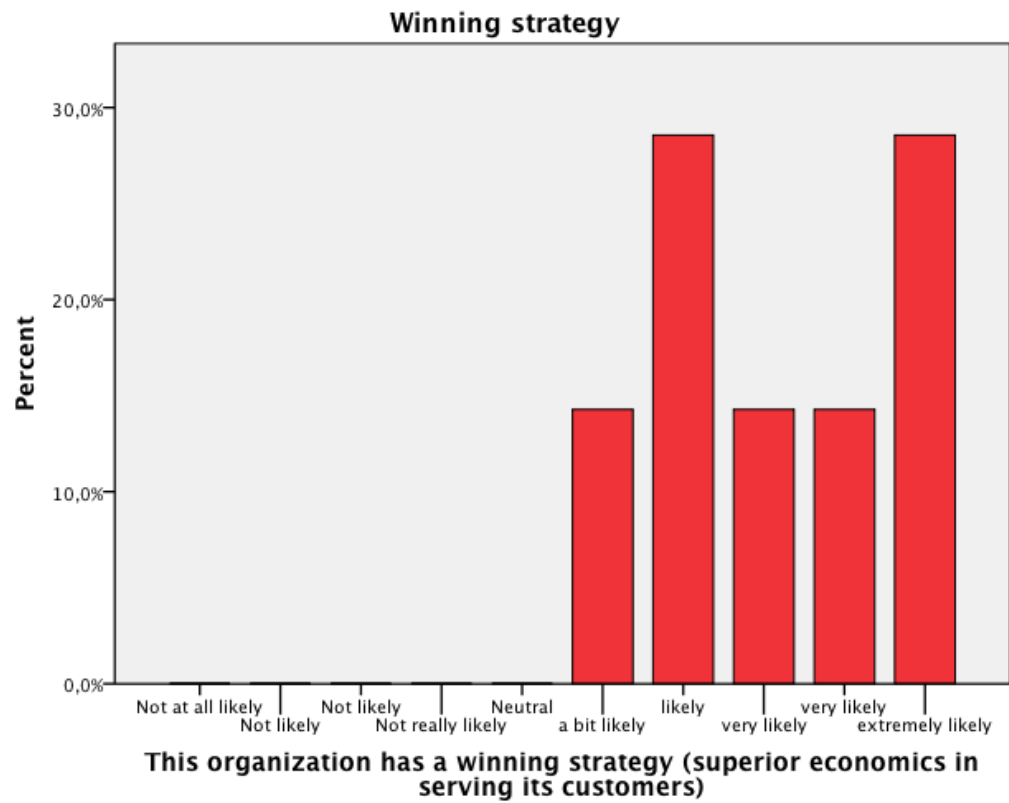


4. g.



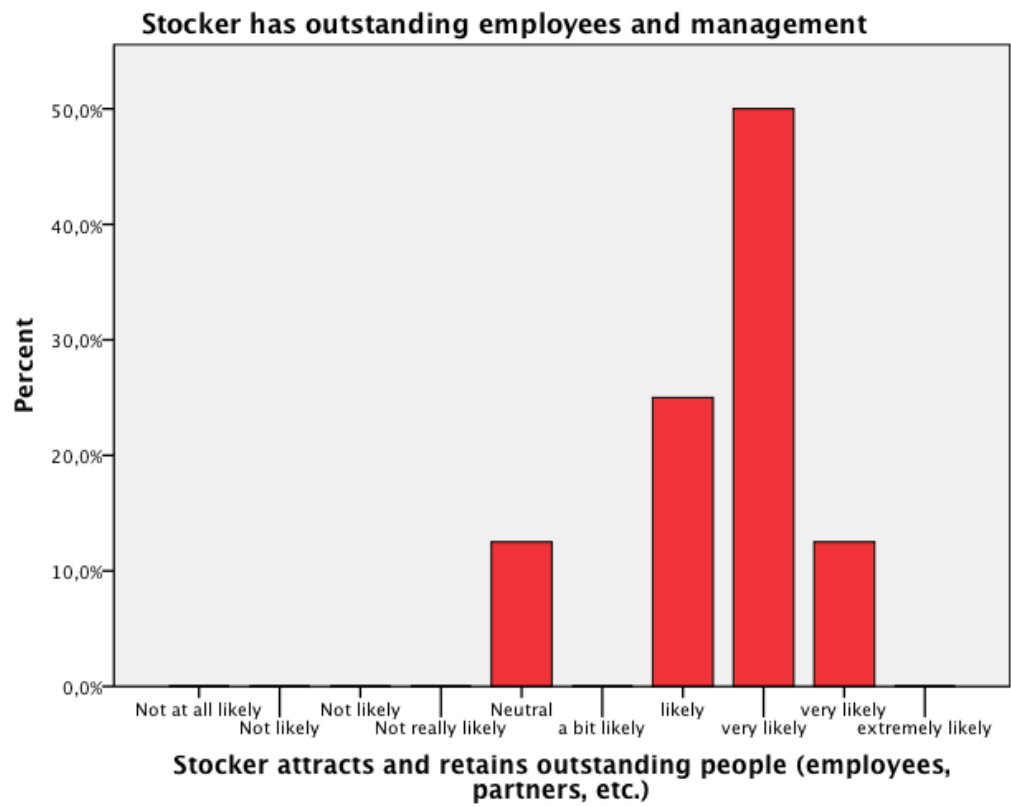


4. h.

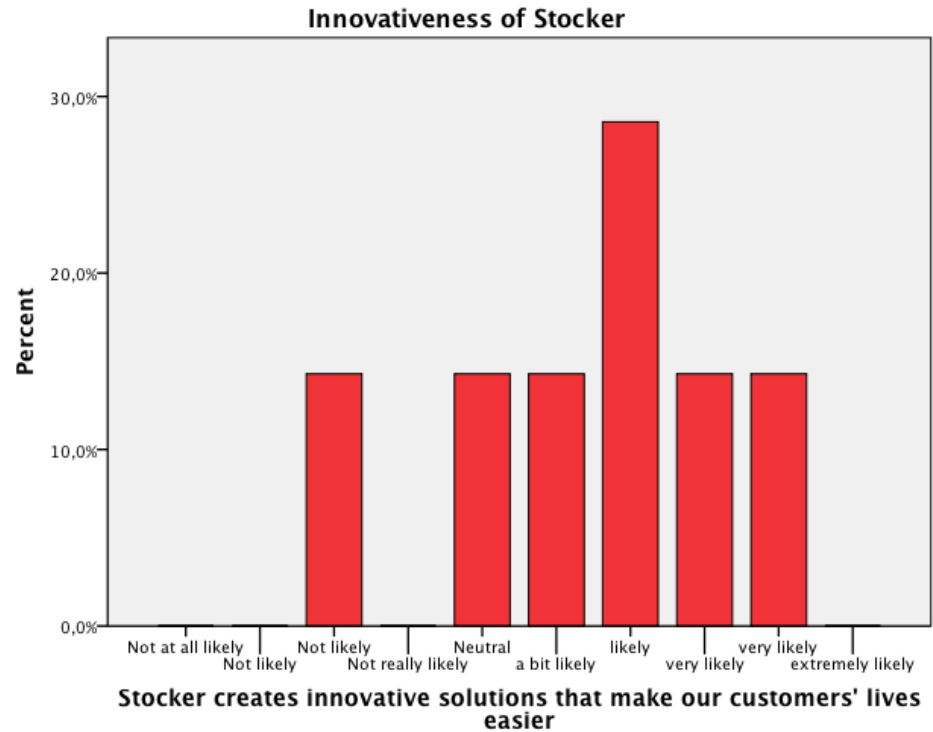


4. i.

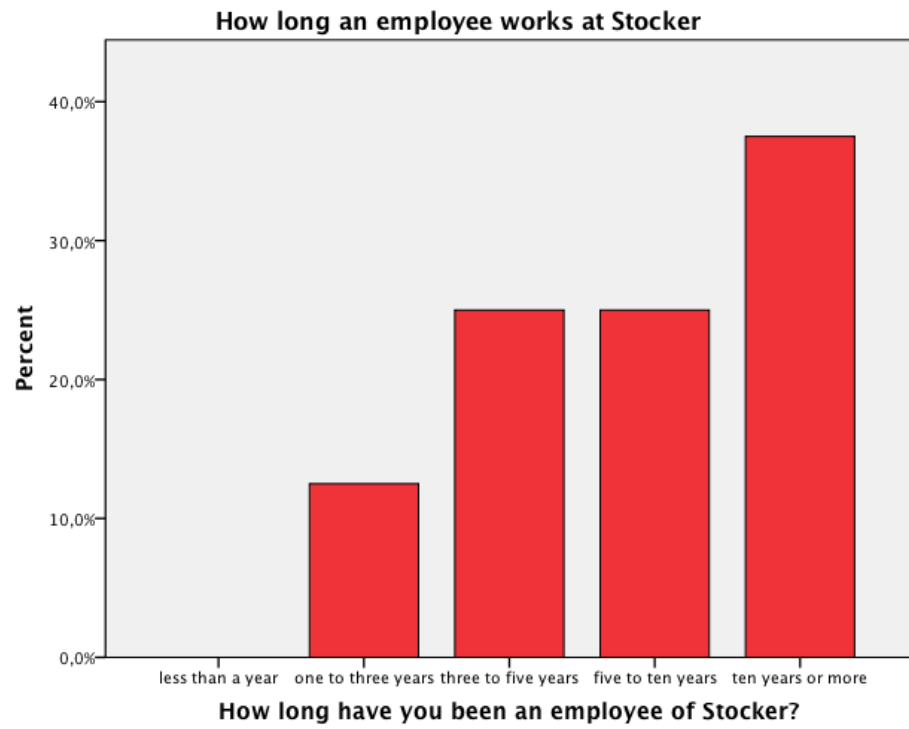
4. j.



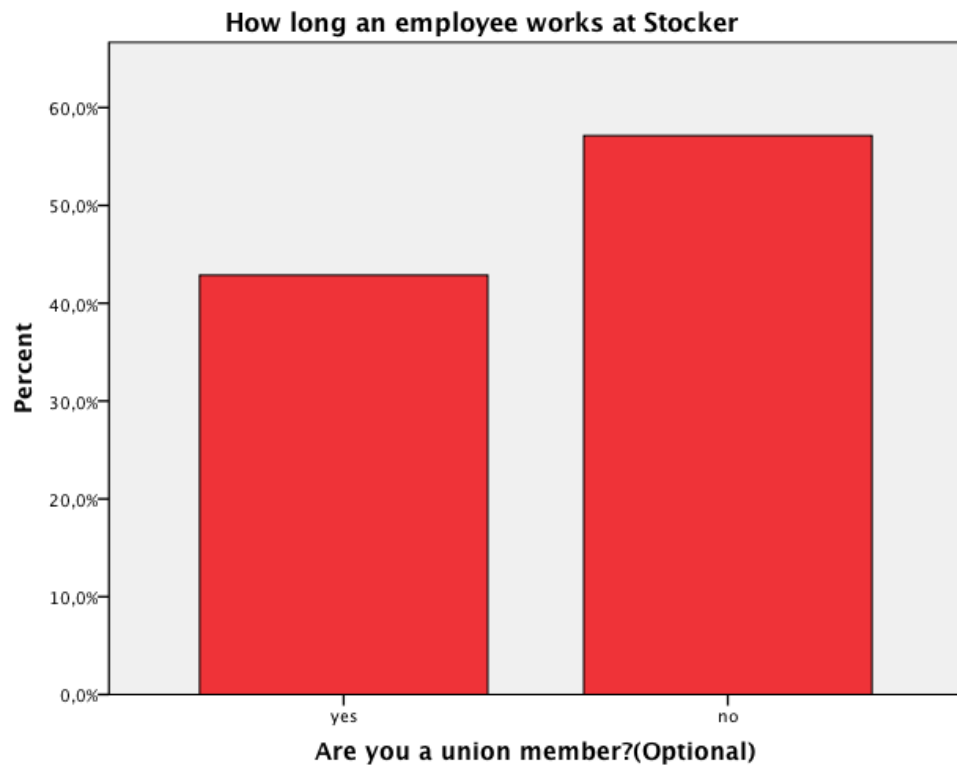
4. k.



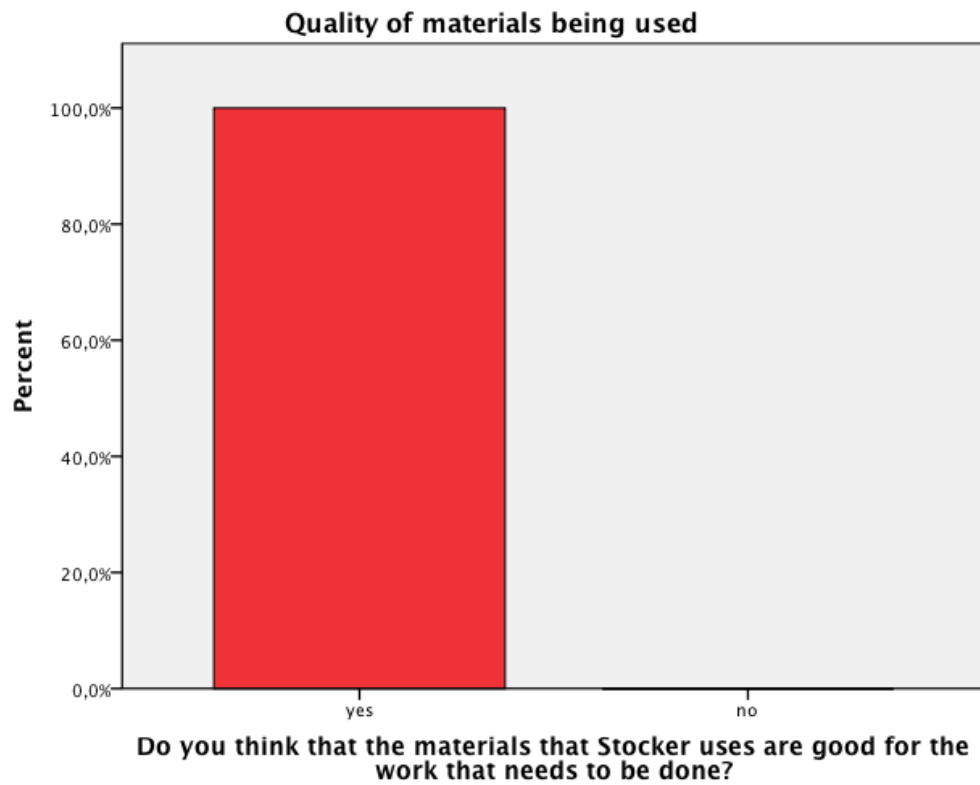
5.



6.



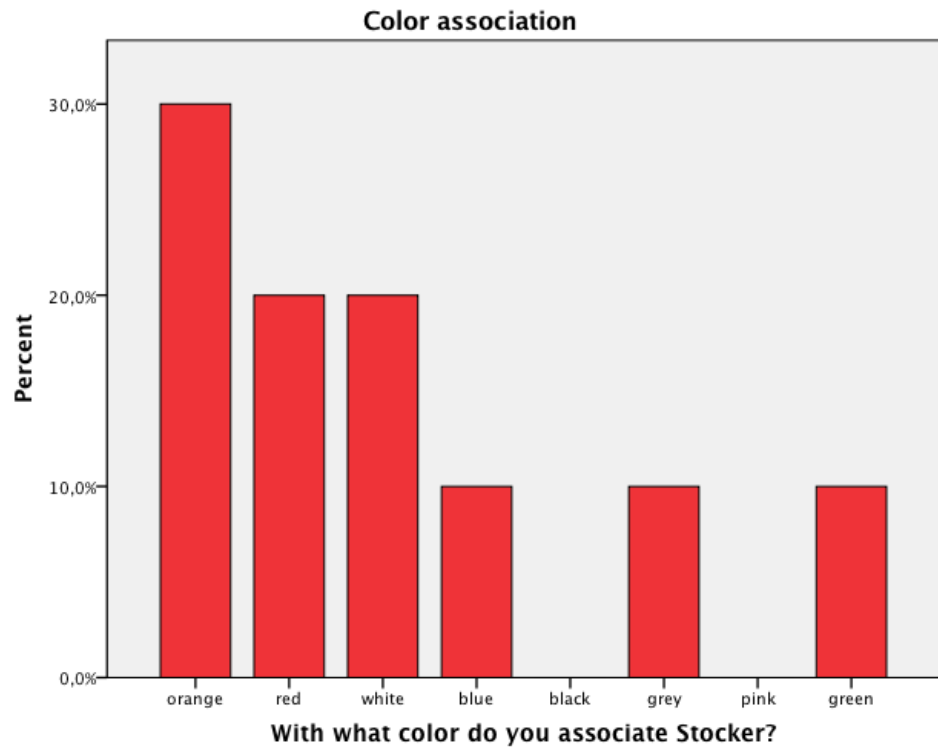
7.



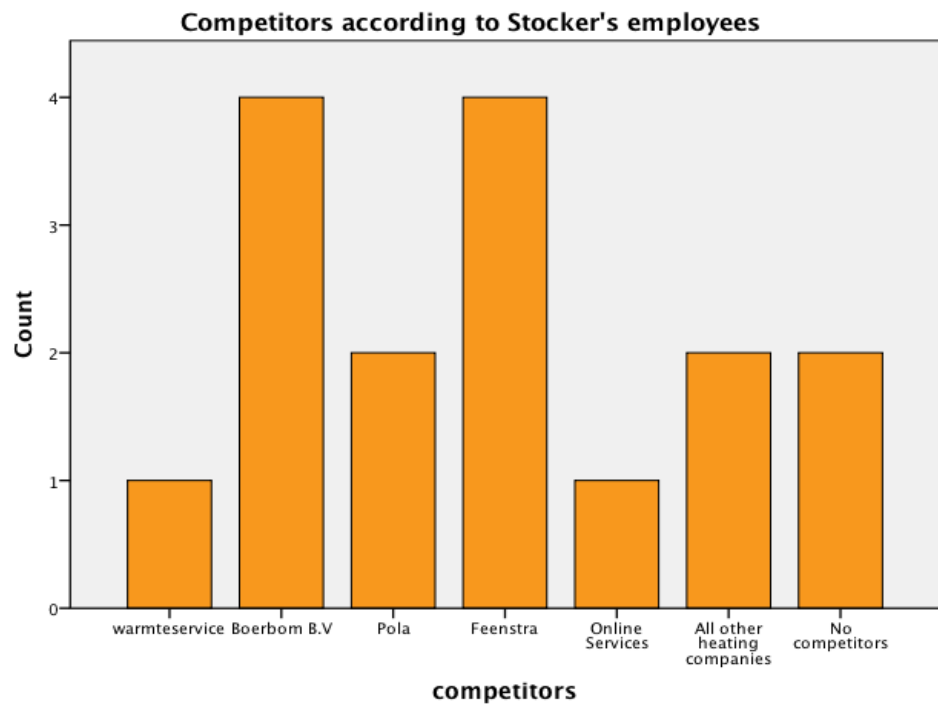
8. How Stocker make sure that employees stay loyal to the company:

1. Digital work orders instead of paper ones
2. Make sure that the work keeps being renewed and diverse.
3. Appreciate the employees
4. More solidarity within the company
5. Keep generating enough work
6. A raise
7. Keep communicating and do what customers ask Stocker to do.
8. Show loyalty and interest in the employees

9.



10.



Appendix C: Customer Surveys

The following letter was sent with the customer surveys in order to make the purpose clear for them. All surveys were sent by mail and returned by mail as well. These will be attached in a separate appendix.

Guiding Letter

English:

Dear Customer,

To create more insight into the image and loyalty of Stocker Centrale Verwarming B.V I would like to hold a survey. I hope that this survey will help me understand the behavior of Stocker's customers. I would really appreciate it if you would help me with this. It will take around five to ten minutes to fill in the survey.

Will you after you fill in the survey send it back in the attached reply envelope?

Handelsdwaarsstraat 7
Postbus 405
6900 AK Zevenaar.

You can also hand it in to one of the servicemen of Stocker Centrale Verwarming if they are helping you with your heating.

Thank you in advance, I really appreciate your help on this project.

Kind Regards,

Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

Dutch:

19 April 2012

Geachte klant,

Om meer inzicht te krijgen in het imago en de loyaliteit ten aanzien van Stocker Centrale Verwarming B.V. voor mijn scriptie, wil ik graag een enquête houden. Ik hoop dat deze enquête mij helpt met het begrijpen van het gedrag van de klanten van Stocker.

Ik zou het zéér op prijs stellen als u de enquête dan ook zou invullen. Dit zal ongeveer 5 tot 10 minuten in beslag nemen.

Ik verzoek u dan ook vriendelijk de ingevulde enquête voor 4 mei, in de bijgevoegde antwoortenveloppe terug te sturen naar:

Handelsdwaarsstraat 7
Postbus 405
6900 AK Zevenaar

Of u kunt, indien mogelijk de enquête aan een monteur van Stocker Centrale Verwarming B.V. meegeven.

Alvast bedankt voor uw medewerking, dit wordt erg op prijs gesteld!

Met vriendelijke groeten,
Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

Survey with explanation towards the questions in red

In the following you'll see how the survey looked like and comments on why each question was asked

English:

This survey is realized for writing a thesis that will research the image and loyalty of the customers of Stocker Centrale Verwarming. I hope to better understand Stocker's customers with this survey. I would really appreciate it if you would fill in this survey. It will take around 5 to 10 minutes.

It's very important that you read the questions carefully and give your own opinion! It's about what you feel that is right with the questions.

The answers will remain anonymous and can't be personally retraced towards you. Thank you in advance for your time and effort.

Kind Regards,
Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

1. **Are you:**
 - A. Male
 - B. Female

During informal observations in the company it was noticed that people generally had the feeling that they were always dealing with men when the heating was in question. This question would clear up, for the demographics of the customers, if that were true.

The next questions are about Stocker and its competitors

2. **Do you know any other heating companies in the area?**

This question was asked in order to see if customers know other heating companies in the area or that they just go to Stocker because they don't know another.

3. **What companies do you think are Stocker's competitors?**

This question was asked in order to see if the customers actually know other companies that could be a risk to Stocker and if so which one. This is also the first company

customers will look at when they will switch to another company. It helped with analyzing Stocker's competitors.

- 4. Do you compare heating companies before you ask for service?**
A. Yes
B. No

This question was asked to see if the customers are loyal in a way that they trust Stocker completely for their work

- 5. What is the biggest difference between the service and maintenance of Stocker and Energienet (if you don't know this question you can skip it)**

Energienet is a part of Nuon and according to Stocker's management one of its bigger competitors on the area of heating. This question was asked in order to see if there was a reason people chose for Stocker instead of Energienet/Nuon if they even knew the umbrella company of Nuon.

The next questions are about your loyalty towards Stocker and the influences of that on the company

Just like the employee surveys these questions (5 till 9) were established with the help of Reichheld's customer survey. These question would answer his 6 principles in order to see if Stocker's customers are really loyal towards the company

- 6. How likely are you to continue buying Stocker's products and/or services?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- 7. If you were selecting a similar vendor for the first time, how likely is it that you would choose Stocker again?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- 8. Overall, how likely are you to provide enthusiastic referrals for Stocker?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- 9. Overall, how satisfied are you with Stocker?**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- 10. Please rate you level of agreement with the following statements**
1 (not at all likely) 2 3 4 5(neutral) 6 7 8 9 10(extremely likely)
- *Stocker really cares about building a relationship with me*
 - *Stocker communicates openly and honestly*
 - *Stocker is committed to win/win solutions(does not take advantage of its partners or customers)*
 - *I trust Stocker's leaders and personnel to behave with fairness and integrity*
 - *Customer loyalty is appropriated valued and rewarded at Stocker*
 - *I believe that Stocker deserves my loyalty*
 - *Over the past year, my loyalty to Stocker has grown stronger*
 - *Stocker values people and relationships ahead of short-term profits*
 - *Stocker makes it easy for me to do business with them*
 - *Stocker sets the standard for excellence in its industry*
 - *Stocker has a winning strategy(superior economics in serving its customers)*

- *Stocker attracts and retains outstanding people(employees, partners, etc.)*
- *Stocker creates innovative solutions that make my life easier*

11. How long have you been a customers of Stocker?

- A. Less than one year
- B. One to three years
- C. Three to five years
- D. Five to ten years
- E. Ten years or more

12. What is one thing that Stocker can do to increase your loyalty to them?

This question was in regards to see what the customer's loyalty is and if they see issues what can be improved. This has an effect on the customer loyalty and identity.

13. As what kind of customer do you see yourself?

- A. Loyal customer
 - B. New Customer
 - C. Irregular user
 - D. Something else
-

This question gave an insight in whether everyone saw themselves as loyal or if they were willing to admit that they were actually not loyal. This again would help to find out Stocker's loyalty from their customers

Every color has a meaning to someone. Red is for example for warmth, while blue stands for cold. Colors are also used in order to recognize a company. For example a lot of people think of red when thinking of Coca-Cola. These colors have unconsciously influences on people, the next question is about that.

14. With what color do you associate Stocker?(you can choose multiple options)

- I. Orange
 - J. Red
 - K. White
 - L. Blue
 - M. Black
 - N. Grey
 - O. Pink
 - P. Other color:
-

This question would help with Stocker's image and symbols. It would give an indication if whether the symbols used by Stocker had influence on them or if the company was influenced by external sources. This would help establishing Stocker's identity.

The next questions are about if Stocker can improve itself and if it actually has the right qualities to do so.

15. What is Stocker's focus? (Multiple answers are allowed)

- A. Service
- B. Price/Quality
- C. Cheap products/service
- D. Fast service/installation
- E. Slow service/installation

F. Something else:

In order to find out what a company can improve you must know what is already there. Stocker wants to position itself as a service orientated company, do the customers think like that as well?

16. What features are the most important for a heating company according to you? (multiple answers are allowed)

- A. Service
 - B. Price/Quality
 - C. Cheap
 - D. Fast Service
 - E. Professionalism
 - F. Well taken care of
 - G. Friendly
 - H. Something else:
-

If you are missing something as a company what are you missing? With this question it was found out what customers are actually looking for in a heating company and if Stocker can make a profit out of this situation by changing their identity and/or positioning strategy if needed.

17. How can Stocker improve itself according to you?

This question was asked open ended in order to find out if the customers had anything else that could help to improve Stocker's identity.

The last few questions are about the employees of Stocker and the relationship that they have with you

18. Are the employees helpful when you have any questions?

- A. Yes
- B. No

If no, why?

This would help with a reflection of Stocker's employees and if they are really as good as they think they are. It also helps with finding out the customers' satisfaction and satisfied customers are happy customers

19. Are the employees clean and tidy?

- A. Yes
- B. No

If no why?

This last question was asked because there were a lot of complaints in the office about the employees on the work floor not being clean and tidy when they were at customers. In order to find out if this was true or if the administration had no reason to complain this question was asked. It is also so that a clean and tidy customer is a better representation of the company and will give the customer a better image of the company.

20. Do you notice from the employees that service and good maintenance is important to them?

A. Yes

B. No

If no, why?

In here you find out if Stocker's positioning in the market is really benefit marketing focused on service. This is to see if the customers actually notice Stocker's position on this area.

21. Do you have any other suggestions or comments that will help Stocker improve?

This last question was asked to make sure all bases were covered to find out if Stocker has a good image, the customers are happy with their service and thus they are loyal or not.

Dutch version of the customer survey (version that was sent)

Deze enquête is gemaakt voor een afstudeeronderzoek naar het imago en de loyaliteit van klanten van Stocker Centrale Verwarming. Ik hoop dat deze enquête mij helpt met het begrijpen van het gedrag van klanten. Als u deze enquête in wilt vullen, dan stel ik dat zeer op prijs. Het duurt ongeveer 5 tot 10 minuten.

Het is belangrijk dat u de vragen goed doorleest en uw eigen mening geeft. De vragen gaan niet over de kennis die u heeft maar over de loyaliteit van klanten. Het gaat over wat u voelt dat klopt bij de vragen.

De antwoorden die u geeft blijven anoniem en kunnen dus niet naar u persoonlijk herleid worden.

Alvast bedankt voor de moeite en de tijd.

Met vriendelijke Groeten,
Janneke Reijmer
International Communication and Media
Hogeschool Utrecht

22. Bent u:

A. Man

B. Vrouw

De volgende vragen gaan over Stocker en zijn concurrentie.

23. Welke andere verwarmingsbedrijven in de buurt kent u?

24. Wie denkt u dat de grootste concurrent is op het gebied van vervangen van CV ketels?(bijvoorbeeld; Pola, Van Dorp, Warmteservice etc.)

25. Vergelijkt u verwarmingsbedrijven voordat u om service vraagt?

- A. Ja
B. Nee

26. Wat is het grootste verschil op het gebied van service en onderhoud tussen Stocker en Energienet?(als u het bedrijf niet kent kunt u deze vraag overslaan)

De volgende vragen gaan over de loyaliteit van u als klant en de invloed op Stocker hiervan.

27. Zult u in de nabije toekomst gebruik blijven maken van Stocker's producten en/of services?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

28. Als u wederom een installateur had moeten kiezen, hoe groot zou dan de kans zijn dat u weer voor Stocker zou kiezen?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

29. Zou u, als u wilt, enthousiaste referenties over Stocker geven?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

30. Bent u over het algemeen tevreden met Stocker?

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

31. Wilt u alstublieft aangeven in hoeverre u het eens bent met de volgende punten.

- *Stocker wilt graag een goede klant relatie opbouwen*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker communiceert open en eerlijk met de klanten*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker probeert het beste voor de klanten te doen, waardoor een win/win situatie ontstaat(en dus niet voordeel neemt van zijn klanten of partners)*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker's personeel en directie gedragen zich eerlijk en open tegenover de klanten*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Loyaliteit van de klanten is gewaardeerd en geapprecieerd bij Stocker*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker is waardig genoeg voor mijn loyaliteit*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Over het laatste jaar ben ik trouwer aan Stocker geworden*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker waardeert lange termijn relaties over korte termijn relaties met klanten*
1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker maakt het makkelijk voor mij om mee te werken*

- 1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:
- *Stocker is een goed voorbeeld voor goede klantenbinding in de verwarmingssector hier in de regio*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

 - *Stocker heeft goede werknemers(monteurs, partners, directie, contactpersonen)*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

 - *Stocker is innovatief waardoor hun producten en service uw verwarming makkelijker maken*

1 (niet) 2 3 4 5(neutraal) 6 7 8 9 10(zeker) Cijfer:

32. Wat kan Stocker doen om de loyaliteit van zijn klanten te vergroten?

33. Ziet u uzelf als:

- A. Trouwe klant
- B. Nieuwe klant
- C. Af en toe een gebruiker van Stocker's producten/service
- D. Iets anders:

Elke kleur betekend voor een mens iets. Rood staat bijvoorbeeld voor warmte, terwijl blauw overkomt als een koude kleur. Ook worden kleuren gebruikt ter herkenning van een bedrijf.

Bijvoorbeeld veel mensen denken bij een merk als Coca-cola meteen aan rood en bij de Albert Hein aan blauw. Deze kleuren hebben onbewust invloed op mensen.

34. Als u aan Stocker denkt welke kleur denkt u dan aan?(meerdere kleuren aanvinken mag)

- A. Oranje
- B. Rood
- C. Wit
- D. Blauw
- E. Zwart
- F. Grijs
- G. Roze
- H. Anders

De volgende groep vragen gaan over het feit hoe Stocker zichzelf kan verbeteren en of het inderdaad op de juiste aspecten focust.

35. Waarop vind Stocker vooral gericht? (meerdere aankruisen mag)

- A. Service
- B. Prijs/Kwaliteit
- C. Goedkope producten/service
- D. Snel met service/installatie
- E. Langzaam met service/installatie
- F. Anders:

36. Welke eigenschappen zijn het meest belangrijk voor een verwarmingsbedrijf volgens u?(meerdere aankruisen mag)

- A. Service

- B. Prijs/Kwaliteit
 - C. Goedkoop
 - D. Snelle service
 - E. Professionaliteit
 - F. Verzorgd
 - G. Vriendelijkheid
 - H. Anders:
-

37. Op welk vlak kan Stocker zichzelf verbeteren?

De laatste vragen gaan over de werknemers van Stocker en de communicatie die ze hebben met u.

38. Zijn de werknemers van Stocker behulpzaam als u eventuele vragen heeft?

- A. Ja
- B. Nee

Zo nee, waarom?

39. Staan orde en netheid hoog in het vaandel bij de monteurs?

- A. Ja
- B. Nee

Zo nee, waarom?

40. Merkt u aan de monteurs dat service en goed onderhoud erg belangrijk is voor Stocker?

- C. Ja
- D. Nee

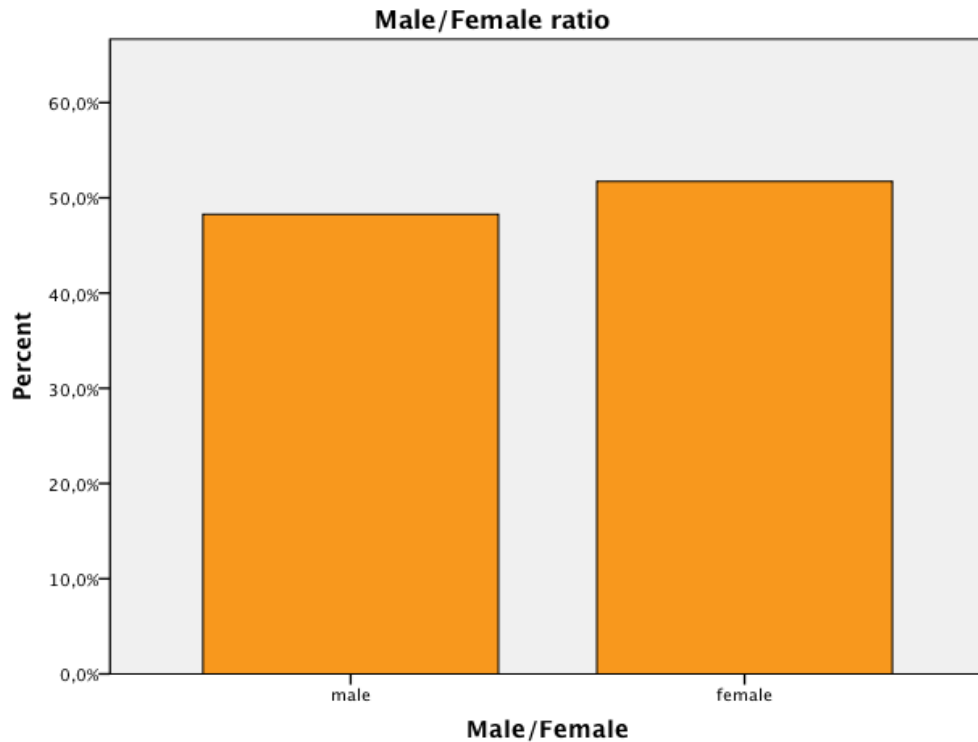
Zo nee, waarom?

41. Heeft u nog enige andere suggesties of commentaar waardoor Stocker zichzelf kan verbeteren?

Nogmaals bedankt voor de moeite en tijd om deze enquête in te vullen! Het wordt heel erg gewaardeerd!

Customer Survey Results:

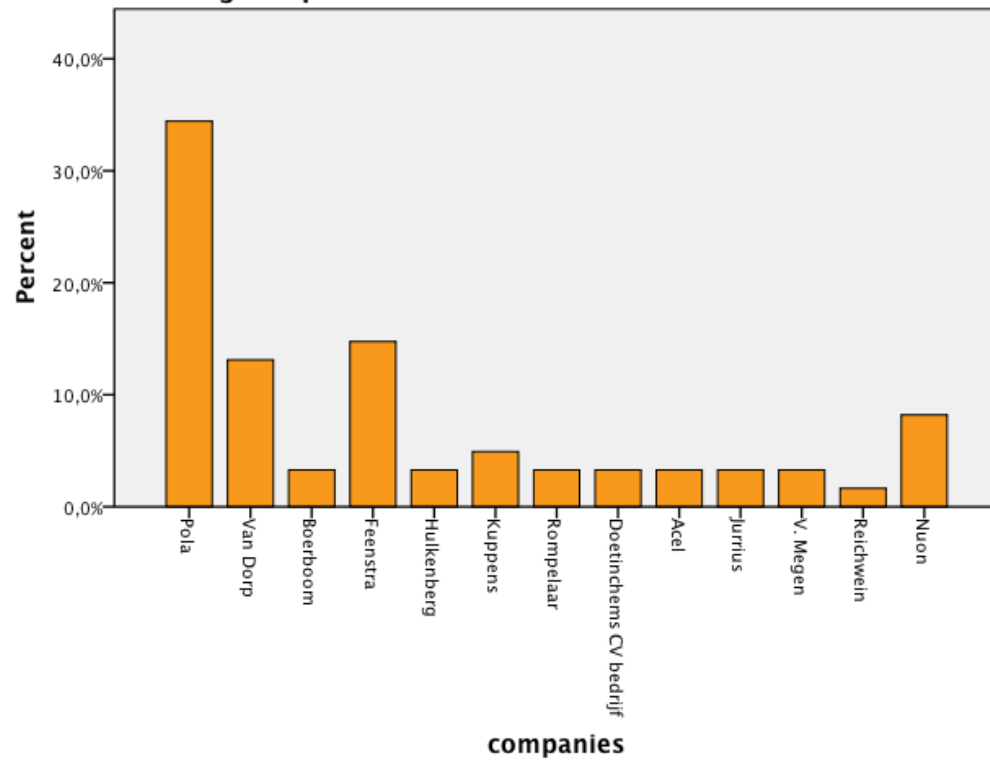
Below are the figures of the results of the customer survey. In a separate appendix are the original postal surveys available. Because these couldn't be copied only the original version is available at the first reader of this graduation assignment.



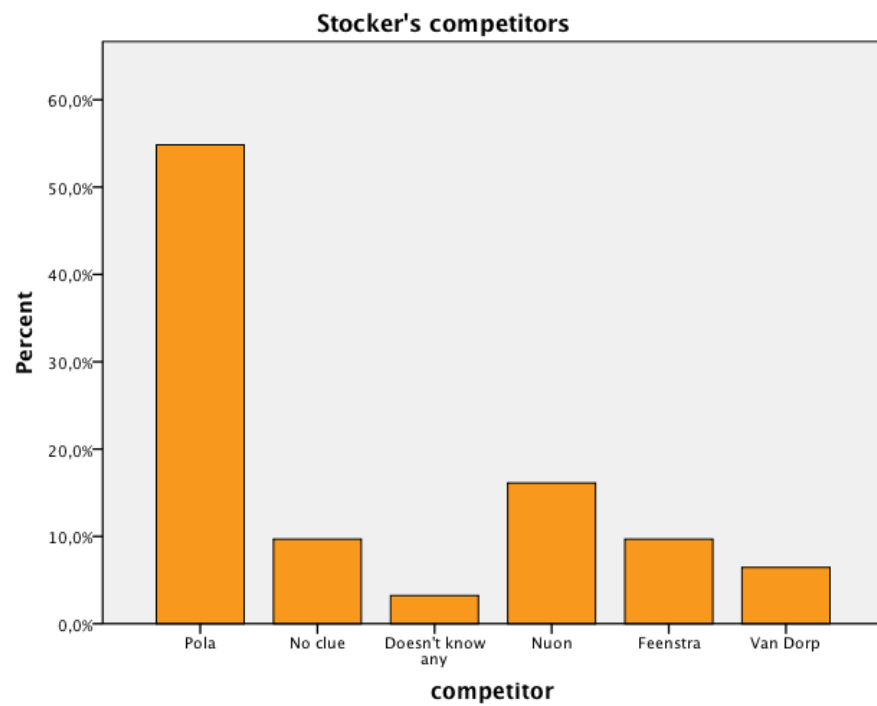
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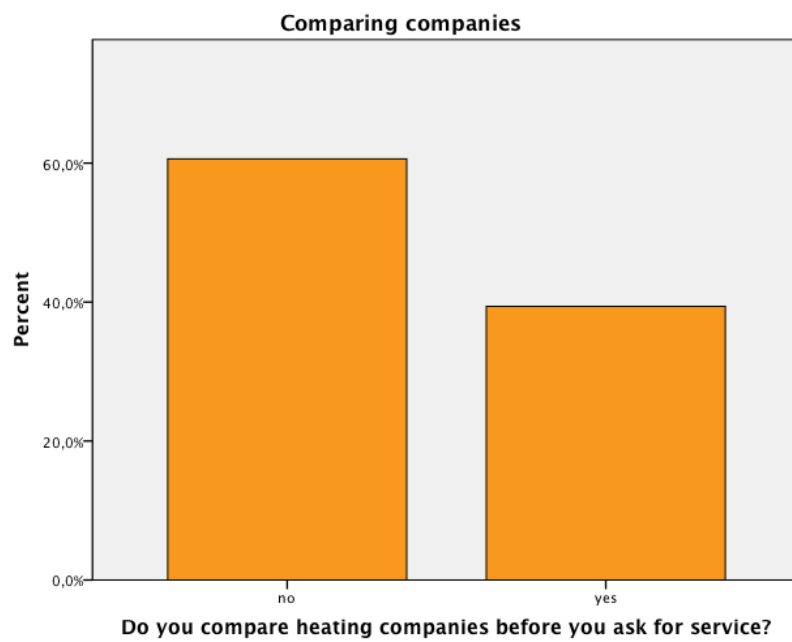
Other heating companies in the area known to Stocker's customers



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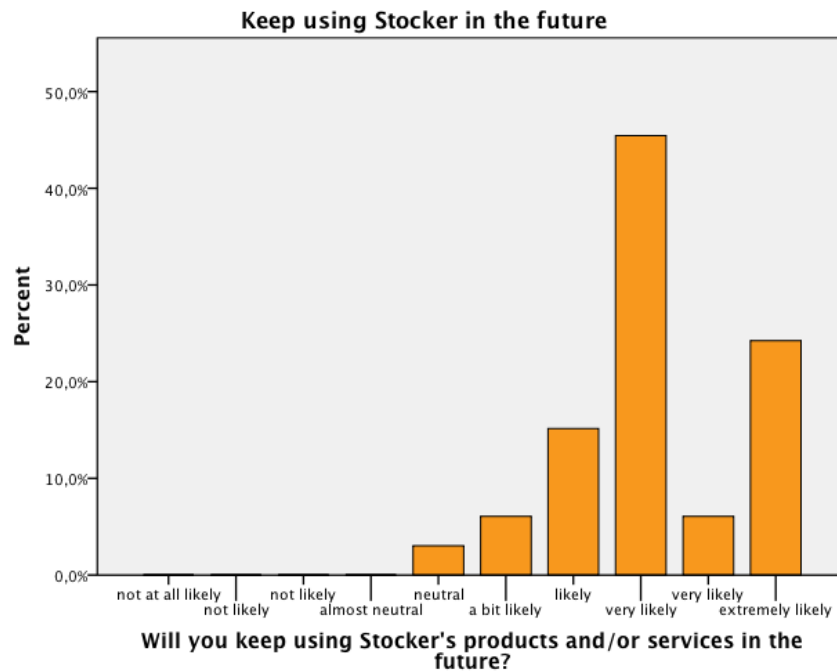
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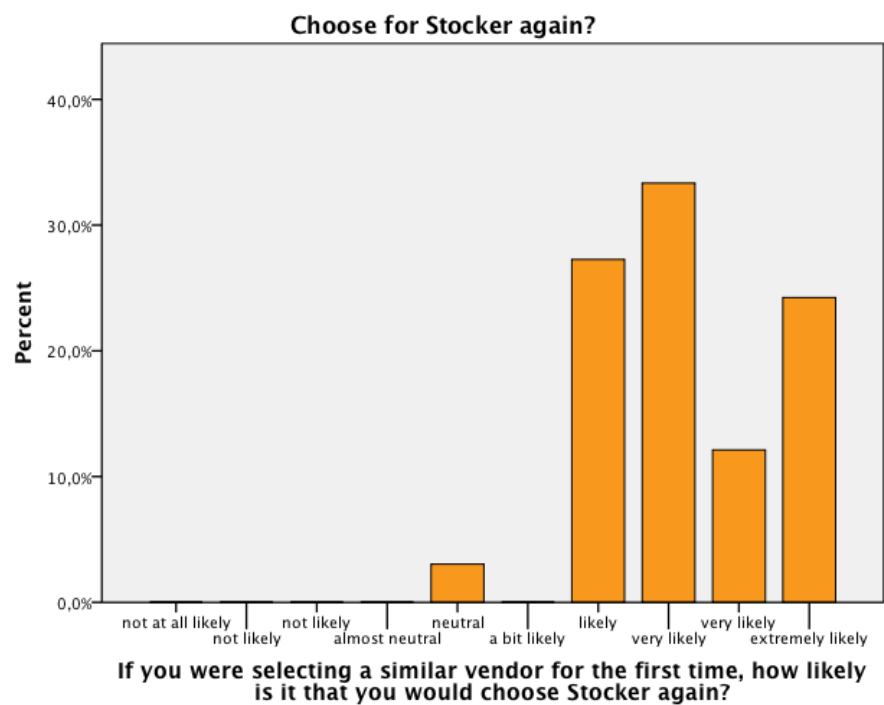
5. ***Difference between Stocker and Energienet?***

- Stocker has better service
- Stocker is a local company that is faster to get in touch with and more direct.

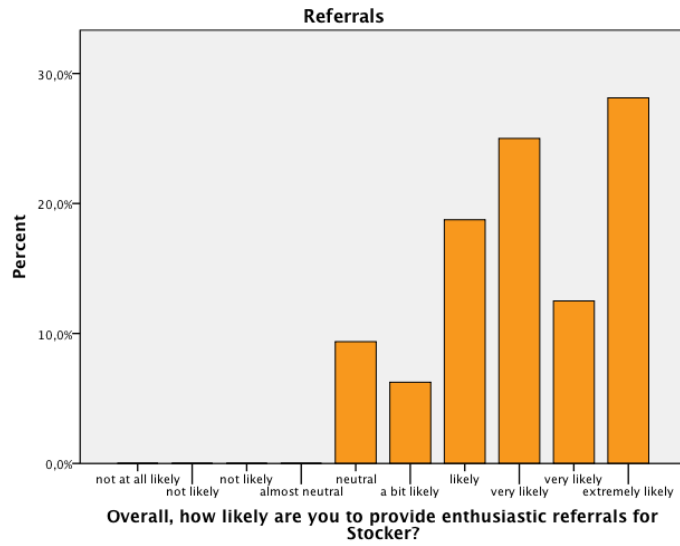
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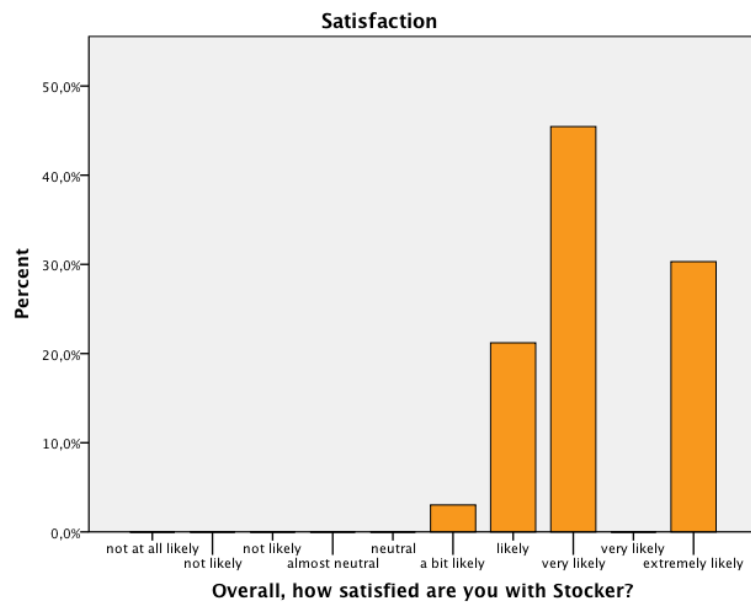
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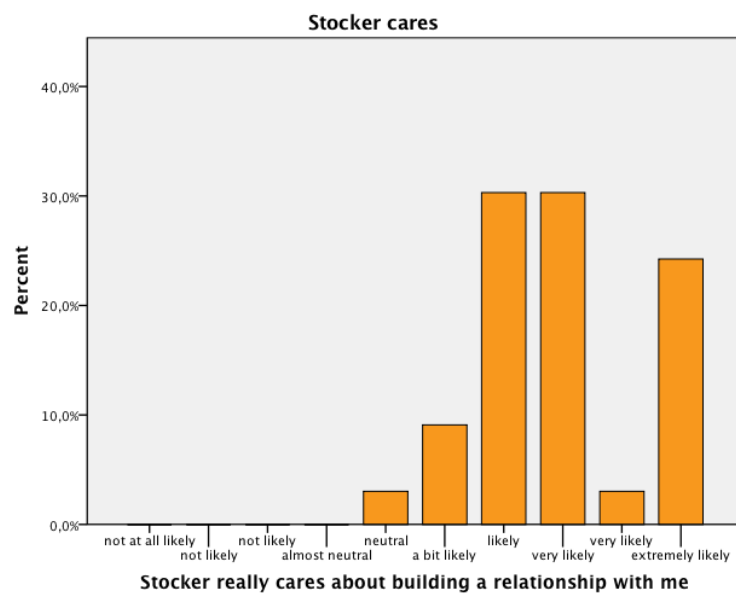
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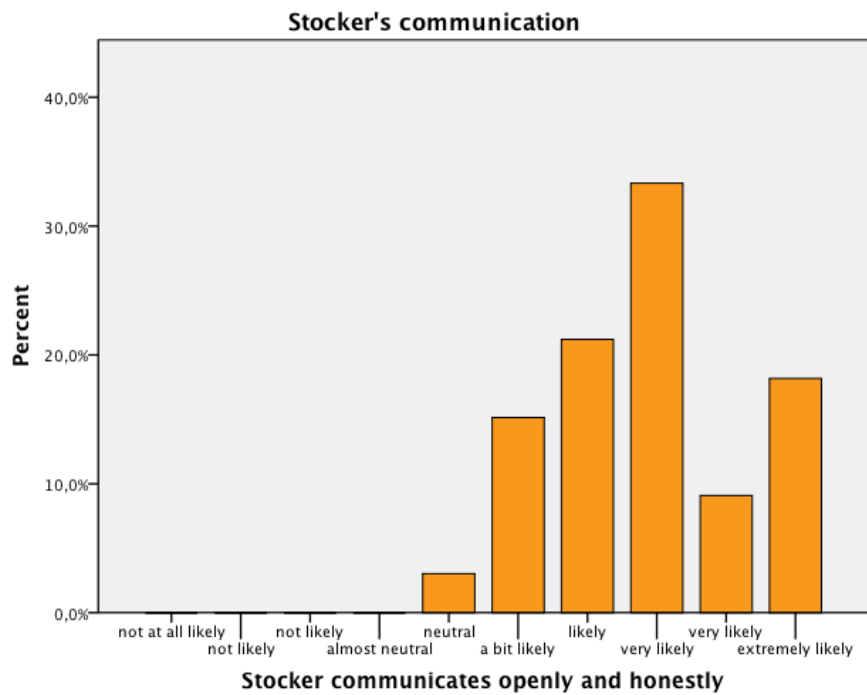
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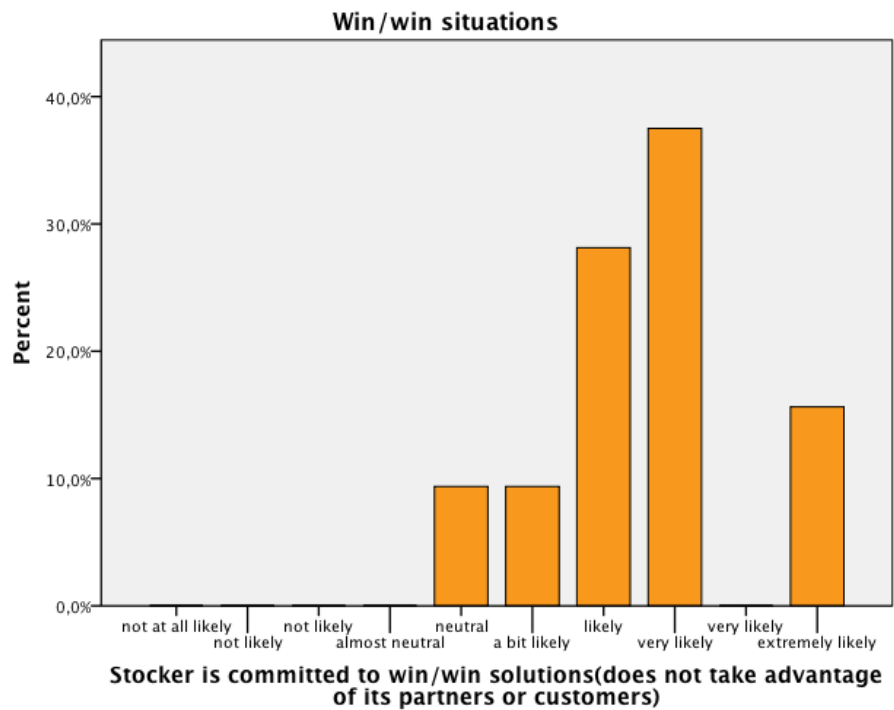
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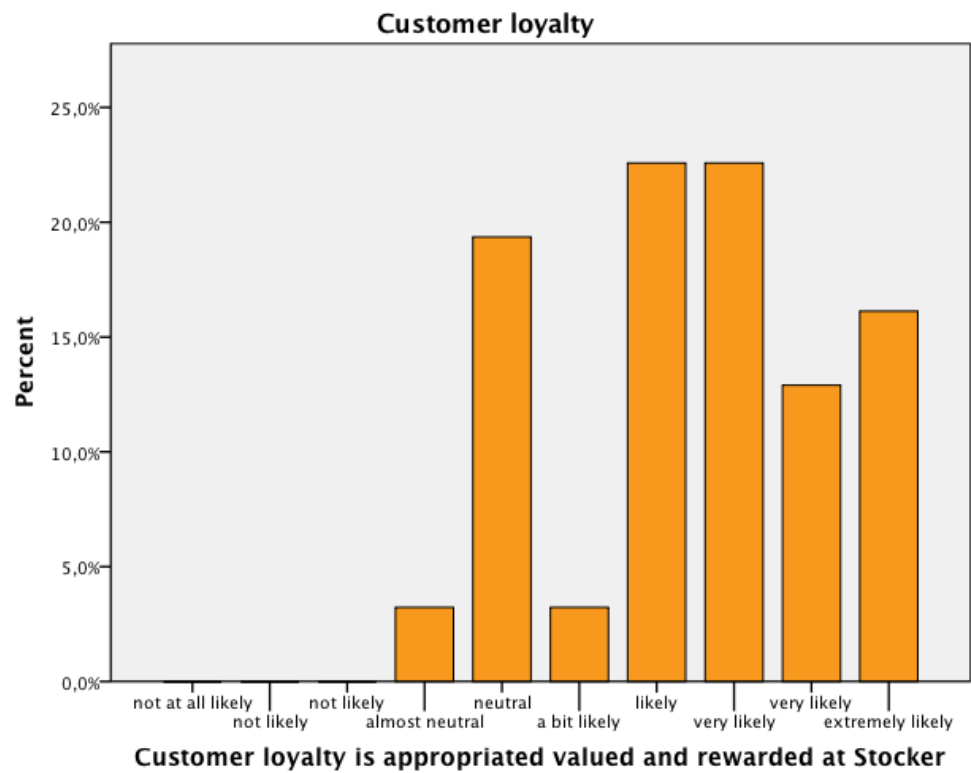
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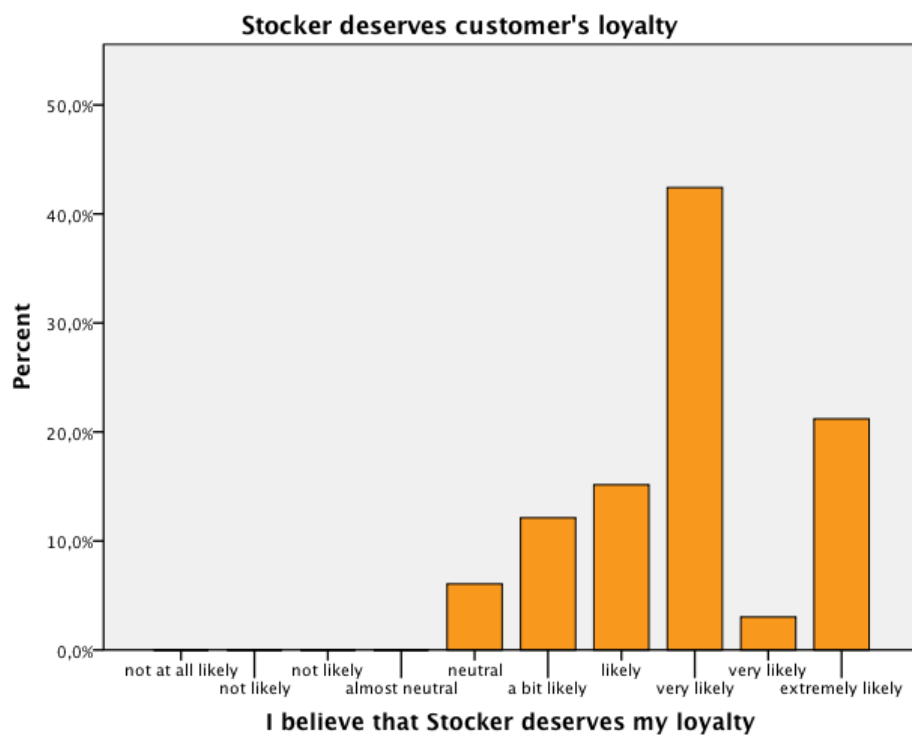
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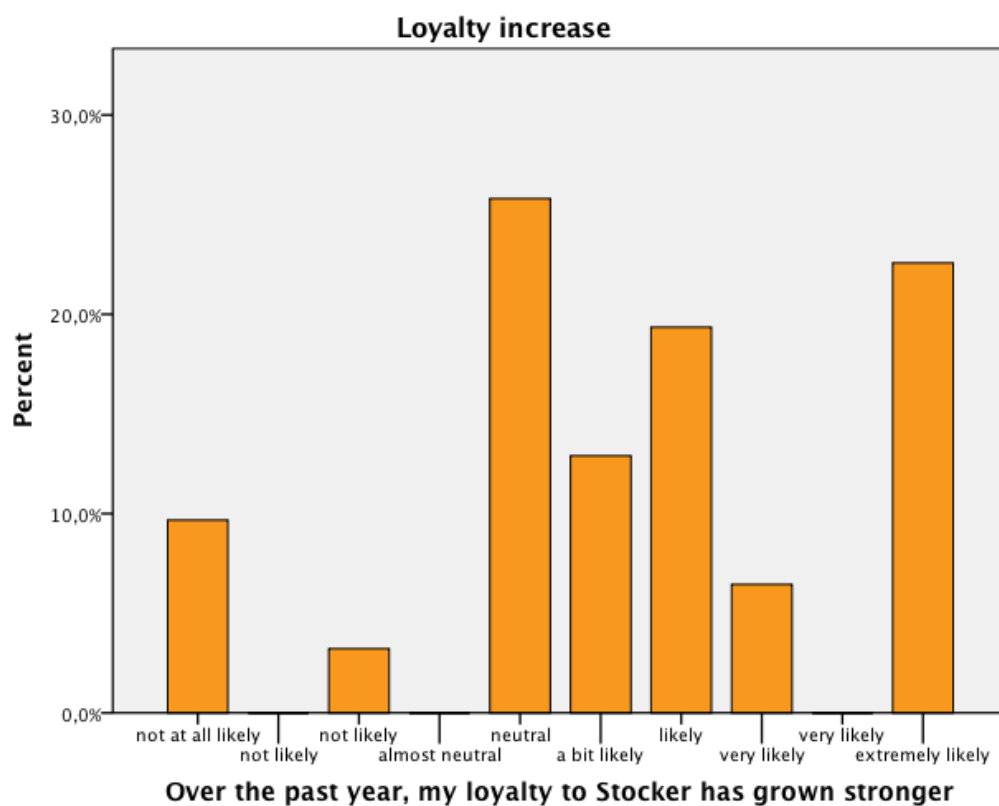
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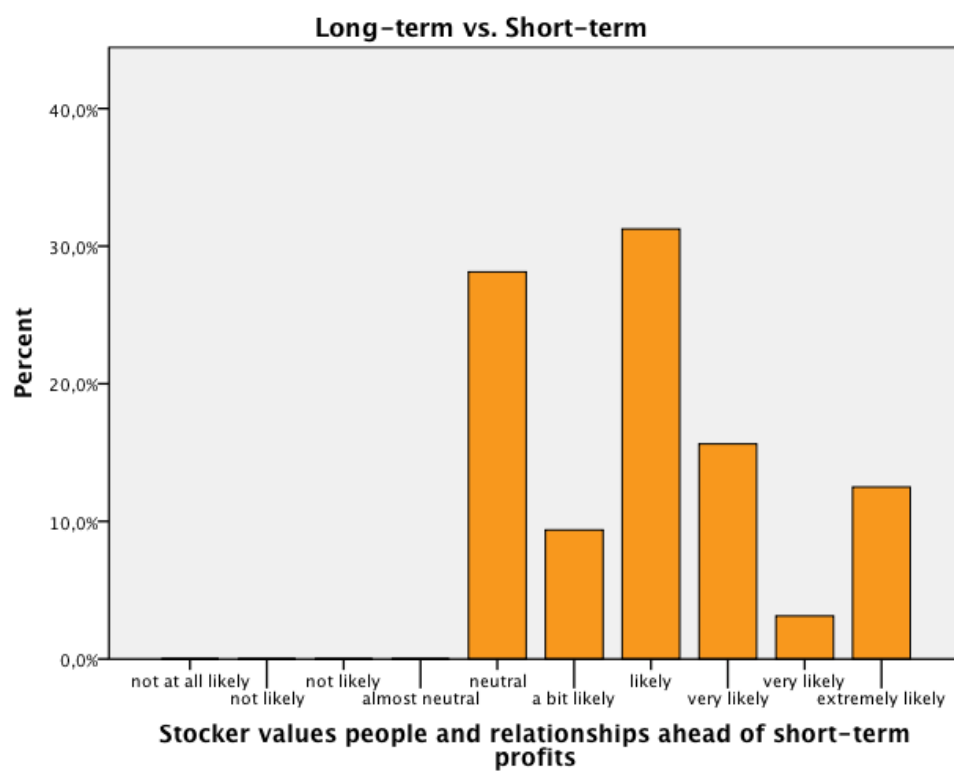
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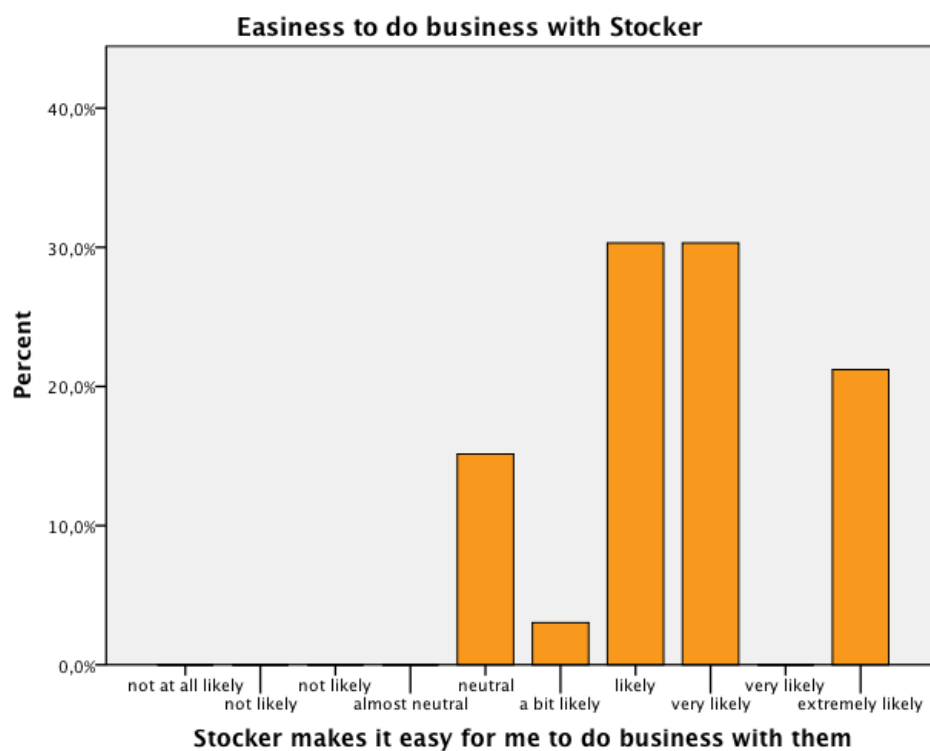
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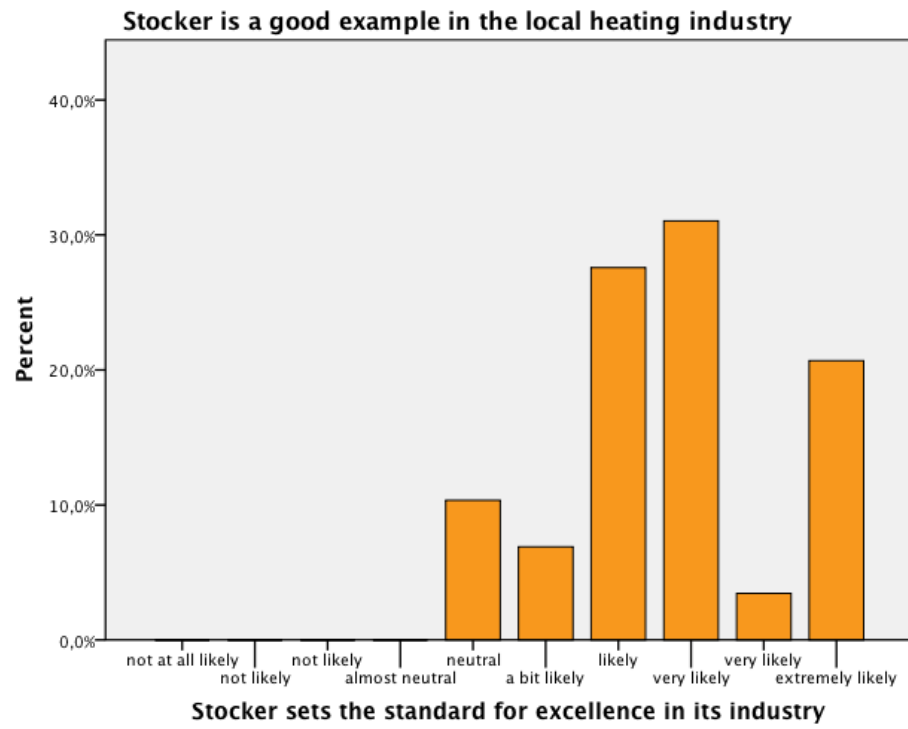
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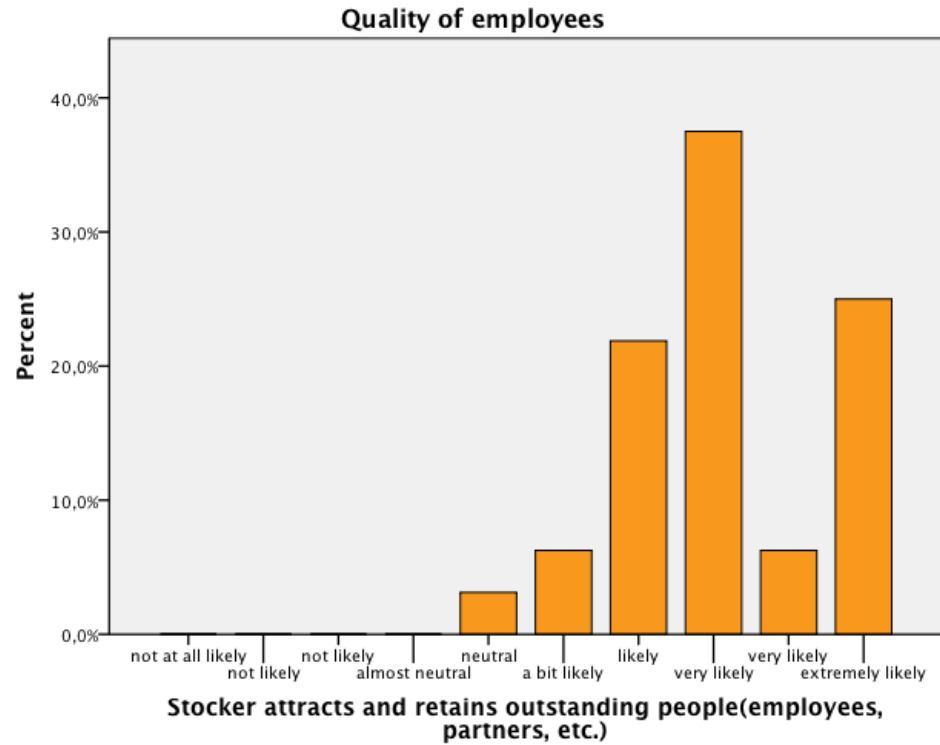
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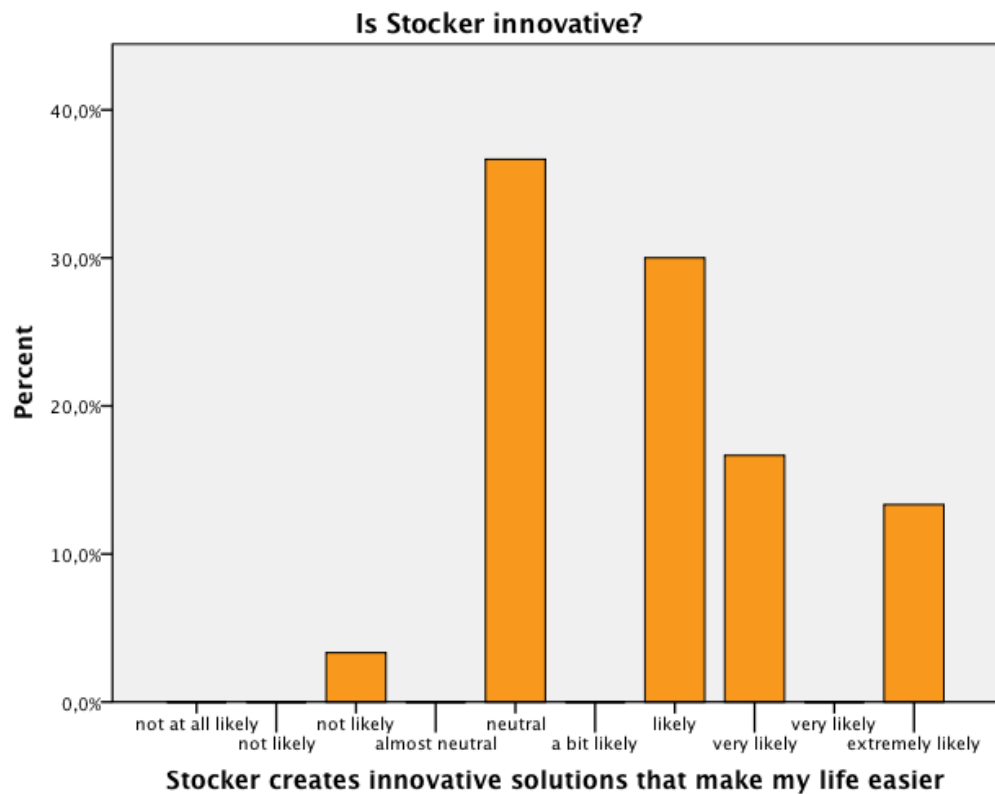
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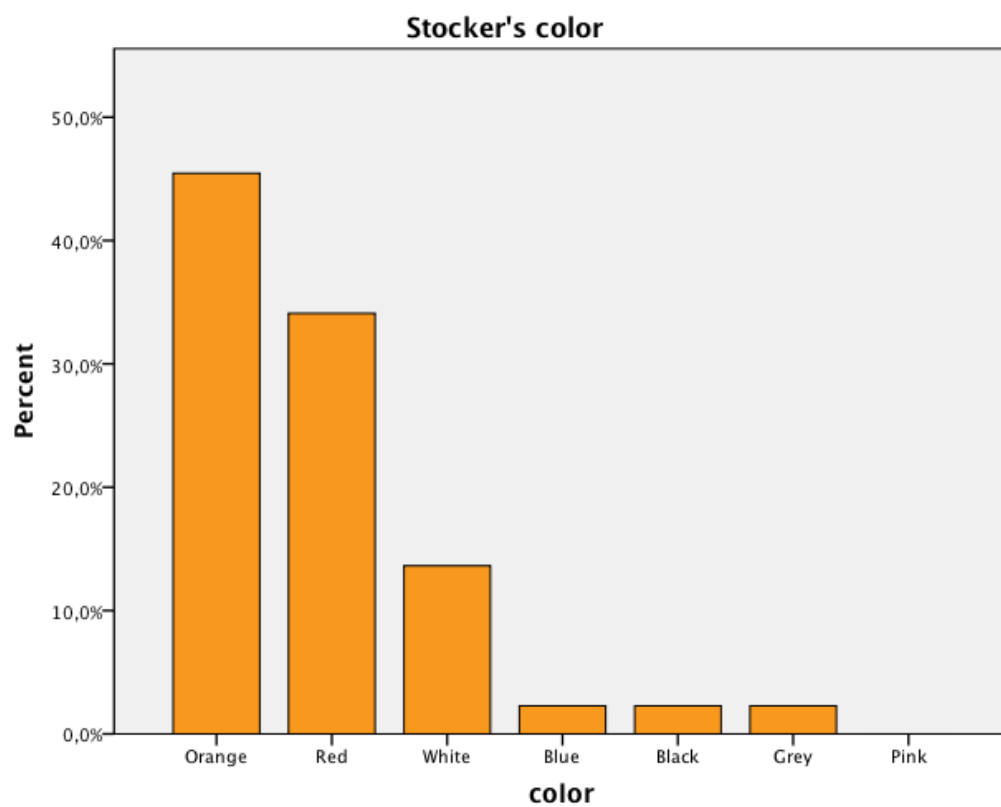
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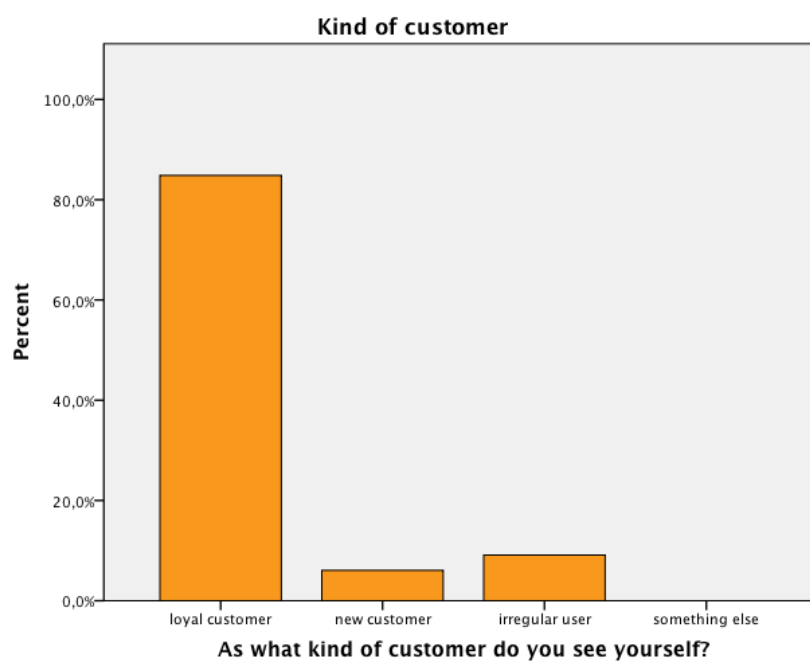
11. What can Stocker do to increase the loyalty of its customers?

- Communication and percentage discount the longer people are customers.
- Can't get better
- When the annual check up is done, but regularly the same appliance breaks down the company has to realize something. Especially because they promoted this heating. There isn't enough attention to keep the costs low for the clients. Reparations bring money towards the company so the customer is dependent on the company.
- Fixed prices
- Attention to after sales.
- Keep good and loyal like you are now
- Keep going like you are right now
- Better communication
- There is not much to improve on the private market
- I wouldn't know. Stocker checks the heating once a year and when something doesn't work properly they come as well.
- Maintain level of customer service
- Keep the excellent servicemen
- Faster reply on customer questions, for example the bills.
- Keep going like you are now and keep communicating with those involved

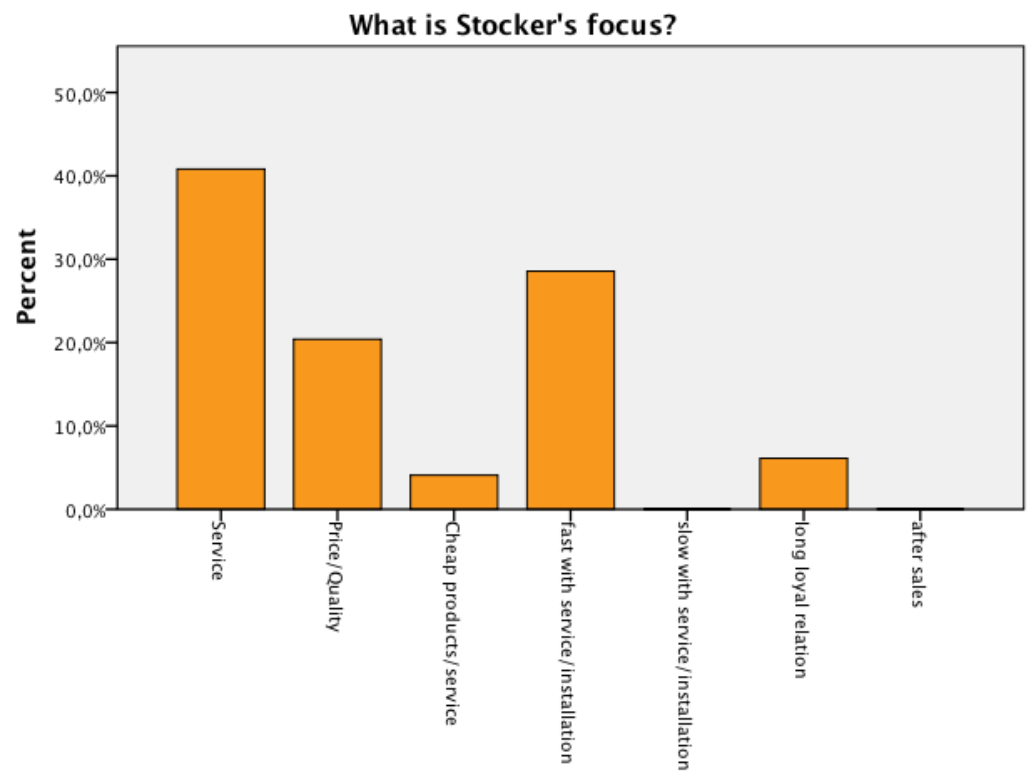
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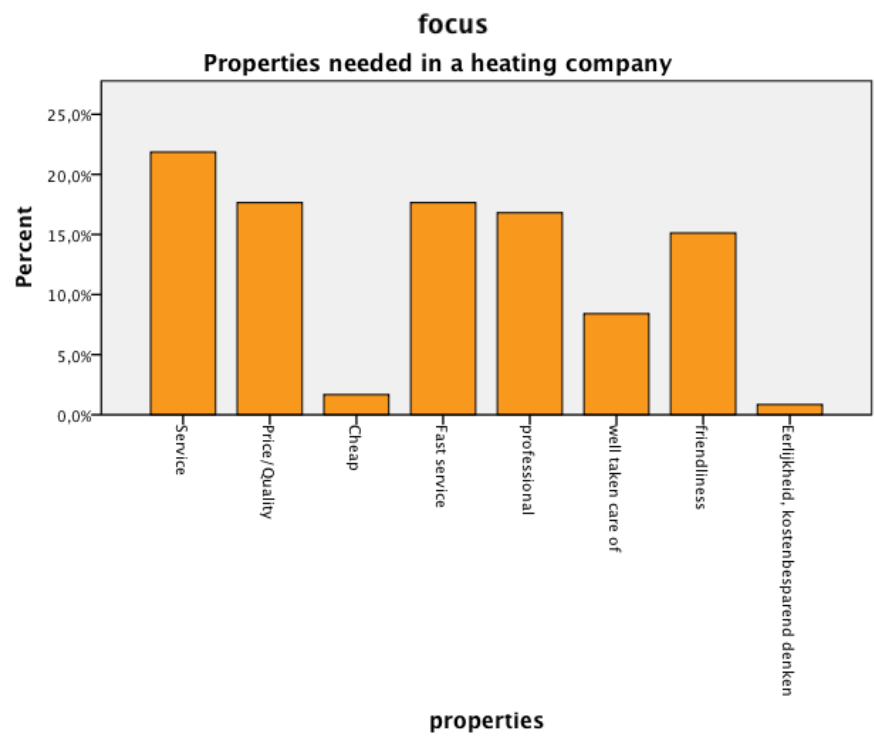
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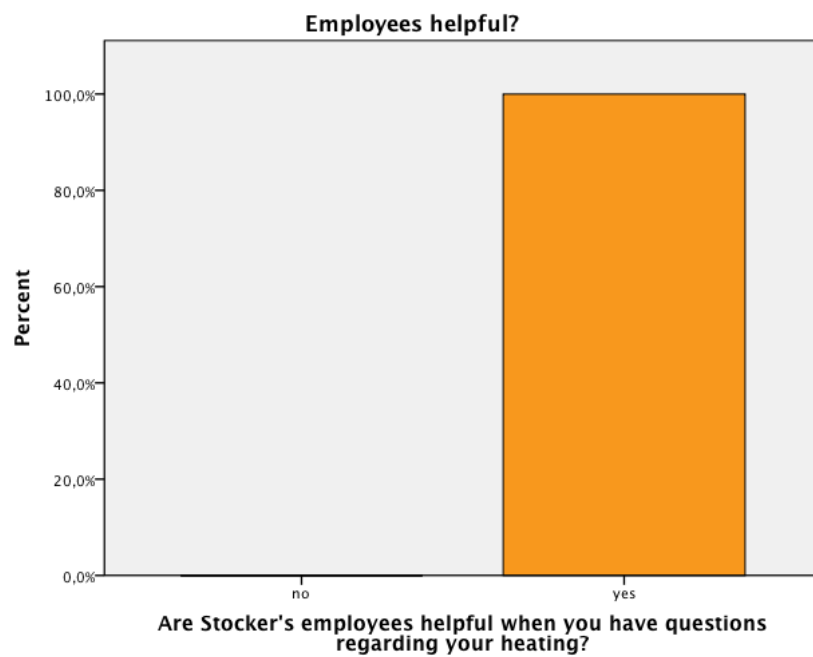
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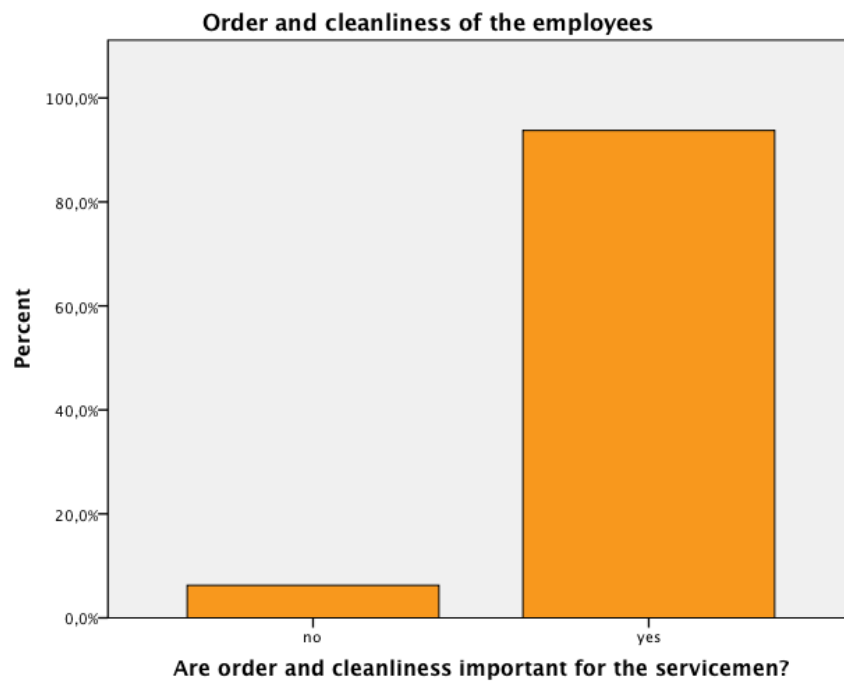
16. ***In what area can Stocker improve itself?***

- Keep going with the current policy. Keep paying attention to signals and jump in when needed
- Reply faster on customer questions
- Professionalism
- Service is okay
- Fixed prices for maintenance
- In these times of financial constraints everything needs to be in the sign of costs saving. Plan the service before the winter instead of in April

17.



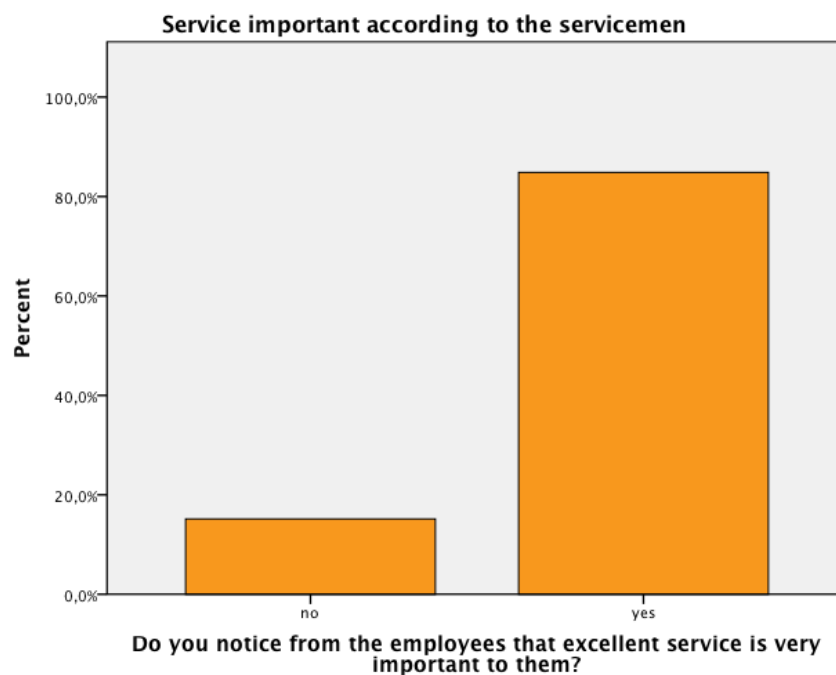
18.



Comments:

- It varies. While the one is very tidy the other leaves his mess behind
- Often rushing is the problem there
- Not enough experience to answer this question
- Not all servicemen are ordered and clean
- They come across as sloppy on the first glance but always leave everything clean and tidy behind

19.



Comments:

- The service is good, but the maintenance isn't. Employees are focused on a quick solution but don't look at the bigger picture. An example of that is that four times within 10 years a "three-way vowel" has been replaced and this clearly seems like a quality problem. No actions are taken for this. They replace it and just expect the customer to pay.
- It depends on the state of the heating
- I don't like servicemen
- You don't notice it

20. Do you have any other suggestions or comments to as how Stocker can improve itself?

- Keep up to date and follow the trends in the heating industry. Keep your employees well trained and let them follow new training when needed. Also a good employee police is needed
- Reply faster on customer questions. I'm really satisfied about the servicemen but the service on the office can be better!
- Professional attitude of the servicemen
- Keep more up to date to all different kinds of thermostats and the controls of it. Don't start working too much in a routine
- Communication, communication and communication. Stocker has become just a supplier for me now
- There are two servicemen with a lot of knowledge. The others are working too long on their failure analysis or don't even understand the results properly. Also the time needs to be paid. It is weird that some "experts" can't do this while their colleagues can do it and fix the problem within ten minutes
- Enroll for bigger projects and perhaps start making more use of an advisor on the area of redemption statements, drawing and project leadership
- Improve internal communication

Appendix D: Customer Observations

While writing my graduation assignment a lot of unintentional/participant observations were made while talking to employees informally, but during the customer visits a observation schedule was made in order to keep objective and have guidelines to observe on. These guidelines were created out of the results from the interviews and the set up of the theoretical framework in order to find out the customers loyalty, image and thoughts of Stocker's position in the market.

Observation questions

		Competitor mentioned? (Y/N) what service? (why?)	Unhappy with service? (Y/N) why?	Problems encountered for employee? (Y/N)	Does the employee tell about the service contract when possible? (Y/N)	Does the customer seem satisfied with Stocker services? (Y/N)	Approximate time (min) working for customer?	Who made the appointment with the customer?	What is communicated to the customer? (i.e. appointment, extra information about heating, who the employee is that is coming, service contract, (extra) costs, what service is performed or/and future implications/services)	Customer confirms USP Stocker is service? (Y/N)	Positioning of Stocker according to customer? (Benefit, user or competitive positioning?)	Do you notice if the customer finds the good/fast service important? (Y/N) how do you notice it?	Is the employee cordial towards the customer? (you don't notice if he likes the customer or not)
1 Y	N	Y: Correct	N	N	N	Y	45 min	Admin.	Costs, service, contract, extra things that need to be done and extra costs. Also explained what needs to be replaced and all parts (approximate costs) also why it is broken.	N	User/Benefit	Y - says that they are fast	Y - behaves accordingly
2 Y	N	Y - very happy	N	Y - had to replace some parts of heating, will be done next day	Y - customer already has it	Y - very happy	30 min. Will come back for repairs.	Admin - annual check up	Costs, service performed, future implications, extra info. - NO COSTS!	Y - again very happy	User	Y - will be repaired next day	Y - is proper
3 Y	N	Not really - repairs had to be made but no price was told	Y - repairs had to be made but no price was told	Y - had to replace parts on the heating (the heater)	Y	Y - happy with fixed heating	1 hour incl. Repairs	Admin - but they had to call	service performed, future implications, extra info. - NO COSTS!	Y	Benefit	Y - repaired immediately	N - not neat/clean, does introduce himself and is cordial
4 Y	N	Y - all good	N	N - introduces but doesn't look tidy	N	Y	40 min.	Admin	What serviceman is doing/service contract	Y	Benefit - service	Y - glad stuff done	Y - cordial, but not clean, doesn't tidy up afterwards
5 Y	Y - Van Dorp reference. Work together or not	Y	N	N	Y - when signing, service contract and price	Y	30 min. Heating good - fast	Admin - called	Appointment, service done and all good. Next year again. No problems.	Not clear, but customer is happy with contract/Stockers there every year	Benefit/User, more towards benefit	Y - happy customer	Y - customer checks afterwards. Tells that some remains can go in trash
6 Y	Y - Feenstra bad work	Y - finally fixed	N	Y - fixed heating. Part broken	N - not mentioned	Y - fixed	1 hour repairs	Admin - customer called	extra info, approximate costs, future implications.	Y - happy finally fixed. Feenstra took too long.	Benefit	Y - compares with other company that was slow	Y - explains everything and cleans afterwards
7 Y	N	Y - no mention	N	N	Y	Y - fast	20 min	Admin - called	Appointment, what employee was coming, what he was doing, service contract, service performed, next year again	Y	Benefit	Y - glad it is done again for a year (annual check-up)	Y - introduces self, explains readings and leaves everything clean behind

Appendix E: Observation administration

After the first few results of the interviews and surveys were in and it was discovered that improvements could be made in the administration department an observation schedule was made and seven customer phone calls were monitored in order to observe from first hand how the administration worked and if the complaints were grounded. It also helped to complete the employee triangulation process.

Observations Office; administration										
	Introduces self?	Introduces company?	Understands customers problem?	Tries to relate to customer?	Remembers customer?	Long term(5+ years) employee?	Friendly/understanding towards customer?	Rigid towards customer?	Sort of customer(Existing/New)	Offers more services
1	N	Y	Y	N	N	Y	Professional	Y	Existing	N
2	N	Y	Half - has issues with it being a new customer	N - doesn't relate towards customer	N - is new	Y	Professional - does not want to meet customer halfway	Y	New	Y - cleaning heating
3	N	Y	Y	Y	N	Y	Professional	N - knows customer	Existing	N
4	N	Y	N	N	N	Y	Professional	Y - doesn't understand	Existing	N
5	Y	Y	Y	Y	N	Y	Y	N	Existing	N
6	Y	Y	Y	Y	Y	Y	Friendly	N	Existing	Y
7	N	Y	N	Partly	N	Y				

NOTE: from more observation it was noticed that part of the staff did introduce themselves while the others didn't. It also depended on whether the number that they knew was recognized or not. Most people called were either calling for a failure or to make an appointment for the annual maintenance of the heating.

Appendix F: Participant Observations

The following notes were made in excel during the time that the researcher observed the company. The date was added for when the observation was made.

The participant observations were done from February till the end of May 2012. The researcher was at least one day a week working at Stocker.

Participant observations	
Date of observation	Observation
02-feb	Pola has so far stolen a few of the smaller projects of Stocker. It is mentioned that they focus more on smaller projects now that there aren't a lot of big projects available
02-feb	Ruud Reijmer mentions that Baston will choose the cheapest contract for maintenance of heatings next year
03-feb	All servicemen are white. When talked to during lunch ages vary between 25 and 65. One is planning to retire this year. Working on it right now.
17-feb	Most employees eat a sandwich during lunch. No other lunch food seen thus far
02-mrt	Administration women are 60 and 64. One wants to retire next year, other turned 60 in December(31th)
10-mrt	From talks it seems that most employees live in a terraced house. They do their own heating installation and except for a few, most own a house
10-mrt	have spoken to several customers now on the phone; all are happy with Stocker and book appointment immediately. One time request for certain employee
23-mrt	So far administration makes calls rigidly, especially when they have too much work. No nice talk. No pay people(debitors): administration is on the phone for a while without any luck. Get even more rigid and frustrated.
06-apr	Admin. Still often frustrated on phone. One of the admin, male, is too cheerful and makes too many jokes; can come across as wrong to older customers. One employee is very professional, but can also be rigid from time to time
06-apr	Ruud Reijmer mentions that Stocker does a project together with company "Van Dorp". Van Dorp does electric work. Reijmer mentions this happens more often
12-apr	So far customers on phone are happy with Stocker. It is a professional company. Today customer went to office for supplies. Was really happy with customer service of Stocker even when he did things himself on the heating every now and then.
26-apr	Customer called for maintenance because of letter they received. She mentioned she never got a call from the company while the letter says she did.

Appendix G: Interviews

While most interviews were recorded and a separate DVD is attached with these recordings, a summary was made from each interview.

Employee and direction Interview Questions

The following are the questions asked during the company interviews.

Interview Questions Ruud Reijmer(owner) with explanation towards why the questions were asked in red

1. What is Stocker's history?

This question was asked in regards of how Stocker came to be. Because Stocker doesn't have it anywhere how the company started in the past this was a good moment to find out.

2. How do you see Stocker positioned? Who are, according to you, Stocker's competitors?

This question is a literal question towards where he, as company owner and manager, thinks the company stands and who its competitors are that can influence Stocker's image.

3. What do you think can be improved on the area of customer relationship?

In order to improve the image and identity of Stocker and how he sees the customer relationship and thus loyalty of the customers

4. How do you think to realize more loyal customers?

This question was asked in how the owner thought about getting more customers and gaining a bigger loyalty base. This had to be known in order to give the right and suiting advice to the company. It was also asked to see the company's view on loyalty

5. How do you think that the customers think about Stocker?

This question was in order to know how the owner actually thought about Stocker and its customers. Does he has a realistic view of the situation? It would also help with establishing the company's identity

6. What color do you associate Stocker with?

In order to find out Stocker's color symbolism this question was asked. Also in order to see what feelings needed to be conjured by Stocker.

7. With what animal do you associate Stocker?

This question was asked in regards to see how people felt about Stocker and what influences this has on the image

8. AIDA model
 - a. How does a customer get to know about Stocker?
 - b. How do you get their interest?
 - c. How do you make interest into desire?
 - d. How do you make sure that a customer really buys Stocker's products or services?
 - e. How do you make sure that the customer keeps using Stockers products and/or services?

This question is pretty self-explanatory; it helps with establishing the AIDA model and explaining it

9. How is the relationship with the customers?

This is to see how the company deals with customers and if there is something in it that customers mentioned during their surveys they didn't like or is everything as the customers want it to be?

Interview Questions Employees with explanation towards why the questions were asked

1. Can you tell a little bit about how Stocker works?

This is in order to see how the employee thinks about the company and how his loyalty lies

2. If you see Stocker a company in the regional heating market on what do you think Stocker is focused? Customers, competitors or benefits?

This question was asked in regards to the position of Stocker

3. How is your relationship with customers?

This question was asked to see how the customer relationship was and if it could be improved. In order to create a high customer satisfaction with a good perceived image a good relationship with the customer is needed

4. What color do you associate Stocker with?

This color is asked for the symbolism and to see whether Stocker's identity is perceived

5. With what animal do you associate Stocker?

This question has to do with how an employee thinks about the company and whether it sees its positioning

6. How do you think that the work environment can improve on the area of customers in order to create more loyal customers?

This is to see if the work environment can be improved to have happier employees that work better and in the end because of that more loyal customers. It is also a subliminal message in order to see if there are any areas of improvement on the area of loyalty, image and position.

7. Is the communication between the administration and servicemen good?

This was asked in order to find out how the two groups of employees thought about each other and if this had any influence on the customers or the work environment.

8. Are you satisfied with your work? Does it influence your relationship with customers?

This asked in relation to the employee loyalty and whether it is possible that they see themselves working at Stocker for a longer period of time. Happy employees work better and have a good influence on customers!

Customer Interview Questions

The following questions were usually asked during the customer interviews.

Customer interview questions with explanation towards why the questions were asked

1. How did you become a customer of Stocker?

This is a basic question asked in regards to see what made the customer choose for Stocker

2. Why did you choose for Stocker?
 - a. Service
 - b. Quality
 - c. Price
 - d. Etc.

This question was asked to find Stocker's position in their mind.

3. What do you think of Stocker as a company

This was asked in order to find out their loyalty

4. Why did you choose for a service contract? What made you decide this?
(question only customers with a contract)

This question was asked in order to find out the customers' loyalty and otherwise how they could become loyal

5. How does a heating company come to your attention? Advertisements/mouth-to-mouth commercials/internet
6. How does a company keeps your attention and makes sure that you will buy your products there? Is this price/quality? Service? Combination of different things?
7. Are you going to look at other ways to get a product cheaper or better when you choose a company? Or do you stay with a company for a longer amount of time? Why?

The last three questions were asked in regards to the AIDA model and to find out the different parts of it

8. Do you know other companies in the area? What do you think of company X?
And why did you chose for Stocker instead of X?

This question was asked to find out more for the positioning of Stocker and the loyalty of the customer in question

9. Would you choose Stocker again if you had a choice? Why?

This is in order to find out if the customer is loyal and whether there are points of improvement on this level for Stocker

10. What makes Stocker better than other heating companies?

This is asked in order to find out if customers are loyal and see Stocker as a win/win situation come.

11. Has another company given you a tempted offer in the past? Or have you ever thought about leaving Stocker and going to another company?
- If yes, why did you look at this company? What was it that Stocker doesn't have?

In order to know the customers loyalty this question was asked to find out how loyal they were and what the other company offers that could be interesting for the customer

12. How do you think that heating companies compete in this area? Are they in the same area of expertise or focus on the same elements or do they leave each other alone?

This was in order to find out the positioning of Stocker according to the customer

13. Do you ever see advertisements of Stocker? Do you think Stocker should advertise more?
- Do you think Stocker focuses more on the customer, on its own service or the competitor?

This question was asked to find out the positioning of Stocker. It also helped with Stocker's image in order to see if advertisements were noticed or not at all

14. Do you see Stocker as a service orientated company? Why? What makes Stocker to a service orientated company?
15. What is Stocker's USP?/what makes Stocker special?

14 and 15 were asked in relation to the positioning of Stocker in the brains of the customers

16. What makes a heating company better than the others according to you?

This was asked in regards to one part of the AIDA model

17. How do you see Stocker in comparison to other companies in the area? Are they stable companies or is there are big chance that they go bankrupt or aren't trustworthy?
18. Is Stocker a solid company?

The previous two questions are also asked in relation to the positioning of Stocker

19. If you think about color, about what color do you think then? (choose from examples)

This question would help with finding out Stocker's symbolism and the image customers have about Stocker.

20. If you would compare Stocker with an animal, with what animal would you compare the company? (choose from examples)
- Why did you chose for these?

The previous question was asked to see if the customers from Stocker were really thinking about the company. It gives a creative way for people to talk about a heating company and how they see it as.

21. When you want to start using Stocker's services with whom do you have contact?
- a. Servicemen
 - b. Administration
 - c. Director

This is to see how the communication with the company is and if any improvements can be made in order to improve Stocker's identity.

22. What do you think of Stocker's employees? Do they behave appropriately?
23. Are there any areas that the employees could improve?

These two questions were also asked in order to see how the image of Stocker and its employees is.

24. Do you have any other suggestions or remarks that would help Stocker in any way?

This was asked in order to find out if all aspects were covered or if customers still had parts where Stocker could improve itself and it would have had influence on Stocker's identity and image.

Pictures of colors and animals

The following colors and animals were shown as options during the customer and employee interviews.

Schildpad



Konijn



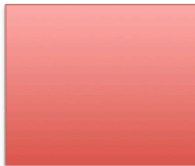
Hond



Leeuw



Rood



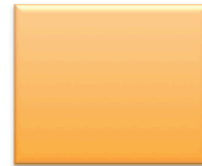
Wit



Blauw



Oranje



Roze



Bruin



Grijs



Groen



Customer Interviews



Peter and Aasa Quint

24 April; 16:30

Didam

Peter and his wife Aasa, who is originally from Norway, are now a customers of Stocker for three years. Before that they went to a company called “Kuypens” in Didam but that company quit. Peter became a customer of Stocker because he knew Ruud Reijmer, the owner of

Stocker Centrale Verwarming. They met at the business club Kiwanis.

His heating was around that time installed by another heating company that the contractor hired, after that the service went to Stocker. Peter didn't know about Stocker before he met Ruud and knows that the company is mostly known because of their heating.

According to Peter: 'all companies in the area focus on nothing' they just try to get whatever they can get. He and his wife never see any advertisements from heating companies in the area. They do mention that they; 'don't look at newspapers, so the companies could probably have advertisements in there without us knowing it.'

The focus of Stocker should be on their service, it's their most important aspect according to Mr. and Mrs. Quint. They shouldn't focus on competitors because they shouldn't start a war but tell how good they are themselves.

Aasa does mention that it sometimes takes a long time before a serviceman comes to help them when they have problems. The phone is immediately answered when they call and the lady on the phone is polite, but it sometimes takes days before they call back. According to the Quint's it's especially slow during the cold but they do understand that. They suggest that Stocker plans more carefully. Peter mentions that he sometimes even contacts the owner, Ruud, in order to get something to happen. When he does that there is an engineer there the next day or even on the same day.

When the Quint's have to choose between the four animals; lion, rabbit, dog and turtle, Mr. Quint chooses for the turtle. He mentions again that the company is slow and therefore he chooses it. He does mention that a turtle is also solid and thus you can trust it. Mrs. Quint on the other hand also thinks of a turtle but a dog like a Newfoundlander would also fit. A big, sweet dog that isn't too fast but you can trust it. They then also see Stocker as a reliable company even though that during the crisis they think it's hard to run a business in the construction industry.

The Quints advice that the company should become faster but do keep focusing on service and quality because they find that the most important. On the other hand they advice to get more active on the Internet even though they often go to companies because of mouth-to-mouth commercials. They trust their friend's advices.



Fons Janssen

25 April, 16:30
Zevenaar

Fons Janssen has been a customer of Stocker for three to four years now. He got to know about Stocker from a colleague that he worked with at the "VOLTA" center. Fons was first a customer of a one-man-business called Degen. He wanted to go to another company because it didn't have a weekend service or emergency service.

First he went to Pola where he was properly helped but switched to Stocker because of the good service.

Fons first tried Stocker out and then got offered a contract from the administration of Stocker. He liked it when he had that contract the company will call him for yearly check-ups, but that he can quit whenever he feels like it. There are no big obligations involved.

Fons has never used Stocker for installing heating, because Hulkenberg B.V. did that. He didn't stay with that company because it didn't offer the right services. He did mention that Pola also helped him correctly. This competitor of Stocker gave him an offer for heating and three days later the new heating was installed. He liked that it was so speedy.

On the other hand Mr. Janssen mentions that Stocker's services are pretty good and fast too. "You can call Stocker and they help you the same day," Fons mentioned. Pola on the other hand focuses more on new houses and big customers while Stocker is there more for the service and the private customers. He does think that Pola is also more expensive, but that's just his feeling on the matter.

He has never seen commercials of Stocker, but believes that Stocker is in a market where they should mostly use mouth-to-mouth advertising. Most people go to a heating company because of a friend or family member. In the past he has looked at the yellow pages but that wasn't such a success.

It is then also so, according to Fons that Stocker's USP is their service and they should keep focusing on that. They are special in that part of the market and excel at it. He then also sees Stocker as a solid company with little competition.

In general Fons sees Stocker as a dog because it is loyal, but also jokes that is a rabbit because of its big ears and thus can listen very well. Fons is a very satisfied customer.



Hans Becker

26 April, 19:30
Giesbeek

Hans became a customer of Stocker 12 years ago. He was building the house he's currently living in and hired Stocker. He chose this company because of the family relationship first of all. Hans stuck

with the company because of its service. He mentions it is mature and they have a lot of knowledge and don't use rookies. Also when building the house they came with good ideas and thought with him about how to build the installation. He really liked this aspect of Stocker.

He doesn't have a service contract because he doesn't want to be pushed into things and likes it that Stocker calls every year but there is no push behind it. He then also sees his relationship with the company as a good one.

Other companies in the area that he knows are Feenstra and Pola but he never looked at those because of the family ties he had with Stocker. He then also doesn't see Stocker as better than those other companies but mentions that he never even thought about it. It was for him logical that he went to Stocker. Also Stocker has had for years a good name in the market and is known to be a good solid company that you can trust. This is also helped Hans to make the decision to go to Stocker.

He does mention that Stocker should focus more, certain in the current economy, but for some reason Stocker doesn't do that. Hans doesn't have any issues with it though. He says that as long as the service is fine for him he doesn't really mind what Stocker is focused on. It should just keep in mind to keep up with the high standards that people expect from Stocker.

There is according to Hans enough knowledge within the company. The engineers are all adults, they think along with you, something Hans also sees as Stocker's USP and they really appreciate the customer.

In general according to Hans even his positive view of Stocker doesn't make it easy for them as a company he thinks. They are being ruined by the Internet with its cheap deals and the one-man companies that are cheap. He does think that those one-man-companies do go wrong one time and then the customers will go back to their original company or one that has been proven to be good.

Hans does hope that this winter will be very cold so that Stocker will have a good turnover, because according to him Stocker has the most work during the cold seasons or when the weather is bad. He does think that even without that winter Stocker will survive and then also sees it as a stable company that stands on its own. He believes that good quality companies like Stocker will survive.

When asked what color he Stocker as, he has a hard time choosing. First of all he definitely says no to red because it's an alarm color, but when related with a picture of heating he sees the relationship with that and doesn't see it as warm anymore. Other than that he sees Stocker as pink because it doesn't give him any stress. Blue on the other hand is according to him a 'heavy' color and he doesn't like it at all. Comparing Stocker with an animal he chooses a dog because of its loyalty and trustworthiness. The other animals don't appeal to him at all.

He does have one comment about Stocker and that are the ladies at the office or in other words the administration of the company. He mentions that he called once, introduced himself and they didn't know who he was. He didn't like this because there is only one "Becker" in Giesbeek, the town he lives in, and they should have known who he was. He also felt on multiple occasions that those ladies are more there because they have to work than because they love their work.

Other than that Hans really likes Stocker and its services. They're always on time and when you have a problem they'll help you the same day.



Hans van Gorkum

27 April, 9:00

Babberich

Hans bought his house in Babberich 26 years ago and immediately started to do business with Stocker around that time. He doesn't remember ever having a different heating company in his house for him.

In the past he has let the service for the heating be done by a company in Beek called Derksen. He used that company because he knew it and he also used a company in Arnhem in the past for new heating, but that's according to him a long time ago.

Hans chooses a company because of the relation he has with the people of the company or he has heard good things about. He really likes Stocker because of the good service and the knowledge that the servicemen have that come to him. According to Hans price doesn't matter when he knows the quality of the service offered is good.

Hans knows several competitors of Stocker, like Pola, Derksen and the Nuon. He never chose Pola because it's big and he is already happy and satisfied with the services that Stocker offers. He doesn't feel the need to switch. Derksen is in the past and not in the picture for Hans anymore and he doesn't like the Nuon because they make too actively commercials for them. He thinks if he would think about that company everything would go downhill fast. He does use the Nuon as his power company though.

He likes that Stocker is a company that goes with the current and is up-to-date. It fits with the environment and market it is in and he sees it as a friendly company. Stocker also has a 'face' to the company and he never feels like he's being sent from one place to the other and back again. When he needs something from Stocker, the company helps him immediately.

Hans doesn't see Stocker as a service focused company but more likely a company that has various activities. He likes this because in the current economy that is spreading the risk over various aspects. Hans then also sees Stocker's USP as the quality of the engineers. They are according to him polite and work correctly.

One thing can be improved according to Hans, and that are the ladies at the office. They are too rigid according to him and don't come across as polite. He knows who they are because he has also been to the office but even then they didn't come across as friendly people. He actually prefers to call outside of office hours because he will then get a hold of the engineers who are more kind and nicer to talk with.

When Hans has to identify Stocker with a color he chose green, this is because it is friendly, correct and stand for continuity. He doesn't see Stocker's own colors as good because red is according to him hostile, orange is almost like red and blue doesn't fit installation work according to him. When he has to choose from the animals he chose for the dog because it is trustworthy.

He does suggest Stocker networks a bit better so they can also recommend other kind of companies when he needs them. An example was of finding an electric company the other day and when he called Stocker the owner actually didn't know one immediately. He thinks there is still a niche for Stocker to get more customers.



Ali Huting

26 April 14:00

Giesbeek

Ali Huting used to be with Pola but this company didn't fulfill her needs for the heating so she came to Stocker through her family. They knew and used Stocker and really liked the company. She called Stocker for help because their heating wasn't functioning correctly and after a meeting and changes to the heating that really worked

out she stayed with Stocker. This has been over ten years ago now.

Ali has a service contract because she really likes how easy it is and likes the fact that her heating is being checked every year. This gives her a feeling of safety.

According to Mrs. Huting Stocker is very alert. They come immediately when asked, behave correctly and professional, the engineers are also very social and know precisely what they are doing. To Ali the price is then also not important when she sees what quality is being delivered.

Also the administration is according to Ali professional. They are polite and nice. In general the company gives her the feeling of a friendly and nice company that knows the market it is in. It works perfectly in this area according to Ali.

Other companies that she knows in the area are Pola, Hein Berens and the Nuon. She went away from Pola because of their inadequate work, never went to Hein Berens because she has heard bad stories about that company from her neighbors and doesn't like the Nuon. They send a lot of commercials right now but Ali thinks that it is good for now but it won't stay good in the future. Plus Ali is really satisfied with Stocker and that's why she doesn't feel the need to switch companies.

Ali in general doesn't really think about commercials but did see Stocker advertisements in a magazine of sports club the other day. She browsed through it and then saw it but didn't really think about it anymore afterwards.

According to Ali the USP of Stocker is their quality work. The employees are fast, good and according to Ali almost perfect. She also trusts the company to come through the crisis.

Ali sees Stocker in colors as a green company because this gives her the feeling of a stimulating company with young people in it. She doesn't like white, because it is just white and not red because it gives her a dark feeling.

In the past Ali mostly did the administrative part of the communication with Stocker but because her husband recently died she took over. She mentions that he knew better than her what the employees did but that he was really happy with them. She then also sees Stocker when choosing from the animals as a Lion, it's mighty and holds on to itself and thus is trustworthy.

Ali has nothing bad to say about Stocker and has only had good experiences with it.

Marietje van Riswijk

29 April 16:00; not recorded/picture taken
Pannerden

Marietje started using Stocker's services around 15 years ago. This happened when she through her family found out about Stocker and heard positive things about it. Her children also started using the company and were happy with the personal contact it provided.

Marietje has had mostly positive experiences with Stocker but chose not to have a service contract because she doesn't want to be 'stuck' with it. Her children also help her out in the house every now and then and she can let them do things too. This is the same for her grandchildren.

Marietje knows three other companies in the area that also provide for heating. Those are Pola, Hulkenberg and the Nuon. Pola is too big for her liking and she has only heard about Hulkenberg but doesn't really know its services. From the Nuon she has had several folders in the mail but she mostly ignored them. She is already happy with Stocker's services.

She has never compared companies because she is already happy with the services she's got from Stocker and otherwise she'll ask her children and grandchildren for help.

Marietje doesn't notice or see anything from the competition between the companies in the area. She thinks they mostly let each other live and do their own thing. She then doesn't really think Stocker has a focus. Marietje mentions that they've been at her house for several different things, also for plumbing because her roof was leaking.

Although Marietje doesn't see Stocker as only service orientated she does mention that she thinks it is really important. She then also thinks that Stocker's USP is their quality and friendliness of the servicemen. She thinks that Stocker excels in that part and makes them probably better than the other companies. Still she doesn't really acknowledge that because she never compared companies.

Stocker is according to Marietje a trustworthy company that will live through the crisis. It is a safe company that stands solid in the market place.

Green is the color that she chose, this is because it gives her a good feeling, and it is safe and also trustworthy. Even though that the colors of Stocker are different, when she thinks of the company she thinks of green because it is a happy feeling that Stocker also gives her when they've been at her place.

The dog has also been chosen because of its loyalty. Marietje tells that it represents friendliness and loyalty what Stocker also is.

In general Marietje likes Stocker and especially its servicemen but she does have one complaint about the 'lady at the phone'. A little while ago she called Stocker because of an error on her thermostat and they tried to tell her what to do while she didn't understand. Her grandson installed it at the time and explained her the basics but more than that she didn't know. She had to call again a little bit later and only then they were willing to send a serviceman. It also wasn't a really cold or hot day according to Marietje, so she thought it couldn't be too busy for Stocker not to be able to send a serviceman. Certainly not because after the second time calling there was someone within no time.

Although she likes Stocker in general and doesn't have any remarks she hope that the administration shows a bit more compassion on the phone in the future. She is a

widowed, older lady that doesn't understand all those techniques and they should know that and realize to send someone immediately when she asks for that.

Gé Snoek

2 May, 14:00

Phone Interview

Gé has been a customer of Stocker since 1988. Over the years he has had three different heating installations installed at his house by Stocker and has never had issues with it.

Because Gé has been with Stocker for such a long time and has been really happy with the services that Stocker has provided him over the years he has never looked at another heating company. According to Gé good quality work is very important to him, in that case he doesn't really look at the price because he knows a bit of extra quality will cost a little bit more.

Other than Stocker Gé knows that there are two other heating companies in the area. He knows that one is called Willems and the other one is Pola. Pola is according to him too big and too diverse and Willems has just never been in the picture because he was satisfied with the services Stocker offered him.

He mentions that Stocker is according to him so good that even when his heating broke down in the middle of the night on a Saturday night that a serviceman of Stocker was there the next morning to fix the installation. Apparently a ventilator broke of and that had to be replaced. He would then also with no doubt choose for Stocker again. Over the 20 plus years he has been with the company it has only given him good experiences.

Gé also thinks that Stocker's services make it a better company than the others, but he wouldn't say so for sure because he never looked at it. He then also thinks that is Stocker's USP; being there for the customers whenever it is needed.

Advertisements other than the ones on the vans of Stocker have not been seen according to Gé. He does mention that he actually never thought about it because when his heating works correctly he doesn't need to think about it and choose companies.

It is also so that Gé sees Stocker as a stable company. He has been with it for such a long time and it seems to be stable so he doesn't think it will go under anytime soon, even in this economy.

White is the color Gé chooses when he thinks of Stocker, it gives him the idea of perfection and that is what Stocker is to him. When he thinks about it a bit more he also chooses blue because that gives him the feeling of eternity and he hopes to still work with Stocker for a long time. He doesn't chooses red because that is according to him an angry color. He also sees Stocker as a dog because it's loyal towards its customers.

Gé also mentions that the employees of Stocker have always been cordial towards him, been there when needed and have even been a bit too early for one appointment. He didn't mind this at all because he works from home and thus it wasn't a problem. The employees also introduced themselves to him if he didn't knew them and he has had a good relationship with him.

The administration has been according to him also correct and professional and gave him the information that he needed.

In general Gé thinks that Stocker is a great company and he doesn't think about leaving them any time soon.

Group Interview

Group Interview; not recorded/picture taken

Joop Hartman – Non-customer

Fons Jansen – Loyal Customer

Ricky Bouwman – regular customer

25 April, 17:30

Zevenaar

Joop, Fons and Ricky are three different kinds of customers. While Fons is a very satisfied and loyal customer, Ricky only uses Stocker every once in a while and Joop is a non-customer and prefers one of Stocker's competitors.

This conversation became very heated at moments because of their different points of view on heating but because of that it was also very honest.

Joop first of all had to be reminded of what Stocker for a company was, he thought the logo had something with white and orange but it wasn't very noticeable. He found Pola's logo(see picture) a lot clearer. He and Ricky then started thinking about how the logo looked like and Ricky mentioned that it was something with pipes. Fons, who is actually the loyal customer, didn't even know, he actually thought the logo was something with blue and white. There were then also a lot of problems with recognizing the company.

The three mentioned that this also had to do with the fact that Stocker's sister company, Zevenaarse Loodgieters Combinatie, who is from the same owner and in the same building as Stocker, looks a lot like the logo from Stocker. They are almost indistinguishable from each other. They all three then also agree that Stocker should make their logo stand out more. They are especially talking about the vans that are driving around town.

An example from Joop would be to always put them in an area where they are visible. In that way people recognize them. Even though Stocker put a big blue/red sticker with their logo on the back of the vans it didn't caught the attention of all of them. Fons does think that those advertisements were the reason he thought the logo had blue in it.

Joop then explains why he's not a customer. He actually met the owners of Pola while playing tennis and befriended them. He likes them and is thus with that company. It is also so that he believes that their service is very good. He calls 'one of the guys' as he mentions it and if he calls in the morning they will help him with his problems the same afternoon.

Also because Pola does electric work and Joop thinks that this is a plus point because when they are already in a customer's home, the mechanic can also point out faults there and hopefully fix that too. They then do multiple things at once. Fons mentions that he doesn't really care about that. In general electric work doesn't need checking and otherwise Stocker will provide him with another company that is needed for that job he thinks.

All three agree that in general after the heating is installed it doesn't get a lot of attention. Customers just expect it to work and don't think about it till it is broken, that is why Fons likes it from Stocker that the company calls every year to check the heating. Especially the sticker on the heating is a very good thing. It makes life easier according to all three of them. Joop does tell that Pola does this as well and also puts a sort of MOT(Ministry of Transport test) sticker on it so that the customer knows when the heating was checked for the last time. Fons knows there is a sticker of Stocker on his heating but doesn't know if it is the same as the one from Pola.

In the end the three agree that good service is very important for a heating company in order to keep loyal customers. It is also so that in this region the companies should rely heavily on mouth-to-mouth advertising because that is how they all became customers of the company they're now with.

Interviews Non-Customers

Joop Hartman

25 April, 17:00; not recorded/picture taken
Zevenaar

Joop has been a Pola customer for years, he has seen Stocker vans driving around but never really gave the company a second thought because he was happy with Pola.

He chose Pola years ago because of his relation with the owners of Pola. He plays tennis with them. Joop mentions that; "I really like the guys". They are according to him nice and good to work with. He really likes the owners of Pola so he would never even think about switching to another company because of his relationship with the owners.

There is no service contract between him and Pola like the one that Stocker provides. This is because Joop doesn't believe in such things, he doesn't want to be really stuck with a company. They do call him every year to ask if he wants to have a check-up with his heating. Joop also likes the fact that when there is something else wrong, in for example the electricity they also check that.

Joop mentions one case of Pola where he had an error in the heating and called them in the morning and they were at his house in the afternoon to fix it. He hasn't had any experience with Pola outside of the opening hours and thus doesn't know what would happen if his heating would break down in the weekend.

In general Joop doesn't give the heating a lot of attention. He just looks at the Sticker that is on it to see when they've been there the last time. It shows the date they've been there and who.

The servicemen of Pola according to Joop always introduce themselves and he thinks that is correct. He then also likes them in general.

Joop doesn't know what logo Stocker has, even though he has seen the vans of it a couple of times. He thinks it is something with white and orange and there are tubes on it with letters. According to him this isn't something that really stands out. The logo is according to him unclear. He mentions that Pola has a simpler logo that is just the name in black and something with blue in it.

He also says that Pola employees with a van always have to park their cars in a location where it is visible for people walking or driving by. This is to make sure there is enough recognition.

In general Joop is satisfied with Pola's services, this also because of the family ties, and he doesn't think about leaving them anytime soon.

Dick Reuling

2 May, 14:00
Phone Interview

Dick isn't a customer of Stocker because he is already a customer of Pola. This is because the company cars of Pola already drive on the gas he sells for years. Pola is thus a customer of him and in return of the business he does with Pola, he uses this company for his own heating at home.

Dick does know Stocker, it's a famous company in the area according to him. In general he hears good stories about it, especially from private customers. He does know that in

general Pola focuses on the bigger customers and companies, but these days he has the feeling that they are also downscaling because there aren't that many big projects available anymore.

Even though that Dick has no experience with Stocker he can't mention anything negative about the company. He knows that it has a quality of products, but Pola has the same. He is at the moment building a house and finds himself working side by side with Pola. The employees are always on time, help to think along with him on the project and make sure that everything is okay in the end. Not only heating will be done by Pola but also the electricity of the house. It is a big house and thus everything needs to go right.

Pola is according to Dick a good company and he sees no reason to leave the company anytime soon. This is because not only he does business with them but also because the work they do is good.

Stocker doesn't have a lot of commercials according to Dick. He only remembers that on one of the golf tournaments he goes to there are a lot of Stocker signs. He does remember the company from there. He does mention that it is an unclear logo in comparison to Pola. Pola's logo is a lot simpler. He does know this mostly from the vans of both companies that are driving around in the area.

He does admit that Pola and Stocker let each other live, they don't directly compete with each other in general. He sees Stocker's USP then also in its quality. In general it delivers high quality products that customers are satisfied with. Pola works on a grander scale and thus focuses more on bigger projects.

He sees both companies as solid companies that will most likely get through this crisis. This will mean that sometimes they come in each other's area of expertise and steal each other's projects.

He sees Stocker as orange, this is because of the logo. He remembers this mainly because of the golf tournament and the vans that drive around. It's a color that really grabs your attention according to him. He does admit that it could be bolder. Other than that he sees Stocker as a dog for its trustworthiness, but also as a turtle because it can be slow to innovate from what he heard.

In general he thinks that Stocker should keep doing what it is doing because he thinks that works best for the company. It should keep focusing on its own service and shouldn't get too big, because otherwise it will get problems with Pola.



Brigit Arnold
3 May, 13:00
Zevenaar

Brigit has heard of Stocker before. This is because the heating they had when she and her boyfriend bought the house two years ago had a sticker of Stocker on it. The house had been an old house of the housing corporation that does business with Stocker.

They did had to replace the heating, but

because of their money they did this outside of working times and hired a moonlighter⁵. She had heard of Stocker in the neighborhood as well and they were well known to be a reliable company. This is why they hired someone they knew that worked at Stocker as their moonlighter.

Although Brigit doesn't have any of her own experiences with Stocker because she hires people outside of working hours, her neighborhood is positive about the company. They are tidy, and even take their shoes off in the houses where it is needed.

Brigit doesn't care a lot about advertisements; she throws folders immediately out and will earlier listen to her family or friends. When they recommend something she'll look on the Internet and choose the company she thinks looks best.

Brigit also sees company vans driving around. She remembers especially one of Pola; it has blue letters on it. She knows this because she's lived her entire life in a neighborhood where one of the Pola buses was parked. Still most people there chose Stocker. Brigit does mention that Stocker's vans are more prominent; this is because everything has advertising on it, left, right, front and back.

Still Brigit hasn't heard a lot about Pola in general and doesn't want to make real assumptions but she gets the feeling that Pola is for the bigger projects while Stocker focuses more on the individual and really appreciates private houses. Every customer, big or small, is important for Stocker.

In the end when she would make a choice for a company she would choose for a company where there are good deals to make, people who are friendly and professional. Brigit mentions that price is less important than quality. She really appreciates quality and is then willing to pay a bit more for that.

Brigit really likes Stocker, from her stories and would definitely make use of the company when needed, but in general her Stocker moonlighter and her boyfriend is doing the work well for now. She does agree that Stocker's USP is service or just keeping loyal customers. The customers are important and their products do have to keep their high quality in order to keep up.

She also sees the company as a stable company, but they do have to put in more effort to keep it this way. Every company has its ups and downs right now according to Brigit. Comparing Stocker to Pola she then also sees them as equals in the market.

Red and orange are according to Brigit Stocker's colors. This is because that is what, according to her, the logo is made of. She doesn't see it as white because it doesn't stand out and most companies have a white van. When she has to see the company as an animal she sees it as a dog, because it looks trustworthy.

Brigit does mention that in her neighborhood they are really positive about Stocker but do mention that one of the ladies at the administration comes across as moody. Other than that, she has called the company before for replacement parts on her heating and this went really well. Also their e-mails are correct and professional. She couldn't think of any other improvements in that area.

She does have one advice for Stocker and this is to send the same serviceman to each address every time. This makes it easier for customers; she doesn't know if they already do it, but heard something like that in her neighborhood. Customers find it easier,

⁵ This is someone that works during the day as, for example, a serviceman for heating and during the evenings or weekends works for extra money as well.

according to her, to see the same man for their service instead of another one every single time.

Company Interviews

Ruud Reijmer

Director Stocker Centrale Verwarming B.V.

25 April, 14:00

Zevenaar

Stocker Centrale Verwarming started out with Albert Stocker. He was first an employee for the company Jansen-Krienen but he bought it, changed the name and also changed the structure of the company. During that time the company was placed in the middle of a shopping center and had an actual shop where you could buy heating appliances. Because of the crisis in the '80s this market changed and the company went to the place it is now on the industry park.

In April 1996 Ruud Reijmer took over the company together with Pierre Bergers. They also shared a electric company, called Bergers that wasn't doing very well at the time. It got out of its problems but because they noticed that this cooperation didn't work they parted again. Ruud got Stocker Centrale Verwarming and Zevenaarse Loodgieters Combinatie while Pierre got Bergers again. Stocker hasn't changed its structure since that moment.

Ruud tells that service and their customers are the most important part of the company. "The customer is king," Ruud said. They sometimes go into new housing but in general focus on service.

Ruud mentions that he has noticed that Nuon(aka Energienet) is getting more and more customers the last few years. They found in them new competitors who are active on a national wide level. The NUON in general focuses on housing corporations but is now also getting in Stocker's private customers and getting their customers.

Stocker tries to focus on loyal customers because Ruud doesn't want the company to grow but keep stable in the market. He then also finds it important that all his employees get "work clothing" from Stocker and wear it. They have to be polite to the customers. Ruud finds the customer relationship very important.

Sometimes it does happen that employees don't stick to the rules, but according to Ruud he then discusses this with the employee in question. In general they always resolve the issues.

When something goes wrong between a customer and an employee, the staff of Stocker tries to figure it out and smooth the issue out. They try to meet the customer half way.

In the past Stocker has had advertisements in newspapers but that wasn't a success. Usually customers only asked Stocker once but you would never hear of them again. Stocker, according to Ruud, benefits the most from mouth-to-mouth commercials.

He mentions that Stocker wants to get known as the company that helps you the same days as they receive the technical problems. It doesn't matter if you call in the morning or 10 PM at night a serviceman will be standby and ready to help you.

Ruud also tells that they put stickers on the heaters in order for the customers to call them when they have an issue. It will be immediately the first thing they think of. Another part that Ruud finds important is that they will always call for an appointment and never just knock on the door hoping you are there.

They put the customers as number one and also want that the customer knows it and can trust Stocker to be there when they need it.

Jeroen Bruns

Service/All-round Engineer

26 April, 11:30

Zevenaar

Stocker Centrale Verwarming is according to Jeroen a hard working group of people. There is a small hierarchy within the company that goes from the owner, Ruud Reijmer, to the administration and then the engineers.

The engineers are one group that share each other's knowledge. In general Jeroen doesn't see someone has a leader or head-engineer, everyone is at the same level. On the other hand even though he thinks that he does see possibilities for him to grow in the company. He doesn't want to go to the office but wants to stay in the workplace and develop himself on a more technical level.

He does say that sometimes the engineers aren't on one line. This mostly has to do with the differences between the older servicemen and the younger ones who've had a different education and see things in a different way. They do try to learn from each other but sometimes people easily go back to their own ways. He does say that the contact is good within the group and thus it is easy to talk with each other, but that it is just sometimes difficult to have one guideline to deal with because of people's visions.

Even though the older people don't change very easily Jeroen does say that the company keeps renewing itself and keeps up-to-date.

Jeroen sees Stocker as a company that focuses itself on service and its customers. They want to keep their customers for a longer time. They do this, according to Jeroen, for example with the stickers on the heating that have Stocker's number on it and thus make an immediate association with the company.

On the hand Jeroen doesn't see the customers of Stocker as very loyal. Especially in the last few years he mentions that people quickly go to another company, sometimes even for just a few cents cheaper. People, according to him, look more at the price than the quality.

Stocker does try to be reasonable and when something goes wrong fix the problem as soon as possible. Also if customers don't agree with the price they try to talk about it and see what is possible. The company tries to meet the customers in those instances halfway.

According to Jeroen especially the younger customers go quickly to another company and don't have issues switching. The older customers, if they've been with Stocker for a longer time or not, don't switch as easily. They are more loyal.

Towards customers Jeroen also tries to be polite and professional. He always introduces himself and works the work clothes from Stocker. With private customers he's a bit more

formal than with customers from the housing corporation. He also sees the company as a fast company that delivers.

One thing that is interesting is that he sees the company as green, because it gives him a good feeling that everything is possible.

Mark Maandag

“Jack of all trades” (administration/ planner/ calculator)

4 May: 11:00

Zevenaar

Mark sees Stocker as a service company that is focused on service and quality. The last few years Stocker has gotten bigger in the way of its projects. He thinks this is a good thing for the company in order to widen its customer base.

According to Mark they try to make sure that all employees are well dressed and look tidy. This is done through work clothes provided by the company and making sure they have a few pair to come through the week.

Stocker tries to be the best through its emergency service in the weekends and evenings. There will always be a serviceman available for the customers if there is a problem that needs fixing. According to Mark Stocker tries to really give good value for the money that people spend on their heating.

Even though they try to do their best there will always be competitors. It will happen automatically according to Mark. Still they try to be the best through their quality, tidy serviceman and high-educated employees.

In general he mentions that Stocker also doesn't get a lot of complaints, at least none that he notices while he is in various aspects of the company. Even customers that have left Stocker the last few years for the Internet companies are now coming back he has noticed.

This is because there is no “aftercare” from the Internet companies or moonlighters. In the end people have a problem and remember Stocker again or see the sticker of Stocker on their heating and come back to the company. Often Stocker then has to fix a lot of the mistakes that were made by the amateurs.

But according to Mark it aren't only the Internet companies, lately they are also hearing a lot of complaints from Nuon/Feenstra. Some people will call those companies for days to get their heating fixed and there is still no reply. Then they will come back and will be helped the same day. He mentions a story of an old lady where this has happened to. Mark says you can't let people be without hot water or warmth, especially not an older lady who is more fragile. In the end the customers mentions that there is more certainty with Stocker.

Mark mentions that in relation to their competitors Hulkenberg and Van Dorp are often mentioned. According to him this aren't really their competitors because they often work on projects together. Mark mentions that Feenstra is more likely to be their competitor. They replace heating installations for a low price but don't follow up with it, have a lot of complaints and in the end come back to Stocker.

Pola is another story, this is a competitor they have in the area that is nearby and he hears about it a lot, but other than that he doesn't mention it really.

Mark mentions that this are mainly the younger customers that look around and mentions that Stocker actually has to get more digital. Send out e-mail confirmations instead of calling people and make it easier for them. In the end a lot of the young people come back after looking around, but Stocker has to stop making them look around.

He also mentions that other companies make people pay the service contract every month. This is a small amount but in the end more expensive than Stocker who makes the people pay everything at once. Mark mentions that there should be more attention towards this contract and make a folder that shows the benefits of it.

He does think that in general Stocker is doing a very good job; especially the people on the office, but Mark says that he can't say otherwise because he's on the office himself. He does mention that there should be more uniformity for the servicemen. They often don't wear the work clothes provided and the office has to make them realize that it is really needed to look proper and tidy.

Mark has also never heard complaints about the administration and is then also thinking that they do a good job. It's also hard for the administration because they have to fix the mistakes that the servicemen made. Sometimes this is because of the individual personalities of the servicemen, but also because of misunderstandings.

According to Mark some servicemen tend to do their own things, don't listen and when things go wrong complain at the office that they have to work too hard. Mark mentions that if they just take their breaks and divide the work more properly it would be better.

Also some servicemen think that they know everything and make conclusions about things where they only know a small part. They have to realize more of what the people at the administration have done before that and that they try their hardest to make it as easy as possible for the servicemen.

In the perspective of customers Mark mentions that for Stocker long-term customers are just as important as short-term customers. This is because short-term customers can become longer-term customers.

On another area Mark thinks that it also could have to do with age. There are a lot of older employees in the company that are stuck in their own ways. Sometimes they have to realize that in order to improve things, things have to change. Mark mentions that this is sometimes very hard for these employees because they are used to doing things in a certain way. Some still don't know how to use their e-mails and aren't willing to start using it either. Mark mentions that especially for the younger customers it is important that Stocker puts more focus on this.

Interview Notes

Peter / Aasa Quint

De Hogerend 89, Didam

interviews.

andere bedrijf - gestopt

3 jaar

uitstekend

- lang duurt
→ afspraak

kuyper, Wahl ← vanwege aanpak

niet bekend → alleen service

alle bedrijven nogens op focussen
→ geen advertenties → alleen golf toeroc!

→ eigen service!

→ geen oerlog, vertellen hoe goed ze zelf
zijn

- waarom duurt het zo lang
→ service

- service

- ~~op~~ ~~de~~ ~~stake~~ zelf niet risicovol
bouw bedrijven moeten

blauw
→ blauwe .js

Rood
- logo met rood
→ letters

geen stoele kleding

schildpad
→ traagheid
→ deegelyk
newfoundland

administratie →
directie → uiteindelijk vanwege traag

keurig monteurs / netjes → laten schoon achter.

service / kwaliteit ∇
→ mond-op-mond reclame!

- website onder aandacht vernieuwen ∇
→ twitter

→ facebook
→ meer acties!

internet

tijdens vrees moeilijk

Fans Jansen

↳ Hans duurt

→ VOLTA

→ 3/4 jaar geleden

→ uitgeprobeerd

→ contact luonne

↳ verzoekt je

→ service

→ kwaliteit

degen

1 man s zaak

↳ weekend

↳ storingsdienst

→ Polq

mand op-mat

↳ verzekeren

↳ gele gids

↳ familie

prijs → pols dunder

regelmaat → contract op geen opzegtermijn

Pola

Hulkenbeeg b.v. → verzekering aangelegd

Fluit ZCP

Stoeker → onderhand Service bij stoeker

snel geplaatst

Pola → snel → 3 dagen.

Pol a
nieuw
goed.
klant

/stokke
Regelmaat-
woning

and

klant

u, p → Stokke service

aandacht aan onderhoud
bedrijf niet meer terug

Solide service bedrijf
weinig concurrentie

licht blauw
wit

10901

hand → trouw
horen → goed luisteren

Administratie
→ goed
correct / vriendelijk

SNEL service

onderhoud / service heel goed

Lans Becher
bouw huis
→ 2000 12 jaar

familie
goed in de markt

service → goed
→ volwassen mant.
→ mensen met kennis

alleen nodig hebt
→ een goede relatie

ieder jaar bellen
→ standaard

Feenstra ? nu? Pola
→ niet naar geloven

niet beter dan andere bedrijven
niet slecht kan zijn
focus verwaarding → goed

Stoche → goede naam

naar ad alleen op bus
→ naar adv.

klant → moet focussen doen ze niet
huidig

focust → conc. → door economie

terezdan klant → service

service eBay

ziet niet als focus

kermis → volw. markten
→ meegedaakt → USP
→ niet net jantje-van-leiden

meertje in markt

→ kapot gemaakt
→ interessant probleem
→ 22 pers

↳ gaat een + mis

↳ weet niet wanneer mis

bouw op gaat
↳ meertje

slechte winter voor goede markt
doopt sterker blijft
↳ kwaliteit overleeft

roze / oranje / wit

→ geen stress

→ rood algemeen

→ blauw zware kleur
→ zacht kleur

het plaatje
Rood → zwarte

hand → bouw

→ je kunt eren op aan

Receptie → belt voor iets
↳ service

montaues ee goed

receptie kan beter

↳ weten niet wie je bent
Becker / Giesbeek al moeten weten
↳ meer plichtmatig dan net haet

probleem zelfde dag
zomer rustiger
altijd op tijd.

huis 26 jaar geleden
Rond gouden
eigenaar in de buurt
Rans v. Gedeum

Aankom → menze verwarming
and → boek
network → mensen die hij kent
pauze iemand die je kent
komen 1x p. jaar
→ opgebeld

technisch → goed onderhouden
zonar ↔ winter
service/kwaliteit
mensen kennis → prijs markt niet y.t
prijs/kwaliteit moet goed zijn
stabiel bedrijf → alles goed

Polg → groot → tevreden met wat hij leeft
Beek → Dachten → puur relatie
→ geen leden

Nuon mensen → niet gebeld had er niet
↳ stroom

mensen aanspreken
→ gericht bedrijf wage aant. factor
→ bedrijf met gericht
→ kastje → meer

gemoedelijk → hadden elkaar scherp
geen last van conc.

busjes → voor ad

breed opgezet bedrijf → van alles wat
→ vind dat goed

Risico spreading!

USP → kwaliteit personeel → monteurs
→ netjes etc.

dames → strak over
→ manier slecht over
→ team! weet wie ze zijn
→ nos → past bij personen

middel groot → met tijd mee
→ passend bij omg.
→ gemoedelijk

→ oppassen met klanten
→ begrip vol
→ lierd storingsdienst.

geen → vriendelijk, gemoedelijk, correct, continue, etc.

Rood → vijand.

oranje → niet goed

blauw → past niet bij installatie

hard → betrouwbaar

niet online!

→ contact via e-mail
geen voorkeur.

brief → klacht.

beter ^{netwerken}
→ installatie
→ niet dekken → kennis

Al: bluting

niet aan verwachtingen

→ familie Stodex tweede
→ gebeld en bij gebeld

10 jaar

verwarming deed niet aan verwachtingen
→ veranderen → Pola

nieuwe hotel → alles goed
→ service is goed

contact → makkelijk / safe!

familie

altijd alert → komen maken

→ correct
→ sociaal personeel
→ kundig

prijs niet belangrijk → kwaliteit doet

Pola, Hein Boers (niet goedgehoord)

blijf b. bij Stodex

→ kundig!

→ Nuon reclame

→ niet op in

adv. Stachet → tijdschrift / vereniging
→ doelbladdeem

service / kwaliteit (personeel / snel etc.)
↑
LSP

Stachet kent er wel doelbaar → vertaalen
geen
wit → opvulband / jonge mensen
wit
reest → dinsten

men overlegde alles
→ men maakte de afspraken

leerw → leerst.
→ standvastig

admin → goed over
→ beleefd
→ professioneel

heel vriendelijke / gezellig → gemakkelijke
hetje s.

alleen goede ~~de~~ ervaringen

Marietje van Rooij

via familie
→ ~~aanvragen~~ org. 15 jaar

→ goede service

→ goede merken

↳ botst ook schoenen schoon

geen cont. van familie aut. langskant
↳ niet gebonden

bysjoe recl.

→ niet anders

→ fam niet veranderd

→ niet nodig veranderd

→ niet meer reden toch via kenniskring

Pda, Hiltensberg, Nuon

ged → hoers niet meer
↳ reclame

fam dus ja → is goed

niet vergelijken → wat heeft is goed

Nuon reclame → niet int. → wel stem
→ te goed

meer vriendelijk → laten elkaar met rust
→ stecken op zichzelf

→ geen facts

↳ van alles wat
↳ is goed: divers.

service belangrijk wel goed

hsp → vriendelijk / kwaliteit

Stoeken goed/ anders niet vergelijk
→ niet belangrijk

goed betrouwbaar, overleef het wel.
→ veilig.

geen → goed / veilig / betrouwbaar

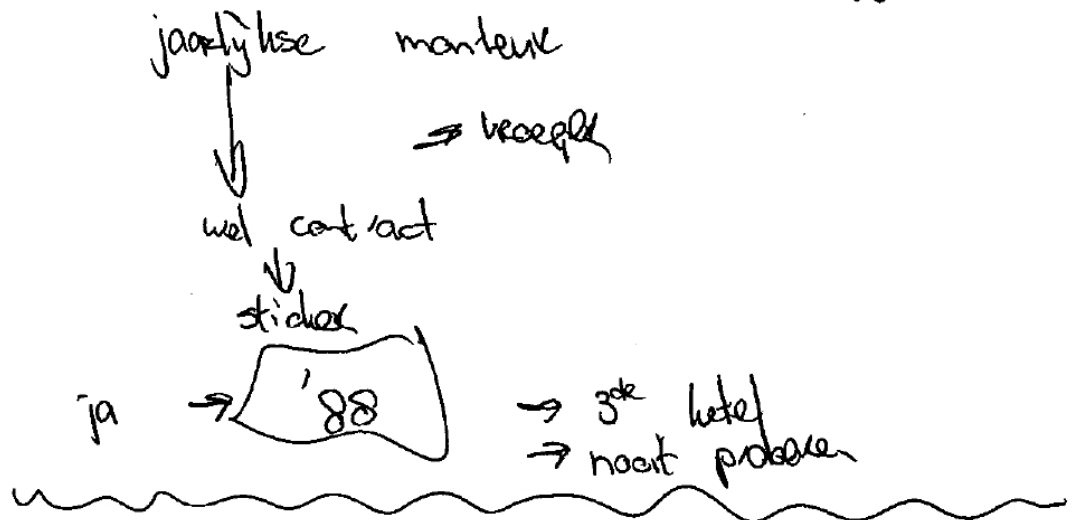
hand → trouw / vriendelijk

admin → lastig Probleem ^{→ toemerk} niet opgelost
meer & welken voor mannen

goede vriendelijk / belooft / netjes.

snelle → minder goede laatste.

Ge' Snoek



goed week netjes → geen behoefte
↳ anders

goed gecart

blauw → oneindigheid
wit → volmaakt leid.
rood → boos

Zondag → monteur

trouw

monteur netjes + voorgesteld

alles afgesproken

- wanneer/hoe laat/ service cat.
↓
geroerd

meteen reparatie

zondag

traw

geen conc. → niet nodig.

geweldig!

Joop, Hans, Ricky

groep interview

wel ag.!

Joop → sticker?

↳ logo Pola beba

Hans weet niet
↳ buiten

Ricky → buiten / avontuur

21C / sticker? → moet 1 zijn

Joop → tennis / vrienden → aardig

Pola snel → goed
→ electrisch

Hans → 'klein maar fijn'
→ specialisme

Hans
↓
Sticker belt

Ricky ook

Joop → Pola ook

Sticker beide → goed

Service belangrijk! → markt/breedte

mand-mand recl. goed!

blijft eigen niet veranderd.

non-klant
wit / oranje
↳ geen opvallende reclame
↳ auto

huizen met letters

→ loop onduidelijk

→ auto losbare in straat

waarom? geen klant:

PGA → familie
werk goed → goed!

Service contact
↳ ↳ gelooft er niet in.
↳ zij bellen wel: PARE.

technische dienst binnen een uur geregeld
SNEL! → PGA
→ 's middags al erbij.

bevestiging weinig aandacht.

sticker goed!

APK sticker
→ datum/monteur.

voorstellen → monteurs! → communiceert makkelijk

non. customer

Dick Reuling

geen klant Stoker → Pola

↳ Pomp

↳ auto's pomper.

Stoker → klant/service

↳ staat goed bekend

↳ is particulier

↳ Pola geest

Stoker goed geen ervaring → niet negatief

Pola doet eigen bedrijf - zaken → goed doet
iets veel elkaars 'voor' wat, kort wgtkwal. → hoog → is goed - huz. bouw
geen problemen - goed overleg/op tijd.
↳ duidelijk goedniet anders → is goed → geen zaken Pola/Stoker
↳ StokerPola goed/groot prof. → altijd klaar en ook op
andere gebied

Stoker → particulier

→ geen relatie

→ loop onduidelijk Stoker/ZIC ??

conc. → later elkaars leuen
→ meeste andere markt.

Stoeken → golf dag → veel aard.
→ buijg anders niet

USP →? klant/hoge kwal. service

Pola → zelfde magge gepteer/preciese boten voor
eigen huis/groot!

Stoeken → geen prob → geen een

Schoke → Pola ook → lastige door markt
→ meer particulieren, heb.
geen geld
→ doorw. stoeken

kleur → oranje → logo → golf dag overal/whats new
→ opvallend

hond/schildpad → kan act. magge betr. denkt.

geen een stoeken zelf
→ dit → aardig → veel veel

• blijf bezig en focus eigen service → niet groot

* Begit Aendd

nieuw huis → ketel
→ stikker ketel
↳ montage
→ woningbouw

gehoord → in de buket
↳ goede verhalen

goed → geen problemen
→ netjes
→ positief
→ schoenen uit

baan van stoker → niet officieel

bussen die rond rijden
↳ dan internet
↳ folders geori. weg

acties / vriendelijk / prof.
prijs minder bel.
→ kwal is belangrijker

→ blauw
Pola → nooit gehoord!
↳ busse even staan / rijden
↳ oud bedrijf

stoker → opvallender! → alles bestidder

wel conc. → pola voor goedere dingen
stoker → huishouden

Service → Warten focus, spul moet goed blijven
USP → loyal

niet failliet → meer moeite
→ solide → opgedaan

Pola gelijkwaardig in macht

Roed) logo verwerkt
cranje

wit → niet opvalt
→ meeste bedr. wit

hand → betrouwbaar.

netjes, handelt alles af → via mail
belven op alB het er is

noo steeds netjes → 1 slaagde
→ prof.
→ niet verbeteren

op zelfde manier naar adres

Rud Reijmer

Albert Stoker landdienst jansen-keenen
aangenomen uitgebouwd
↓
Stoker b.v.

April 1996

veel woning bouw
80 → gestopt

winkel kachels muldershof
camping → toen Riedhaard

hiet veel veranderd →

klanten → ~~aan de~~ V

incidenteel nieuwbouw → vooral service
meer naar geld → nylon/gas
conc. → energie net

hiet particulier

keener
mantenrs → beetje afsleiding!
netjes belofte! want is woning

verbeterd → aan de spel regels hadden V
haast → te snel → niet overlegd kosten
want niet begrepen

mond-op-mond reclame

ad → klant. → geen contract

bonden bij verenigingen.

Rood → waente

hand → traun/betrouwbaar

nienand in kon → zelfde dag vragen
en gelden

Steelingen

continue oep attent → stickers bellen
→ steeds meer internet
mogelijk → woningen
al wel

zy belken, noot kinnenvallen

vertrouwen → solide bedrijf beheert

service/all-roundmonteurs.

Joeren Bruns

hard werkende mensen

monteurs → 1 groep - wisselt af
directie
administratie

service → klanten binding

↳ klanten behandelen

↳ andere installaties → in zaal

daarmee mogelijkheden → niet kantoor
sticker bepalend → technisch
→ kans activiteiten

nee → niet erg loyal

problemen → schappelijk
defect opgelost

is snel

kenmerk

→ altijd werkleding

→ stelt zich voor

→ professioneel

→ particuliere gewoon formeel

kenijn → snel

↳ algemeen kenijn

geen → alles kan en is mogelijk

veel concurrentie

→ snel naar andere

→ loyal heel lang bij Slochter
↳ jonge stellen sneller

promoot bedrijf

collegas | team

→ & mankeert niet op een lijn

geen overleg → goed overweg, eigen methode

↓ goede comm.

→ persoonlijkheden

→ richtlijnen

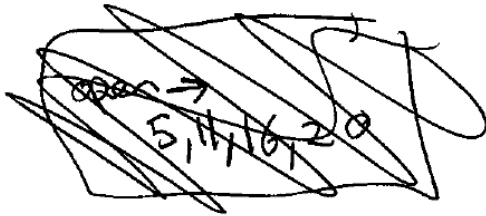
veranderingen leeftijd → leert beide kanten

↳ bedrijf voornemens wel

is teverledem → alles mag / afwisseling

→ komt ook zo over naar kanten

positief



Setag.

Maak Maandag

Service bedrijf → meer service/kwal.
goed → kwa ^{verkeersmiddelen}
→ grotere p.p.

heding netjes/verschad.

storingdienst → altijd er.
waar voor geld.
→ conc. autom.

→ kwaliteit
monteurs netje/ opgeleid

goed gaat → weinig klachten
→ veel klanten bij / blijven komen

weggaan → vertrekken
→ internet komt terug!

nuor/feenstra → veel klachten
→ dagen bellen → komt niemand

hen → and verdukte

meer zekerheid!

- meer e-mail / bevestigingen
meer digitaal!

jongeren → per e-mail.
→ veel jongere klanten
→ stickers zitten
↳ jongere komen terug.

wordt over contract → wel gerept
→ p. maand. !
→ uiteindelijk meer / krijgen minder
→ meer aandacht.
~~→ eerder contr.~~
→ voeden beter voelen

die/adm. → heel goed

die/mechiv. → heel goed

woekul → die/adm. → niet zo goed
↳ uniformiteit
↳ vaak achterna

heel goed over admin./die → naar klanten
→ moet wachten

gewoon goed over woekul./adm → ~~stress~~

niet komen voor afspraak → adm. oplossen

begrijpen verkeerd

→ eigenwijsheid

A → b → niet b doen

→ teveel eigen ding doen

→ teveel op eens doen en dan klagen.

proch → minder

→ klant heeft weinig van.

keerde termijn → niet zo belangrijk

→ kan langeren klant vandaan

) belangrijk

lang toe → zegt niets meer.

maakt → kleine klachten maar niet weten helpen
↳ weten weinig
↳ moet denken & maar is niet zo.
→ zien niet alles. → wel concl.

andere generatie

willen te verbeteren

→ vast gevestigd

→ kantoor

→ niet naar vragen → e-mail.

papier verdwijnt

→ e-mail niet zo snel

↓
zou wel moeten

dichtst bij en vaak hoort.

dorp / Rutte → samen werken

feunster → hotel voor

→ veel klachten → prijs ↓

baatboom → bodgetal.