

What strategy must Positive Travels apply to be more profitable?



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Executive summary

Positive Travels is an online company that organises trips for business companies and for people who want to go on a holiday for leisure purposes. It was developed from its parent company Positive Business Events. Positive Travels offers trips with different themes and trips are mostly tailor-made.

Positive Travels is a new company and it faces many competitors in the market who offer the same product. This means that it has to show what makes them different and show originality so that they can face the competition. The company also has no specific customer group and that is why it targets a broad group of people. This is another challenge in a very competitive market and has inspired the main question for this final project, which is what strategy must Positive Travels apply to be more profitable?

Through desk research and field research a market description as well as an internal and external analysis were made. The market description showed that Positive Travels has a broad target group consisting of the business market and the private market. The business market wants tailor-made trips and claim the costs at their company whereas the private market wants relaxing trips with some activities.

The internal analysis showed that the fact that Positive Travels is associated with other ventures is its strength; its weaknesses are that it lacks employees with specific knowledge of the travel industry and there is an absence of a clearly defined target group.

In the external analysis the DESTEP analysis displayed that the Internet is rapidly growing and social media and smartphones are becoming more popular. The five forces of Porter showed that it is a difficult time for travel agencies and that customers prefer booking a vacation by themselves. In the competitor analysis it became clear that Positive Travels has more chances in the travel industry if it competes with incentive travel agencies rather than travel agencies in the private market.

From the field research that was conducted with business and private customers it was clear that respondents wanted to see the website improve and wanted to know what distinguishes Positive Travels from other travel organisations.

From the confrontation analysis it became clear that the company should focus on the business market because it has more chances in that market. The marketing mix showed that Positive Travels should promote the company in more ways than only social media and it needs to hire more people to solely focus on Positive Travels.

The analyses and field research resulted in recommending Positive Travels to focus on the business market. In this way the company has a better chance of being more profitable in the near future by competing with incentive agencies.

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Introduction

The Dutch travel industry is a lucrative business; however, the industry does face many competitors in the market. Numerous travel agencies try to compete with each other to make sure their customers get the best deals and service. The travel agencies offer almost the same product and service as their competitors and the key is to show what separates them from others. Positive Travels is one of those travel organisations that wants to compete in the travel market; however, it needs to find a way to stand out amongst other competitors.

Positive Travels is a new company in the travel industry and it wants to compete with other travel agencies in the Dutch market. It is one of the many companies that want to have a status of providing customers with the best service and satisfy all their wishes. The company provides the customer with a trip including flight, accommodation and activities and it is important that it meets the customer's wishes. Positive Travels is a subsidiary of the company Positive Business Events. This company organises business events for Dutch companies and has been successful for 10 years now. The owner wanted to expand the business and offer those companies the opportunity to travel abroad and that is how Positive Travels started.

In this final project research was conducted to find out what the market is for Positive Travels and how to make it a successful company and compete with other travel agencies. This research will be led by the main research question, which is What strategy must Positive Travels apply to be more profitable? To help answer this question other sub questions are posed, which are:

1. What is the target group?
2. How do they inform themselves?
3. What do consumers expect from a travel agency? What are their wants and needs?
4. In what way can Positive Travels use the customer database (existing customers) from its parent company PBE?
5. Who are the competitors and how do they attract their consumers?

During the research several methods were used. Firstly, internal desk research was used to find out as much information there is about the company. Secondly, online desk research was conducted for the analyses, for example the DESTEP analysis and the five forces of Porter. Thirdly, field research was done by conducting interviews with the owner, customers and looking through the company's database.

For the research, a SWOT analysis was used to evaluate the company's strengths, weaknesses, opportunities, and threats. The Abell matrix was used to determine the wants and needs of the chosen customer group. Also, for the external analysis the five forces of Porter and the DESTEP analysis were used to find out the current state and developments in the travel industry. Additionally, a competition and customer analysis were made to determine the competitors in the market and to describe the customers. Furthermore, a confrontation analysis was used to find out the best strategic option for the company. Finally, a conclusion and recommendation were given.

1. Company profile

1.1 Positive Business Events (PBE)

Positive Business Events is the parent company of Positive Travels and was founded in 2004 by Natasha Nordin. Positive Business Events is a company that organises events for companies in the Netherlands. These are big events such as golf and tennis tournaments where employees and employers participate in activities and socialise with each other. The company wants to offer their clients the best service and quality events and its goal is to have the target group of their clients network and socialize with each other. Furthermore, the way the company promotes itself is on social media such as Facebook and during network meetings. During these meetings the company uses personal selling to sell its service. Because the website is not up to date and it has no visitors the company does not promote itself on there. Further, the owner does not have another partner; however, Positive Business Events does have a partner when it organises events for the Brazilian chamber of commerce in the Netherlands called DUTCHAM. Also, the company makes its profits from the events organised for the companies and they charge them per hour. The company has been successful for 10 years now and has worked with other companies such as the Dutch Red Cross Rotterdam, management Partnership International and Rotterdam Running Ambassadors.

1.2 Other ventures

The owner of Positive Business Events and Positive Travels has two other companies, which are Tassenhouder.nl and Belindomag. Tassenhouder.nl is a webshop that sells fancy bag holders and the bag holders are also sold at four other physical stores in Rotterdam. The company is not doing well because not many bag holders are sold in the webshop or stores. They do not keep track of their statistics on the website, therefore they cannot know how many people visit the website.

Belindomag is an online Indonesian magazine that offers information about the country and everything there is to do in Indonesia. The articles on the website are written by a trainee and also the co-owner of Belindomag. The company makes its profits from many advertisements on the website. The website has about 5,500 visitors per month, which is 180 visitors per day. The promotion of both companies is done on their websites, social media accounts and at events.

1.3 Positive Travels (PT)

About 10 years ago, the owner had every intention in starting the company Positive Travels, but Positive Business Events was doing very well and she decided to put Positive Travels on the back burner. At the time she was organising seminars and was hired to do many events, such as sport tournaments. That is why she decided to not go through with Positive Travels and keep going with Positive Business Events (N. Nordin, personal communication, November 6, 2013).

Initially, the idea of Positive Travels was to use the existing clientele from Positive Business Events and offer them the opportunity to travel abroad. The main idea for Positive Travels is to mix business and leisure; however, it also offers trips just for leisure such as wellness, culinary and spiritual trips. It targets private customers for leisure and also business customers for business events.

With this new idea, the goal of Positive Travels is to organise tailor-made business and private trips to different places all over the world. The company wants to satisfy customers' needs, especially customers who are interested in mixing business with leisure and customers who are interested in just leisure trips. The company's key values are loyalty, consistency, efficiency and creativity. Because Positive Travels is a very new company it has not formulated a clear mission and vision, but it does need to do this quickly since all its competitors have a clear mission and vision.

The way Positive Travels sells its product is by using other companies. The company does not have its own booking system on the website where customers can directly book their trip. It works with a company called UNIGLOBE travel for airline tickets. Positive Travels has a verbal agreement with UNIGLOBE to provide customers with airline tickets (N. Nordin, personal communication, November 6, 2013). Furthermore, it has contact with hotels to book accommodation for their customers. Another way of selling its product is by attracting customers to the website. Customers will find several themes for trips and there are some examples of trips to give an idea of what their trip may look like. These trips are all examples because everything is tailor-made to satisfy the customers' wishes. The website is there to make customers interested in booking a trip and after that they can get in contact with the owner to discuss the trip. When a customer decides to book a trip a final price is given and the owner puts a 10-20% commission on the trip.

Moving onto the promotion of the company, the website is where it attracts its customers. Also, the company is promoted on several social media accounts such as Facebook, Twitter and Pinterest. Positive Travels is mostly promoted during travel markets, seminars and other events. It does not keep track of statistics and does not know how many visitors the website has.

The first official trip of Positive Travels was in February 2014. The trip was organised for the car company Peugeot located in Amsterdam. The duration of the trip was five days to Dubai and Abu Dhabi consisting of a group of 16 people. The trip included all the owners of Peugeot in the Netherlands and their spouses accompanied them. The communication regarding the trip was with the director of network development of Peugeot, Rick Hermanns. Additionally, it was a business trip with an active and luxurious theme and some of the activities during the trip included drifting, racing, desert safari and dining at exclusive restaurants in Burj Khalifa and Burj al Arab. Also, the owner of Positive Travels personally guided the trip.

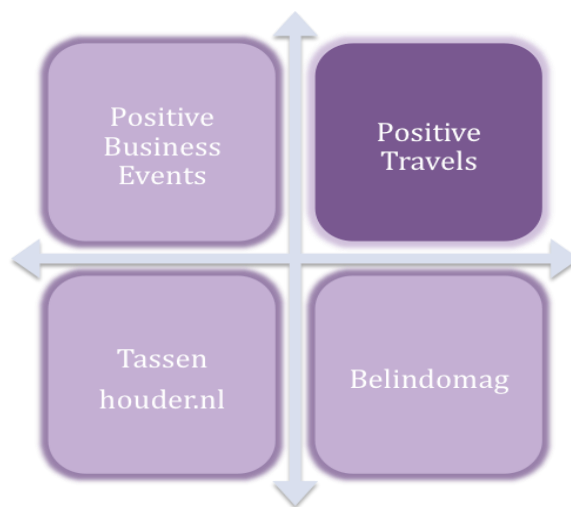


Figure 1: a chart of all companies

1.4 Location

The company has rented a space in the World Trade Centre called WTConnect at Beurs in Rotterdam where businesses and people can rent space to work in their own time. This is a place where the founder of the company works and welcomes people she has meetings with. Previously to this, the owner worked at another location and that is still the postal address.

2. Market description

2.1 Abell matrix

It is important to find out who Positive Travels customers are and what their wants and needs are. At this point, Positive Travels does not have a specific target group and is focused on the private and business market. Therefore, there are two market descriptions.

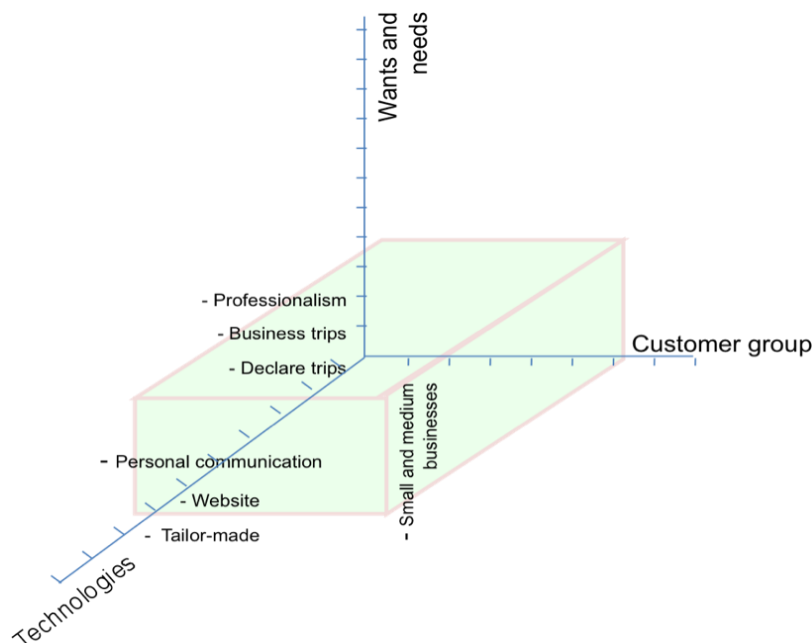


Figure 2: Abell matrix business customers

2.1.1 Customer group: business market

The company offers their product to small and medium businesses in the Netherlands. This is mainly because its parent company Positive Business Events organises events for businesses. In this way it can get their customers from Positive Business Events. Unfortunately, Positive Travels is not clear on who they specifically want to target, therefore they target every company in the Netherlands.

2.1.2 Wants and needs

Companies want to go on business trips and network and participate in activities such as fishing, participating in cooking classes and golfing. These trips are incentives, meaning trips to reward and/or motivate their employees. Communication should be professional between companies and service should be quick. It is also important that business trips have business components to them such as a seminar, workshop or a business event in the company's work field. The companies travelling with Positive Travels want to claim costs at their company that is why the trip needs to have business components.

2.1.3 Technologies

It is important to business customers that their trips can be changed if they wish, these are tailor-made trips and that is what Positive Travels offers. On the website customers can get an idea of what kind of product the company offers. When a company decides to do business with Positive Travels, they can have personal communication with the owner to discuss a possible trip.

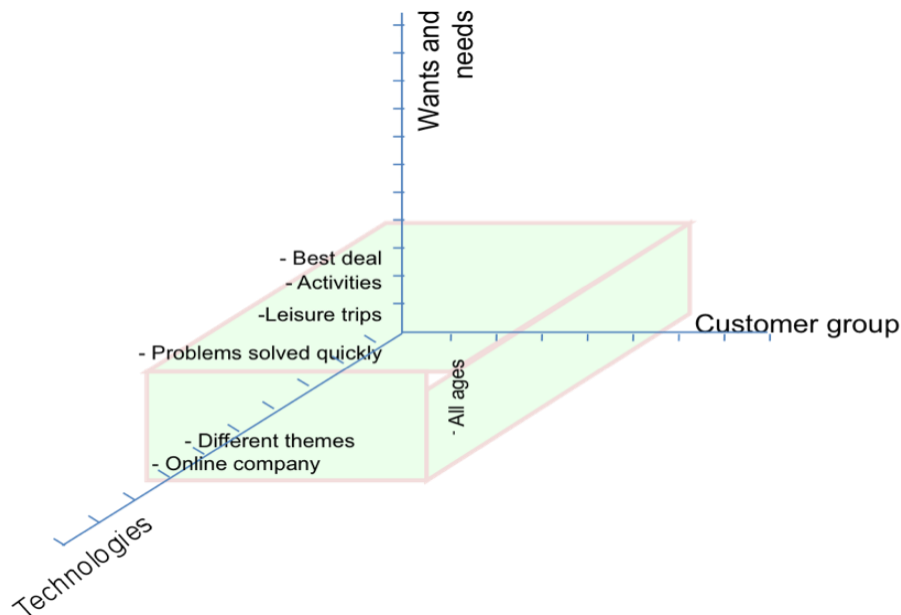


Figure 3: Abell matrix private customers

2.1.4 Customer group: private market

Another group that the company targets are private customers. They do not want a trip that is work-related. Also, they go on a trip with their partner, family or friends. The goal of their trip is not only to relax but they also like their trip to be filled with some activities. At this moment everyone can book a trip with Positive Travels.

2.1.5 Wants and needs

Private customers want a great vacation and not pay too much for it. They want a relaxing and carefree trip and also have activities to entertain them. Customers who book leisure trips with Positive Travels want quick and good service when they are being helped. On top of that, when problems occur before, during or after their trip it is important to them that a travel agency comes quickly with a solution to help the customer.

2.1.6 Technologies

The customer wants a trip with activities and Positive Travels offers trips with different themes. These are culinary, adrenaline, luxury, culture & spiritual, sport, wellness, islands and home stays trips. The customer can choose what theme they want to use when going on vacation. It is also possible to combine several themes to make a complete trip.

3. Market design

The first most important stages in a marketing plan are describing the company, its customers and the SWOT analysis. When a new company wants to enter a market it is essential that they analyse their current situation with a SWOT matrix and that they know who their customers are and their wants and needs. According to Gary Armstrong and Philip Kotler the definition of marketing is: the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at-large (Armstrong & Kotler, 2000, p.38).

3.1 Customers

Customers are key in marketing and it is necessary for a company to understand the market so they can offer the right product or service. Customers demand a product of a certain value that satisfies them and it is a company's job to supply that. Then the company needs to select which people they are going to target and define a specific customer group. The idea is not to target all customers because a company cannot satisfy every customer's demands. The key is to target a select group of people and focus on their expectations of a product or service in order for it to be profitable. In addition, a company does not want to experience marketing myopia where it is blind to what their customers actually need and want. Marketing myopia is the mistake of paying more attention to the specific products a company offers than to the benefits and experiences produced by these products (Armstrong & Kotler, 2000, p.39).

3.2 SWOT

A SWOT analysis stands for a company's strengths, weaknesses, opportunities and threats. It is crucial for a company to know its strong points and where it needs improvement in order for them to compete in the industry. Only then can a company see if it can turn its negative points into positive ones and later on make a few combinations to come up with the best strategic option.

4. Internal analysis

As mentioned previously, Positive Travels is a new company and it is important to look at the company's situation as of now. Since the company started in 2013, it has not had a trip booked officially with Positive Travels. There has been one business trip to Belgium; however, it was in the name of Positive Business Events.

Moving onto the website which is not finished yet and there are some updates that need to be done. It offers the visitor a chance to browse through different themes for trips and it shows a few example trips. It also has many pictures and one video to give a quick view of what the customer can expect plus a short description on what Positive Travels does and how to contact them. In addition to that, there is a tab on the website with 'portfolio' which states the companies Positive Travels has worked with during the past 10 years; however, on that list are the companies Positive Business Events has worked with in the past and not Positive Travels. This is the only information on the website that it offers their visitors.

Another point in the company's current situation is the organisation. Positive Travels has one trainee working for the company and does not have any other employees. The trainee is following an event-planning course and is not very knowledgeable on the travel industry and what needs to happen to make such a company more profitable. The owner's experience comes from Positive Business Events and organising events for the company.

As a result of the company being very new it is not well known in the Netherlands. Major travel organisations are not familiar with Positive Travels and not many incentive agencies know them. The company's popularity is low at this point and it is only promoted through social media. It has a Facebook, Twitter and a Pinterest account that has been active since November 2013.

4.1 SWOT analysis

In order for Positive Travels to put itself on the market, it needs to evaluate what their strong points are and where it can improve. These are the strengths and weaknesses.

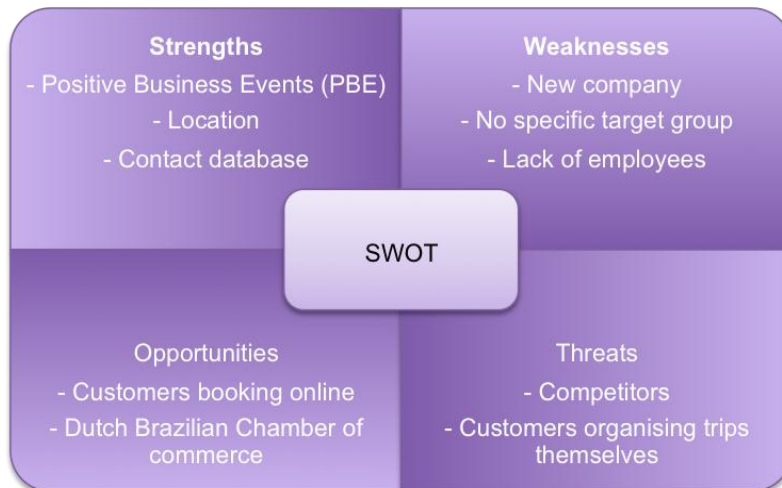


Figure 4: SWOT analysis

4.1.1 Strengths

The strength of Positive Travels is the owner's other ventures. Positive Business Events has many customers that Positive Travels can approach and see if they want to travel with them. Also, during events it can promote its subsidiary to other customers. This is the same for the other company, Belindomag. It can promote trips to Indonesia from Positive Travels and the other way around as well.

Another strength is that the company has rented space at Beurs in the World Trade Centre in Rotterdam. This is a good location for a company that is just starting up. There are many other companies in the building and this way Positive Travels can promote itself and exchange information with other companies there. This can be done at social networking events held in the World Trade Centre.

Furthermore, another strength is the fact that the owner of the companies has a wide contact database; she has many contacts that could be interested in the product Positive Business Events and Positive Travels offer. This database is filled with over 3,000 people.

4.1.2 Weaknesses

Positive Travels is a new company and it faces a few weaknesses before turning them into stronger points. When the company introduces itself to the travel market, it will have to promote itself well. It is a brand new company and it will have to show new customers what it has to offer. New companies are also judged very quickly because customers are not familiar with the company and are always sceptical at first.

Another weakness is that Positive Travels does not have a specific target group. The website targets business and private customers, therefore the audience it is trying to reach is very broad. So at this point the company offers trips to everyone who wants to travel.

Finally, another weakness is the fact that one person manages the organisation of Positive Travels. This means that the same person does both the business market and private market. The trainee also works for the other ventures.

4.1.3 Conclusion

In conclusion, the company's current situation shows that they are very new and that work needs to be done before it can compete on the travel market. The company does have some strong points they can use to expand themselves. Firstly, Positive Travels' other ventures can help promote the company. Secondly, the company is located at a good place where it can attract its target group. Thirdly, the company has a large database filled with contacts to do business with. On the other hand, the company has some weak points as well. Firstly, they are very new in the business and not many people are familiar with Positive Travels. Secondly, the company does not know its target group, which makes them target a very broad group of people. Thirdly, there is only one trainee handling the company and its other ventures and that trainee does not have specific knowledge on the travel market.

5. External analysis

5.1 DESTEP analysis

5.1.1 Demographic factors

When looking at the travel industry, some demographic factors are very important. A significant factor is the population in the Netherlands, which is almost 17 million and it keeps rising every year ("CBS: aantal inwoners", 2014, para 1). This is beneficial for the travel industry as the numbers keep growing. The divorce rate in the Netherlands keeps rising as well, especially couples with children ("CBS Echtscheiding; leeftijdsverschil", 2014, para 2). This means that the children live in two households and travel more because they travel with both parents separately.

5.1.2 Economic factors

The economic crisis has made a negative impact on all businesses over the last couple of years; however, it has been improving. In 2013, it has been reported that companies in the Netherlands are the main reason that the country is no longer in a recession. These companies have been spending more money, especially on export and investments ("Cbs: Nederland uit," 2013, para 1). This is positive for the incentive business. The upcoming World Cup in Brazil could be beneficial to the travel industry as companies can take the opportunity to have business trips in Brazil. The Netherlands is one of the biggest investors in Brazil; therefore, it is natural that many companies have ties with Brazil. A negative economic factor for the private market is that consumers are booking trips less far away and staying more close to home (van der Voort, 2013). This is caused by the doubts many consumers still have in the recession and they are less optimistic.

5.1.3 Socio-cultural factors

In this section the behaviour of people in terms of travelling is described. There are countless travel agencies in the world; however, it is becoming more popular for people to organise a vacation themselves. During interviews for the field research some respondents stated they enjoy organising their vacations. Another important factor is what consumers are doing in their spare time. It has been reported that many consumers choose to spend their holiday in their country and not going abroad (van der Hulst, 2013). Consumers also prefer booking their vacation online because it allows them to browse through the Internet on their own time.

5.1.4 Technological factors

Technology is very influential nowadays. The Internet is growing and more travel agencies are choosing to sell their product online. Apart from using a website to attract customers, agencies also use social media for communication and promotion. People use social media to stay updated with the world and travel agencies can keep customers updated. Another technological factor is that many people use their smartphones to surf on the Internet and book a trip, which is beneficial to travel agencies.

5.1.5 Ecological factors

At this moment, ecological factors are not relevant to Positive Travels.

5.1.6 Political factors

On the first of April in 2012, taxes for travel agencies were introduced. This is a European law for travel agencies that buy a product from other companies and sell it to their customers in their own name. This can be transport or accommodation, for example. Although, this rule has been here for almost two years many travel agencies still have not implemented this law in their business.

5.1.7 Conclusion

In conclusion the DESTEP analysis displayed which factors are beneficial for the travel industry and which factors are not. There are more households, the population is getting bigger and the upcoming 2014 world cup in Brazil, are points that helps the travel industry. Also, technology makes it easier for companies and customers to communicate with each other. The Internet is a big part of that and it shows, because more and more customers are booking their vacations online. On the other hand, the economy had a setback, customers want to organise their own vacations and not hire a travel agency to do it for them. This is the current situation according to the DESTEP analysis.

5.2 Five forces of Porter model

There are many developments in the travel industry in the Netherlands. There are less physical stores of travel agencies and more agencies are taking their business online. People are more on the Internet and prefer to book a trip online, as there are many options to choose from.

Additionally, customers are deciding much later if they want to book a trip and this causes travel agencies to offer customers discounts in order for them to still book a trip.

Furthermore, travel agencies are not offering just packaged deals, which usually includes a flight with accommodation and other transport. There are travel agencies that have only trips and not including a flight, for example, Neckermann.

Also, travel agencies are evolving by offering unique trips that are not offered by every agency. Furthermore, travel agencies want to expand the customer service by using a personal travel assistant they can talk to online and through an app (Sikkema, 2014).

Some other developments are that there are more airline companies that were created to supply customers with cheap flights, for example Ryanair and Easyjet. Also, airline companies are buying more Boeing and Airbus airplanes, which means that prices for flight tickets will go lower as the competition will grow ("recordaantal vliegtuigorders doet," 2014). Plus, more planes result in having more seats for customers meaning more people can fly with an airline company.

5.2.1 Competitive Rivalry

Competitiveness is high in the travel industry, there are many travel agencies in the Netherlands and also abroad. Positive Travels' competitors offer the same product and that is why the company has many rivalries in the industry. When focusing on the business market all incentive agencies offer tailor-made trips. Also, travel agencies in the private market offer cheap packaged trips. These competitors have little power because they have the same product and service as the others.

5.2.2 Threat of new entrants

It is not challenging to enter the travel industry, especially when opening an online travel agency. It does not cost much time to start a travel agency. On the other hand, a new entrant in the travel industry would have to be very strong to compete with other travel agencies who have been in the industry for a longer time. Additionally, opening a new travel agency does require a certain amount of knowledge regarding the travel industry and a budget to do business.

5.2.3 Threat of substitution

There is a possibility that travel agencies can be replaced. Firstly, many physical stores of travel agencies are going away and taking their business online. Secondly, customers are organising their vacation themselves and not hiring someone to do it for them. People enjoy putting together their trip and doing the research themselves for a great vacation. If desired, customers can book their own flight and accommodation and because the Internet they are even able to contact guides from other countries for information. On the other hand, travel agencies are more educated in the travel industry and are able to give more detailed information to their customers. Another threat of substitution can be event companies, they are also specialised in organising activities and booking customers into hotels.

5.2.4 Buyer power

The buyer power has an impact on the travel industry; there are many buyers who can easily switch from one travel agency to another. Nowadays, customers can search trips themselves and they know where the cheapest price is. They are the reason many travel agencies want to offer the best deals because customers want the lowest price for their trips. The buyers have the power in the travel industry as agencies focus on their customers' wishes. The more they focus on the customers, the more the customers book trips with agencies and increase their profits.

5.2.5 Supplier power

The suppliers for travel agencies are mostly airline companies and hotels. When travel agencies organise a trip they have to contact airline companies to obtain flight tickets and also contact hotels to accommodate their customers. It is up to the suppliers how much they price their product and travel agencies have no influence in that. On the other hand, there are many hotels in other countries and travel agencies have many to choose from. For this reason hotels will not raise their prices because they know a travel agent can go to the competitor of that hotel. This is also the same with airline companies; they will not raise their price for a destination if many other airline companies fly to that destination.

5.2.6 Conclusion

In conclusion, the five forces of Porter show a number of points. Firstly, it is not difficult to enter the travel market, there are many competitors who offer the same product and more customers prefer to organise trips themselves. Secondly, it also shows that besides customers, airline companies and hotels have the power and they have a strong position in the travel industry. Finally, the travel industry is not doing well but they are trying to better the situation by evolving together with their customers.

5.3 Competitor analysis

Positive Travels needs to know what is happening in the travel industry, if they want to join that industry and be successful. The company needs to look at what their competitors on the market are doing and find out their strengths and weaknesses. To give a better view of the competitors, a competitor matrix is made. A few criteria will be used to find out the top competitors and in what they score the best. The matrix is based on the main features of Positive Travels and on values that are important in the travel industry. The score is based on the following criteria:

Service: Service is maybe the most valuable criteria to customers. It all comes down to how a company communicates with customers and what is done to keep them satisfied. Can customers get in contact easily with the agency, do they know where to find the contacts on the website and how is the contact with their customers.

Reliable: Reliability is also important and not every company shows customers why it is safe to spend money on their trips. Do they show references, testimonials, do they have a guarantee fund, insurance and certificates.

Price: The price is important as well as customers want the best deals for their trip. How is the price in proportion to other agencies for transport, accommodation and activities. Also, are there extra costs such as administration fees.

Website: The product and service that Positive Travels offers is only through their website. Is the website targeted at the customer group and do they provide enough and good information to the customer. Also, do they offer a wide range of products.

5.3.1 Business market

Many competitors of Positive Travels are the other incentive travel agencies. When you visit their websites you see that most of them operate by means of the customer's wishes. The websites show some examples of possible trips they can organise for the customer; however, it is always mentioned that they can fully customise those trips to the customers' wishes.

If a customer wishes to receive more information or wants to book a trip they need to fill out a form or get in contact via email or telephone. This is because incentive travel agencies rather have you contact them personally and together with the customer they can discuss the trip and make changes if needed.

Moving onto the promotion of the competitors. Social media has been a great promotion tool over the years and this is how many companies promote themselves. On websites of competitors they use links to direct the customer to their social media accounts, this is a good strategy to keep customers up to date and build loyal customers.

The websites of incentive travel agencies vary from each other, some are very professional and a few could be more professional. It is a weakness when the website is not catching the customers' attention. Incentives are made for businesses and should look professional, but the websites do not present that. Incentives should represent professionalism, however that does not mean that it should look flat and unexciting.

5.3.2 Private market

Positive Travels also has other competitors in the private market, these competitors offer leisure trips to customers. Competitors try to separate themselves through their websites; none of the websites look the same in terms of layout. It is also noticeable that they want their customer to have the best deal for a trip and they are always promoting the lowest prices.

Leisure travel agencies put their contacts on the website, this is not for customisation to a trip but simply for questions customers might have regarding the trip. Their trips are already packaged deals and the customer cannot change it. The only other option is that the customer can choose to only book a flight or accommodation, however the customer is able to directly book the trip they want.

One of the strengths of the competitors is that they give their customers much information on their website, they want their customers to be well informed. This is great service towards customers as people tend to be curious and like to browse through a website before they make a decision on anything. This is the same with information provided on the website which states 'contact'; here you see that they have an open approach to customers contacting them regarding their trip. Another strength is the way they target their customers. The websites from travel agencies for leisure trips are very colourful, dynamic and immediately show customers their products. They know that their customers want the best deals, which include low prices and a broad variety of the product they are offering.

Also, they are constantly developing with technology, not only with social media but with their booking systems too. Customers can directly book their trip on the website and easily search for their wants and needs.

5.3.3 Conclusion

In conclusion, the competitors in the business and private market show many differences. The incentive business is more attached to personal contact with their customers but leisure travel agencies offer their customer more detailed information on their website. Additionally, customers who book with incentive travel agencies have more freedom to change every part of their trip, whereas leisure customers are not able to change much.

5.3.4 Competitor matrix

In this section, a competitor matrix is made to give a better view of the competitors. The points given are from one to five with five being the highest score. In total a company can score 20 points. By looking at the competitors' websites and doing desk research on how they are perceived by others, completed the information for giving points. Written below is a short description of the main competitors in the business market.

- Younique travel is a travel agency situated in Amsterdam that offers fully tailor-made trips worldwide. They organise study trips, anniversary trips, congresses, company outings etc. What makes their website stand apart from most of the other incentive agencies is the fact that they let their customers choose a trip by selecting options. Customers can choose a destination, budget and activity and it will give them an example of a possible trip. Younique travel is one of the few agencies that is a member of the SGR. The SGR is a guarantee fund that will pay customers their money back if a travel agency has financial problems or goes bankrupt.

- Xcentive is an incentive travel agency located in The Hague that does both incentive trips and events. They have a very animated website that shows a lot of information about the company and their trips. If a customer would like to book a trip they can contact them by e-mail or telephone. After that they prefer personal communication with their customers. On the website you can find trips that they organised in the past. They also have many testimonials on there to give customers an idea of an experience with them.

- De Beste Incentive Reizen is located in Haarlem and is another company who organises incentives. Like Younique travel they give their customers the opportunity to search a trip by selecting options on the website. They have many example trips with different themes on their website to show customers what they can expect.

- Incentive Europe is also a company located in Amsterdam who besides incentives also organises events such as congresses. They have more than 30 years experience and have organised events for big companies like Philips and Canon. It is a very international-based organisation as they have offices in China, France and Spain. This makes it easy to organise a trip or event in those countries because they can get immediate information.

	Younique travel	Xcentive	De Beste Incentive Reizen	Incentive Europe	Positive Travels
Service	4	4	4	4	3
Reliable	5	4	3	4	2
Price	3	3	3	3	4
Website	4	4	3	3	2
Total	16	15	13	15	12

Figure 5: Business market

The matrix for the business market shows that the top competitor for Positive Travels is Younique Travel with 16 points out of 20. Positive Travels scores a total of 12 points, meaning it has many improvements to make.

Written below is a short description of the main competitors in the private market.

- D-reizen is one of the most familiar travel agencies in the Netherlands. Apart from operating online they also have about 270 physical stores in the Netherlands. Customers can choose from a broad variety of vacations such as city trips, sunny vacations, car vacations etc. Besides packaged deals, you can also directly book a flight or an hotel from their website. This makes D-reizen a diverse travel agency.

- Arke is a subsidiary from TUI, which is a big company who has many other subsidiaries. The company has a website and also physical stores in more than 90 cities in the Netherlands. It also offers many vacations with different themes to give customers many options to choose from. Apart from packaged deals including a flight, activities and accommodation they also sell separate flight tickets.

- Neckermann is another travel agency who also has many physical stores and not just a website. They have stores in Belgium and Germany as well. They are a part of the Thomas Cook Group. When customers visit their website they can also choose for a packaged deal with a variety of themes or just book a flight. Neckermann also offers a great deal of discounts to their customers on a regular basis.

- Thomas Cook is a well-known travel agency from England with many stores located in the Netherlands. Thomas Cook is also one of many travel agencies in the private market that is a member of the SGR. One thing that stands out on their website is that they give customers the opportunity to cancel their booking within five days without any additional costs.

	D-reizen	Arke	Necker mann	Thomas Cook	Positive Travels
Service	4	4	5	4	3
Reliable	5	5	5	5	2
Price	4	4	4	4	3
Website	4	4	4	3	2
Total	17	17	18	16	11

Figure 6: Consumer market

The matrix for the private market shows that Neckermann is the main competitor with 18 points out of a total of 20. Neckermann also has a good and popular name in the travel industry and many customers know Neckermann from the top of their head. Positive Travels scores 11 points in the matrix, this is very low compared to the other competitors in the private market. Therefore, it needs to consider if it is worth competing in the private market as it has many obstacles ahead.

5.4 Customer analysis

A customer analysis is made to determine customers' needs and behaviour. The analysis is done for both the business market as for the private market and is split into a demographic profile and a behavioural analysis. Also, interviews will be included to explain the existing and future customers opinions.

5.4.1 Demographic profile; Business market

The business market for Positive Travels consist of business companies who take trips abroad as a reward for their employees or for business-related activities. These are both companies with a few employees and companies that have many employees. Companies find it important to network during trips abroad. Further, they are also able to have Positive Travels organise trips for them at least once to twice a year. The employees of the companies have a high education as they have bachelor degrees in their profession. In addition, they are between 30 and 50 years old and have an average to good income.

5.4.2 Behavioural analysis

If a company is selling a product or service it is crucial that they study its customers behaviour. It is good to know who makes the decision in the business market to hire an incentive travel agency. This all depends on the size of the client's company. If the company is small it is usually the owner that has communication with the travel agency to arrange the trip, however if it is a big company, it is the human resources department that handles the trip.

During interviews most respondents stated that they find it important that business trips are deductible from the profit they make (G. Haulussy, (personal communication, February 3, 2014). Some respondents also stated that they prefer to organise the trip themselves and Positive Travels needs to show why they are the best option to organise trips. Furthermore, they said that social media is essential in promoting a company. Another interesting remark is that they would like to see something mentioned on the website about a guarantee fund.

5.4.3 Demographic profile; Private market

The private market consists of everyone who enjoys travelling. Customers enjoy travelling as a hobby and they are between 25 and 50 years old. They are educated, however they do not precisely have a bachelor degree. Some customers also have families. Social media is important as they use it for their own communication too. They also like to search for travel companies by searching online. Customers of the private market would travel with Positive Travels up to once or twice a year if their budget allows it. For the private market, Positive Travels targets normal people, however they do enjoy a bit of exclusivity.

5.4.4 Behavioural analysis

Customers have many reasons why they choose to travel or not. Firstly, with the economy's current state they want a cheap price for their vacation. Secondly, customers will not travel to places where it is unsafe for them. Finally, interviewees from the private market want a fast service and when problems occur they want it to be solved quick and in a professional way.

When booking a trip is it usually the person that is responsible for the finance in the household who books a vacation. Older people that want to go on a vacation usually have their children book it because they are more knowledgeable on the Internet and know how to book a trip.

If a customer has personal contact with the company, they would like to receive an email confirming what was discussed during the meeting. Similar to the business customers, interviewees have responded that they would travel with Positive Travels maybe once a year, however they want to see originality in the company and see why it is different from others (B. Kriek, personal communication, February 3, 2014). Also, most of the respondents said they prefer to organise their own trips. When asked what they thought of the website some wanted to see more information, they saw many grammar mistakes and pointed out that the layout of the website could look better.

5.5 SWOT analysis

In this analysis, the other opponents of the SWOT analysis will be described, the opportunities and threats.

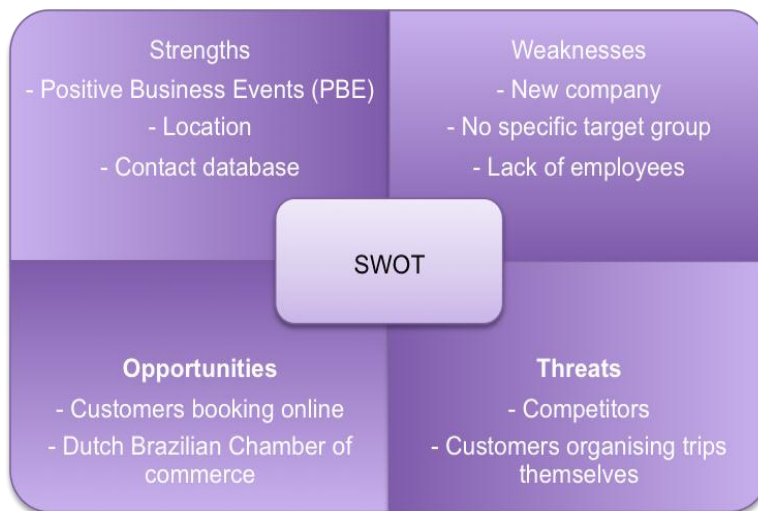


Figure 7: SWOT analysis

5.5.1 Opportunities

Nowadays, the Internet has a big influence and customers are using the Internet more and more. When booking a trip, customers do not choose to do that in a physical store of a travel agency because they prefer to do this online. Positive Travels is an online company and promotes their trips online and they do not own a physical store. The company should use the Internet to its advantage as everyone is using it nowadays and it is a great and effective way to communicate with customers. Almost every incentive travel agency operates online through their website. Also, big and well-known leisure travel agencies, however they do still have a large amount of stores across the country.

Also, Positive Business Events organises seminars for the Dutch Brazilian chamber of commerce also familiar as DUTCHAM twice a year. These are clients who are interested in everything surrounding Brazil. After these seminars are over, neither Positive Business Events nor Positive Travels follows up with these clients about a possibility of travelling. The company should take advantage of this opportunity and see if DUTCHAM clients are interested in travelling with Positive Travels to Brazil.

5.5.2 Threats

The threats for Positive Travels are the competitors in the travel industry. As mentioned before, it is a new company that needs to prove itself to customers opposed to its competitors that are already established businesses in the travel industry. The company organises many incentive and leisure trips and therefore, the main competitors are the ones that sell the same product. It needs to become a strong competitor to compete with companies who have been in the industry for many years.

Another threat is the Internet and everyone is learning how to use it. This means customers are able to search on the web on their own and see where the cheapest deal is. In addition, more people are deciding to organise their trips because they enjoy it and find it easier without the help of another company. This is a risk for Positive Travels, because the company exists to organise trips for people.

6. Confrontation analysis

6.1 Confrontation matrix

In this section, a confrontation matrix is made. The SWOT analysis is key in this analysis. This matrix shows how strengths turn into opportunities and threats and how weaknesses turn into opportunities and threats. In the matrix below are the best SWOT combinations.

	O1 more customers booking online	O2 DUTCHAM	T1 competitors	T2 people organising trips
S1 other ventures		X		
S2 company's location			X	
S3 contacts database				
W1 new company				
W2 no target group			X	
W3 lack employees				

Figure 8: confrontation matrix

S= Strengths O= Opportunities

W= Weaknesses T= Threats

Combination 1, strength: other ventures

In the matrix strength number one is combined with opportunity number two, this is the best combination. Positive Business Events organises seminars for the Dutch Brazilian chamber of commerce (DUTCHAM) and Positive Travels should see this as an opportunity. During the seminars the company can introduce itself and make DUTCHAM customers interested in travelling with them. These customers are already interested in the country Brazil and Positive Travels could organise a trip to Brazil.

Combination 2, strength: company's location

The strength of the company's location matches the best with threat number one, the competitors. Positive Travels has an advantage by being located in a large building with other companies. These companies can be approached to do business with Positive Travels.

Combination 3, weakness: no defined target group

Weakness number two is combined with threat number one. As of now Positive Travels has two broad target groups and its competitors all have one specific target group. Competitors now have a big advantage on Positive Travels in the travel industry. If Positive Travels can define one specific target group it has a better chance competing in the travel industry with the competitors. In this way the competitors do not pose a threat anymore. Also, the company cannot finish its website if it is not adjusted to one target group.

6.2 Strategic options

From the confrontation matrix one can proceed to determine a strategic option for Positive Travels. A strategic option helps to decide which direction the company should go in.

To achieve a strategic option a specific type of strategy should be used, this is the Michael Porter's generic strategies. There are three strategic options: cost leadership strategy, differentiation strategy and focus strategy. For Positive Travels two of them can apply. First of, the differentiation strategy, which means that the company should see where it can make their product different and unique from the competitors. In the confrontation matrix it shows that the main threat are the competitors from the company. Also, interviewees of the field research have stated that they want to know what makes Positive Travels different from other competitors who offer the same product (G. Haulussy, personal communication, February 3, 2014). By using the differentiation strategy, customers are more stimulated to pay for a product that is unique and different from others.

Another strategy is the focus strategy, which means that a company should focus and specialise on a particular market. In the internal swot analysis you can see that a weakness for Positive Travels is not having a specific target group and it is hard to turn that into an opportunity. This means this is a strong threat. A perfect way to mix the differentiation and focus strategy is to lean more towards the focus strategy and use the method differentiation focus within the focus strategy. This way the company selects a niche it will focus on and this would be minimising the target group and concentrate on the business market.

6.2.1 Conclusion

The best choice is to use the focus strategy specifically the differentiation focus. Additionally, by using the generic option withdrawal, the company can withdraw from the private market so it can focus on the business market where it has more potential to be profitable. Furthermore, to achieve the direction that is advised above, the company should use internal development, for the reason that it is attainable to make these changes. In conclusion Positive Travels should use the focus strategy to market itself in the business market.

7. Marketing Mix

To target the customer group correctly, the company should use marketing tools to impact the interest for the product. In this section the marketing mix will be described using the five P's: product, price, place, promotion and people.

7.1 Product

The product and service that Positive Travels offers should become a brand and customers should recognise it just as they do with the competitor. The product should be focused on the business market and target that customer group, meaning the company will compete with other incentive travel agencies. Its product and service consist of tailor-made trips with different themes sold to business companies in the Netherlands. Positive Travels has a website where you can find examples of trips and information about the company.

The company also uses personal selling to offer their product and service. After a company has made the decision to book a trip with Positive Travels, the owner sets up a meeting to discuss the details. This meeting takes place at Positive Travels' location at the WTC or at the client's company location. This can be seen as an extra service that it provides, travelling to the client and not have the client travel to Positive Travels. The client's preference is the most important and this way it can separate itself from other incentive agencies by offering that extra service. The company's added value should be that extra service, being creative in the tailor-made trips and always holding on to agreements that were made.

Also, the owner of Positive Travels is the one who accompanies the client on their business trip. In this way the client has a personal guide and is dealing with only one person instead of several people. If problems occur they can be dealt with immediately because the organiser of the trip is there which is the owner of Positive Travels.

In addition, Positive Travels should consider becoming a member of the SGR. The SGR (Stichting Garantiefonds Reisgelden) is a Dutch guarantee fund that makes sure customers are insured when a travel agency has financial problems or goes bankrupt. The participation fee is €284,00 per year, see appendix D.

7.2 Price

The way Positive Travels comes up with prices is by searching online for information for that specific trip. These trips mainly include: transportation, accommodation and activities. When all the information is gathered including the prices everything is added together and that price is put up on the website for the example trips. These prices always change because customers have tailor-made trips and every trip is different. Also, after a customer has decided to book a trip, the company puts a 10-20% commission on the trip. If customers decide they want Positive Travels to book their hotel than they have to pay 10% commission, however customers can also decide to book a hotel on their own. The company should not focus specifically on what price they are offering because they offer quality customised trips. It should show people what separates their product from other travel organisations.

7.3 Place

The company does not have a store where it offers their product and service, Positive Travels is an online company. It has rented a place in the World Trade Centre at Beurs in Rotterdam. This is a place where they can work if necessary and meet customers who look to have personal contact.

Also, the company should keep offering their product online, as this is a popular way to do it since the Internet has been so prominent in the industry. Additionally, Positive Travels should also keep meeting with customers in person, as this is a good service to offer your customers who prefer that.

7.4 Promotion

Positive Travels should promote itself in several ways to get customers to book a trip. It is already active on social media with accounts on Facebook, Twitter and Pinterest. On these accounts Positive Travels uses, posts, tweets and pictures to get customers attention and keep them updated on activities surrounding Positive Travels.

The website is another way of promoting the trips as it is suppose to make the customers interested and wanting to get in contact with Positive Travels to book a tailor-made trip.

At the moment, the company does mostly personal selling because customers cannot directly book a trip via the website. They have to get in contact through e-mail, telephone or personal communication to actually book a trip. The owner goes to many events such as seminars and workshops about the travel industry where other companies are present as well. The owner also attends travel markets such as EIBTM in Barcelona, WTM in London and IMEX in Frankfurt. At these events everyone has a chance to socialise and network and of course Positive Travels should promote itself and trips.

Furthermore, Positive Travels has a great advantage being located in the WTC at Beurs in Rotterdam as they share space with many other companies. This is a good way to promote its trips and see if these companies are interested.

Also, respondents of the field research have stated that they would like to see more promoting through other channels. Positive Travels should promote via brochures and distribute them at hotels, for example. Also, interviewees stated that they would like to see the company on a website such as TripAdvisor.nl. This is a website where you can book hotels, flights and make reservations for a restaurant, including all reviews.

Finally, events such as the World Cup and the Olympic games are very popular in the Netherlands and Positive Travels should try to get more involved. The company could offer tailor-made trips to destinations where these big events are being held.

If Positive Travels uses these promotion tools it can find itself very busy the coming year and after that.

7.5 People

To focus on the business market, Positive Travels needs employees that can help built it into a brand. At the moment the company has a trainee that handles Positive Travels business and also the other ventures: Positive Business Events, Belindomag and Tassenhouder.nl. As a new company it needs people to concentrate only on Positive Travels and not on other ventures as well. Employees need to focus on building a brand and making the company successful by focusing on the main product and its promotion.

8. Conclusion

This research was carried out to see what the chances are for Positive Travels in the travel industry. It is a new company and it faces many competitors who offer the same product. The research was based on the main research question and sub questions. The main question is: What strategy must Positive Travels apply to be more profitable? To answer this question research was done by using desk research, field research and analyses.

Firstly, the market description described the customer group and the fact that Positive Travels targets two broad groups both with different wants and needs. It became clear that business companies want tailor-made trips that can be declared at their company and private customers want a relaxing and quality trip with activities.

Secondly, the internal analysis displayed that lack of employees, being a new company and not having a specific target group are its weaknesses. On the other hand, the company has a strong point as Positive Business Events by its side and having such a large contact database.

Thirdly, the external analysis showed that the competitors are a fundamental threat and that the company's opportunity is the fact that they are an online company. It also described the external environment, meaning the travel industry in general by using the DESTEP analysis and Porter's five forces model. The customer analysis showed who the customers are and what they expect from the company. By linking that with interviews that were taken for the field research, they mainly stated they would like to see the website improve and mention a guarantee fund on the website. The above findings resulted in coming to a strategic option, which is to use the focus strategy and focus only on business companies.

Finally, the marketing mix described the product that Positive Travels offers, on what the price is based and that it markets the product online and through personal selling. Also, the company should make more use of promotion tools and not only social media. Furthermore, the marketing mix showed that Positive Travels should hire more people to focus on the company.

Completing desk research and field research came to answering the main question. In conclusion, Positive Travels' strategy would be best to focus on only the business market and promote the company through social media and using a budget to use other advertising tools. The company's strength comes from Positive Business Events' clientele, this way it introduces itself onto the travel market. Also, it gains more customers and awareness in the incentive travel market. With this strategy the company can be more profitable in the future.

9. Recommendations

In this section recommendations will be given for when Positive Travels moves on in the near future.

During the research it became clear that the company does not have a specific target group. The two target groups are very broad and different from each other. This does not only affect the focus on the company, however also the website. When you look at websites of competitors of incentive and leisure companies they differ from each other. Positive Travels should take into consideration that it is better to focus on one target group and specialise in that and give all the attention to one group of people so it can provide great quality and good service. Also, if there is a budget available it would be better to solely spend it on one customer group. In the competitor matrix, Positive Travels scored very low in the private market test and private customers have stated in interviews that they would much rather organise trips themselves. The company needs to think about stepping away from the private market and completely put the focus on the incentive market.

When looking at other websites and taking into consideration that interviewees have stated to want more from the website, it is not up to standards yet. The website went online without it being finished to present to visitors. The layout is not comparable to other pages, there are grammar mistakes and the information is not complete. When looking at the different themes of trips, some have example trips and some do not. Interviewees of the field research have also expressed they would like to see a company show their credibility, for example a guarantee fund or another insurance. There also lacks information about the company such as a mission and vision, this makes the customer feel more involved and know that it is a real company. The company should also decide on how to speak to its customers, in a formal or informal way. On the website the customers are both approached in the Dutch form 'u' and 'je'. It comes across as unprofessional when you are not able to provide the customer with complete information and when it lacks many points that they would find on the website of a competitor. This could make Positive Travels possibly lose customers. In the future when it has more customers who travel with the company, it should ask them about their experience and post them as testimonials on the website.

In the beginning and during my research I gave tips on how to improve the website and at the end of the research these tips are still not implemented. The company is new and therefore, the focus should be on finishing the website with the basics and make it accessible for customers.

One of the reason that advice is not immediately incorporated in the website could be the lack of employees. At the moment, one trainee is handling all the companies and attention is not equally divided. As a new company, Positive Travels should have more priority as it is trying to make a name for itself in the travel industry.

One of Positive Travels' strength is the fact that it has a large contact database from Positive Business Events. However, this contact database is not up to date. When contacting people for the field research many were no longer active in their company for years.

Positive Travels should take these recommendations into consideration to appeal better to visitors of the website and its existing customers. Furthermore, it faces heavy competition on the market and by implementing the results of the research it can have a better chance in the travel industry.

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Appendices

Appendix A: Interviews

These are the interviews for the field research. Many of them were too busy to meet in person or via telephone. This was unfortunate as the questions had to be revised to get more out of the answers and not be so briefly. Interviewees are from the business market and the private market. For each target group there were different questions. The interview started with a brief description about the company followed by the questions.

Positive Travels is een reisorganisatie die zakelijke en privé (groep) reizen organiseert naar het buitenland met verschillende thema's en doeleinden. Het zijn bijvoorbeeld zakelijke reizen in combinatie met golfen of varen, culinaire reizen of wellness reizen etc. Alles wordt voor de klant geregeld, de accommodatie, vlucht en activiteiten. Om een reis te boeken of voor meer informatie kan een bezoeker van de website contact opnemen met Positive Travels via de mail of telefoon.

Business customers:

Glenn Haulussy (age 50, lawyer, owner of Haulussy, the law company)

- Wat doet uw bedrijf?

Advocatenkantoor

- Waar staat uw bedrijf voor? (missie/doel)

Hoogwaardige juridische dienstverlening tegen een redelijke prijs leveren.

- Wanneer heeft uw evenement met Positive Business Events plaatsgevonden?

Laatste golfevenement was in 2007.

- Zou u kort kunnen beschrijven hoe uw ervaring was met Positive Business Events?

Goed georganiseerd.

- Zou u weer willen dat Positive Business Events uw evenement organiseert? Licht u antwoord toe.

Nee, we organiseren geen golftoernooien meer vanwege de hoge kosten.

- Wat zou u vinden van een bedrijf als Positive Travels?

Past niet bij onze marketing.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Social media kan helpen als marketing instrument.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Deelnemen aan vergelijkingssites.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Per mail.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.?

Licht u antwoord toe.

Per mail. Persoonlijk als advies nodig is over de bestemming.

- Zou u interesse hebben in een reis met uw bedrijf naar het buitenland? Licht u antwoord toe.

Op dit moment niet vanwege gebrek aan budget.

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Waarschijnlijk niet. Als we zaken zelf kunnen doen, doen we het zelf. Voor PT is het belangrijk aan te geven wat de meerwaarde is van PT.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Prijs en klantgerichtheid.

- Wat voor reizen zou uw bedrijf interesse in hebben?

Zie hierboven.

- Wat voor zakelijke aspecten zou u willen in een zakelijke reis naar het buitenland?

Combinatie met juridische cursus.

- Zou u een zakelijke reis kunnen declareren? Is dat belangrijk voor u?

Ja, als er sprake is van een juridische of managementcursus. Ja, is belangrijk.

- Zou u interesse hebben in een zakelijke reis in combinatie met sport zoals golfen en/of varen?

Nee, is niet fiscaal aftrekbaar.

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Als de prijs te hoog is.

Bij voorbaat dank voor het beantwoorden van de vragen.

Positive Travels is een reisorganisatie die zakelijke en privé (groep) reizen organiseert naar het buitenland met verschillende thema's en doeleinden. Het zijn bijvoorbeeld zakelijke reizen in combinatie met golfen of varen, culinaire reizen of wellness reizen etc.

Alles wordt voor de klant geregeld, de accommodatie, vlucht en activiteiten.

Om een reis te boeken of voor meer informatie kan een bezoeker van de website contact opnemen met Positive Travels via de mail of telefoon.

Leo Kranendonk (age 50, owner of Hets Barendrecht)

- Wat doet uw bedrijf?

Hets biedt producten en diensten aan zoals glasvezel en energie.

- Wanneer heeft uw evenement met Positive Business Events plaatsgevonden?

16 oktober, 2009, Mazy in België.

- Zou u kort kunnen beschrijven hoe uw ervaring was met Positive Business Events?

Erg aangenaam.

- Zou u weer willen dat Positive Business Events uw evenement organiseert? Licht u antwoord toe.

Ja.

- Vindt u social media belangrijk voor HETS?

Nee. Te veel tijd om alles bij te houden en inhoudelijk zijn ons inziens Twitter en dergelijke weinig actueel en meer onzin.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.?
Licht u antwoord toe.

Persoonlijk en telefonisch

- Dit is onze nieuwe website: <http://www.positivetravels.nl/Wat> vindt u ervan? heeft u verbeterpunten/opmerkingen?

Prima indruk, veel mogelijkheden en keuzes. Zit altijd wel iets tussen in voorkomende gevallen. Wellicht prijsindicaties aangeven.

- Zou u interesse hebben in een reis met uw bedrijf naar het buitenland? Licht u antwoord toe.

Ja.

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Hoogstens 1 keer per jaar.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Goede prijs en betrouwbaarheid.

- Wat voor reizen zou uw bedrijf interesse in hebben?

Golf.

- Hoe belangrijk is het voor u om de reis zakelijk te kunnen declareren. Moet er dan een specifiek aspect in zitten? Zoals bijv gastspreker, seminars, beurzen?

Declareren zakelijk wel een must, maar hoeft niet perse met een reden.

- Zou u interesse hebben in een zakelijke reis in combinatie met sport zoals golfen en/of varen?

Ja, golf

Bij voorbaat dank voor het beantwoorden van de vragen.

Dirk Provoost (age 45, commercial manager at Multiship Towage & Salvage)

- Wat doet uw bedrijf?

Sleepvaart activiteiten België, Nederland, Bulgarije, Roemenie, Angola

- Wanneer heeft uw evenement met Positive Business Events plaatsgevonden?

Nvt.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Is voor mij niet belangrijk. Sociale media geeft wel een nieuwe dimensie aan het zaken doen.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Website!

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Alleen per email, telefonische benaderingen werken niet meer.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.? Licht u antwoord toe.

Via de mail. Kan dan zelf nog eens rustig alles opzoeken en nakijken.

- Dit is onze nieuwe website: www.positivetravels.nl Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Ziet er goed uit. Zie geen vermelding over een garantiefonds?!

- Zou u interesse hebben in een reis met uw bedrijf naar het buitenland? Licht u antwoord toe.

De Managers reizen iedere week naar het buitenland (zakenreizen)

- Wat voor zakelijke aspecten zou u willen in een zakelijke reis naar het buitenland?

Goed hotel en snelle reisverbindingen

- Zou u interesse hebben in een zakelijke reis in combinatie met sport zoals golfen en/of varen?

Geen tijd voor helaas

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Ik regel graag alles zelf.

Bij voorbaat dank voor het beantwoorden van de vragen.

Private customers:

Dewi Baghio (age 35, dental assistant)

- Wat zou u vinden van een bedrijf als Positive Travels?

Ik vind het een leuk idee en misschien dat ik in de toekomst zelf een reis kan boeken bij Positive Travels.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Ik vind het heel belangrijk omdat je met social media de beste reclame kan maken. (en vaak nog gratis ook)

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Papieren brochures.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Ik ben niet zo van het benaderd worden. Ik heb liever dat als ik bijv bij google reizen intyp dat ik dan Positive Travel voorbij zie komen zodat ik zelf naar de site kan gaan.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.? Licht u antwoord toe.

Liever per mail. (ivm druk leven/baan)

- Dit is onze nieuwe website: <http://www.positivetravels.nl> Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Ziet er netjes en overzichtelijk uit.

- Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.

Op dit moment even niet omdat ik zelf al enige vakanties heb geboekt maar in de toekomst zeker wel.

- In wat voor reizen zou u interesse hebben?

Reizen naar warme landen!!

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Misschien 1x per jaar

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Dat er altijd iemand bereikbaar is van de organisatie in geval van spoed of klachten o.i.d

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Op dit moment niets.

Bij voorbaat dank voor het beantwoorden van de vragen.

Barbara Kriek (age 33, financial adviser)

- Wat zou u vinden van een bedrijf als Positive Travels?

Zeker interessant. Kunst is onderscheidend te zijn tegen scherpe tarieven.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

In dit tijdperk van digitale media een must. Ook hier geldt volgens mij dat je onderscheidend en creatief moet zijn.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Voor mij zou hoge ranking van de website op Google het voornaamste zijn, aangezien ik daar altijd begin bij het plannen/uitzoeken van zaken. Daarnaast zou ik ervoor zorgen dat ik voorkom op TripAdvisor.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Ik zou liever niet telefonisch benaderd willen worden, eerder via een mailing (post of mail).

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.? Licht u antwoord toe.

Zodra ik er zelf voor heb gekozen met in dit geval Positive Travels in ze te gaan, zou ik een combinatie prettig vinden. Belangrijke zaken mondeling afstemmen, maar andere punten via de mail. Zeer belangrijk vind ik de terugkoppeling/samenvatting van het besprokene via mail, zodat voor alle partijen duidelijk is wat is afgesproken.

- Dit is onze nieuwe website: <http://www.positivetravels.nl/> Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Ik vind de tekst bij wellness voor verbetering vatbaar: 2x trakteer en 3x ontspanning is misschien te veel herhaling voor een klein stukje tekst. Verder zou ik misschien de tekstregels invullen omdat dit mooier en rustiger oogt, maar dat is natuurlijk een kwestie van smaak! Ten slotte zou ik alle teksten altijd zeer goed op spelling (laten) controleren: parelwitte stranden en azuurblauwe zee moet aan elkaar worden geschreven.

- Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.

Nee, ik organiseer mijn reizen altijd graag zelf, aangezien ik daar veel plezier aan beleef.

- In wat voor reizen zou u interesse hebben?

Nvt.

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Niet.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Ik vind professionaliteit en originaliteit een must, evenals snelle terugkoppeling, naast uiteraard goed luisteren naar de wensen van de klant.

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Komt zeker niet door Positive Travels, maar omdat ik het nou eenmaal zelf veel te leuk vind om een reis samen te stellen.

- Heeft u nog eventuele op- of aanmerkingen?

Heel veel succes!!!

Bij voorbaat dank voor het beantwoorden van de vragen.

Melissa Voets (age 17, event planner student)

- Wat zou u vinden van een bedrijf als Positive Travels?

Zeker leuk, het is anders dan gewoon een normaal reisbureau het lijkt zo toch wat exclusiever.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Ja, ik maak veel gebruik van social media waardoor zo'n bedrijf voor mij meer op zou vallen.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?
Ik zou het misschien ergens tegen kunnen komen in een hotel met een flyer (waar jullie evt mee samenwerken) en met een advertentie in een tijdschrift.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Ik verwacht geïnformeerd te worden via de mail maar zou eigenlijk liever niet zomaar benaderd worden zonder dat ik hier zelf om vraag.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.?
Licht u antwoord toe.

Ik zou graag telefonisch contact willen hebben doordat ik dan toch het idee heb dat ik tegen een echt persoon praat waardoor het betrouwbaarder overkomt als er een heel plan voor mij word uitgewerkt natuurlijk wil ik wel alles op de mail ontvangen zodat ik het na kan kijken en zeker weet dat het goed is.

- Dit is onze nieuwe website: <http://www.positivetravels.nl> Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Ziet er netjes en strak uit, misschien bij sommige thema's nog (extra) voorbeeld reizen. Denk dat het ook leuk is om de balken met o.a. de social media en het weer ook naast alle thema's te hebben bij de hoofdpagina.

- Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.

Ja, zeker door de exclusiviteit die je niet bij normale reisorganisatie krijgt.

- In wat voor reizen zou u interesse hebben?

Adrenaline reizen.

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Op zijn hoogst 1 keer per jaar.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Dat het betrouwbaar overkomt.

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

De prijs wanneer deze boven mijn budget valt.

- Heeft u nog eventuele op- of aanmerkingen?

Nee

Bij voorbaat dank voor het beantwoorden van de vragen.

Carine Barros Almeida (age 33, social worker)

- Wat is jouw mening over de Facebook pagina van Positive Travels?

De pagina ziet er goed uit maar ik denk dat er meer informatie bij kan

- Wat zou je meer willen zien op onze pagina? Denk aan foto's, video's, informatieve posts, humoristische posts

Ja, ik zou zeker meer willen zien, een afwisseling van het bovengenoemde

- Wat zou je vinden van een bedrijf als Positive Travels op de reismarkt?

Ik zou willen weten waarom ik voor Positive Travels moet kiezen en niet voor een ander reisorganisatie

- Vind je het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht je antwoord toe.

Ja, ik denk dat het vooral nu in deze tijd niet anders kan

- Wat voor andere promotie instrumenten zou je handig vinden voor een reisorganisatie?

Misschien een nieuwsbrief met daarin de nieuwste ervaringen, reizen en informatie

- Hoe zou je liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.? Licht je antwoord toe.

Via de mail is makkelijker dan kan ik het in mijn eigen tijd bekijken mits het erg belangrijk is dan graag persoonlijk

- Dit is onze nieuwe website: <http://www.positivetravels.nl/> Wat vind je ervan? heb je verbeterpunten/opmerkingen?

Ik zou wel meer informatie willen zien en ervaringen van anderen

- Zou je interesse hebben in een reis naar het buitenland met Positive Travels? Licht je antwoord toe.

Ik reis graag dus als Positive Travels uitblinkt in haar aanbiedingen dan zeker

- In wat voor reizen zou je interesse hebben?

Voor mijzelf is het van belang dat zaken goed geregeld zijn en dat men hun woord nakomt daarnaast gaat mijn voorkeur uit naar culturele maar ook ontspannende reizen

- Hoe vaak denk je gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Misschien 1x in de 2 jaar, ligt aan de prijzen

- Wat zou je weerhouden om op reis te gaan met Positive Travels?

Onbetrouwbaar of onprofessionele gedrag

Bij voorbaat dank voor het beantwoorden van de vragen.

Samantha Matos (age 29, travel agency employee)

Wat zou u vinden van een bedrijf als Positive Travels?

Leuk concept maar het is wel handig om aan te geven wat het bedrijf anders maakt dan andere.

Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Ja erg belangrijk in deze tijd. Technologie verandert steeds en daar hoort het internet en social media bij.

Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Op google gelijk te vinden.

Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Op de website en social media.

Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.?

Licht u antwoord toe.

Via de mail.

Dit is onze nieuwe website: <http://www.positivetravels.nl/>

Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Misschien wat meer informatie op de site, meer kopjes met info over het bedrijf ook, waar staat positive travels voor?

Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.

Nee.

In wat voor reizen zou u interesse hebben?

Nvt.

Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Niet.

Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Snelle en efficiënte service

Wat zou u weerhouden om op reis te gaan met Positive Travels?

Gebrek aan informatie en slechte service.

Bij voorbaat dank voor het beantwoorden van de vragen.

Michael Tuijn (age 38, pharmacy assistant)

- Wat zou u vinden van een bedrijf als Positive Travels?

Klinkt leuk tot nu toe.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Ja al sinds een aantal jaren is internet heel belangrijk geworden en dus ook social media. Het is niet alleen om met je vrienden te communiceren maar ook een goede platform voor bedrijven.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie? Advertising zoals tv spots mits je het budget hebt en flyers.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden? Informatie op de social media accounts en zou liever niet benaderd worden dat doe ik liever zelf wanneer ik informatie nodig heb.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.? Licht u antwoord toe. Via de mail of telefonisch wanneer het dringend is.

- Dit is onze nieuwe website: <http://www.positivetravels.nl/> Wat vindt u ervan? heeft u verbeter punten/opmerkingen?
Er staan niet overal reizen.

- Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.
Ja als het een normale prijs is en leuk georganiseerd is.

- In wat voor reizen zou u interesse hebben?
Vooral wellness en culturele reizen.

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Hoogstens 1x per jaar, helaas niet zoveel tijd om op vakantie te gaan.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Betrouwbaar, snelle service en leuk prijsje.

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Als ik contact opneem en ik heb er geen goed en betrouwbaar gevoel bij.

- Heeft u nog eventuele op- of aanmerkingen?

Leuke foto's op de site, misschien meer sfeerfilmpjes.

Bij voorbaat dank voor het beantwoorden van de vragen.

Stefanie Schuurmans (age 34, hairdresser)

- Wat zou u vinden van een bedrijf als Positive Travels?

Klinkt leuk, ikzelf hoor niet zo vaak over bedrijven die speciaal voor andere bedrijven zakelijke leuke trips organiseert.

- Vindt u het belangrijk dat een (nieuw en opkomend) bedrijf gebruikt maakt van social media? Licht u antwoord toe.

Ja heel belangrijk zo blijf je namelijk in contact met je klanten.

- Wat voor andere promotie instrumenten zou u handig vinden voor een reisorganisatie?

Flyers en reclame op andere websites.

- Waar verwacht u geïnformeerd te worden en hoe zou u benaderd willen worden?

Liever up to date houden via Facebook etc.

- Hoe zou u liever contact hebben met een reisorganisatie? persoonlijk of via de mail bv.?

Licht u antwoord toe.

Via de mail wanneer ik informatie heb gevraagd.

- Dit is onze nieuwe website: <http://www.positivetravels.nl/> Wat vindt u ervan? heeft u verbeterpunten/opmerkingen?

Onder het kopje contact staat het weerbericht van Bali maar ik snap niet zo goed waarom, is het gevestigd in Bali of heeft het bedrijf een sterke band met Bali?

- Zou u interesse hebben in een reis naar het buitenland met Positive Travels? Licht u antwoord toe.

Positive Travels klinkt leuk maar ik organiseer het toch liever zelf, daar heb ik veel plezier in.

- In wat voor reizen zou u interesse hebben?

Nvt

- Hoe vaak denkt u gebruik te maken van een dienst zoals Positive Travels voor ogen heeft?

Nvt, organiseer liever zelf mijn vakanties.

- Op welke punten let u en wat vindt u belangrijk bij een reisorganisatie?

Goede communicatie met klanten.

- Wat zou u weerhouden om op reis te gaan met Positive Travels?

Nvt

- Heeft u nog eventuele op- of aanmerkingen?

Zou leuk zijn als je het weerbericht kon zien van meerdere plekken in de wereld.

Bij voorbaat dank voor het beantwoorden van de vragen.

Conclusion

In conclusion, the respondents from the business market stated that they would like to know what separates Positive Travels from other travel agencies. They would also like to see something mentioned about a guarantee fund on the website.

The respondents from the private market want to see more changes in the website, such as the layout and improvements in grammar.

Appendix B: Social media

Facebook account:



Twitter account:



Pinterest account:



Appendix C: companies PBE has worked with

Bavo RNO Groep

Biesterbos Groep

Contact Jonge Bedrijven

Cruise Rotterdam

DNV

DUTCHAM – Nederlands Braziliaanse Kamer van Koophandel

Haulussy, The Law Company

Havenbedrijf Rotterdam

Het Nederlandse Rode Kruis Rotterdam

HETS

HKTDC – Hong Kong Trade Development Center

Kroymans Rotterdam

Malaysian Trade Centre

Malaysian Tourism Office

Ministry of Agricultural of Malaysia

Ministerie van Economische Zaken

NISM

Nederlands Voorzitterschap EU

Ormer ICT Dienstverlening

Rotterdam American Business Club

Rotterdam Running Ambassadors

Stichting Paus Johannes XXIII

Appendix D: SGR participation fee



Deelnemersbijdrage

Hoogte

SGR kent voor de jaarlijkse deelnemersbijdrage twee tarieven.

Tarief 1 is € 284,00 per kalenderjaar en tarief 2 is € 1.422,00 per kalenderjaar.

Tarief 1 geldt voor deelnemers met een omzet op eigen naam (*) die lager is dan € 150.000,00.

De overige deelnemers vallen in tarief 2.

(*) Omzet op eigen naam betreft direct of via reisagenten op eigen naam aan consumenten verkochte producten, inclusief autoreizen en chartertickets.

Per filiaal wordt van de deelnemer een extra bijdrage gevraagd van € 28,00, ongeacht de tarief inschaling.

Betaling

Elk jaar ontvangt de deelnemer in januari een factuur voor de deelnemersbijdrage.

versie 201301