



Thesis Cultural Differences and Marketing



Cultural differences and Marketing

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Preface

My name is Cécile Beau and I am a fourth year international equine business student at the Aeres Hogeschool in Dronten. Before you lies my research about „Cultural Differences and Marketing“.

This research can be applied to for every equestrian webshop. I did my final internship at Agradi. Together with the company and the educational organization the topic was set. Agradi is the biggest web-shop in the Netherlands when it comes to agricultural products with around 120.000 products, although the main target group is equestrian riders. As they are very busy with going online in other countries, which gave the author the perfect opportunities to write her thesis.

The goal of this research is to offer to all equestrian webshop, and also Agradi, a plan of which countries are interesting to invest in and to also show them how to build a multi-cultural marketing strategy.

Finally I would like to thank the following people who helped me with this paper: Oscar van Straaten, manager of Agradi, Anna Lieben, manager of the German department, Kees Schipper and Gert-Win Stoffer, professors at the Aeres Hogeschool and supervisors of the author, and finally Federico Alatrisme and Yolanda Ferri who helped the author with grammar checking.

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1. Abstract

The idea for this study started with the interest of the author for general culture. The study dissolves the question of which are the main struggles equestrian webshop stumbles into and how a company can use these to build a successful inter-cultural strategy. To find the answer to this questionnaires and literature research has been done. In the theoretical framework there were 12 countries, Italy, Portugal, Spain, France, Germany, Belgium, the Netherlands, UK, Ireland, Sweden, Denmark and Norway. The questionnaire was not successful for every country. Hence the decision was made to only focus on the following countries: the Netherlands, Belgium, Germany, Spain, France, UK, Ireland. The results for this have been analyzed by country and were used to build a marketing strategy, taking cultural aspects into account. This was more difficult than expected. This study ends with an advice per country and which countries are the best options for a webshop to start business.

1. Resumen

La idea para este estudio empezó con el interés del autor por la cultura. El estudio resolverá la pregunta sobre cuáles son los principales problemas de tiendas online en el sector ecuestre y cómo una empresa puede usarlos para construir una estrategia exitosa. Para encontrar la respuesta a esta pregunta el autor hizo un cuestionario y estudios literarios. En el marco teórico hubo 12 países, Italia, Portugal, España, Francia, Alemania, Bélgica, Países Bajos, Inglaterra, Irlanda, Suecia, Dinamarca y Noruega. El cuestionario no fue exitoso en todos los países. Por lo tanto se tomó la decisión de enfocarse en los siguientes países: Países Bajos, Alemania, España, Francia, Inglaterra y Irlanda. Los resultados fueron analizados por país y se construyó una estrategia de marketing, considerando también los aspectos culturales. Esto fue más difícil de lo que se esperaba. El estudio acaba con recomendaciones para cada país y qué mercados son los mejores para penetrar según el origen de la tienda online.

2.0 Introduction

Culture, everyone above the age of 12 has heard this word. Still it keep being a very abstract word with not much use to most people in society. It is given much less importance and taken for granted by everyone. For society, culture is like the oxygen that yo are breathing right now. You need the oxygen to survive, just as societies need culture to function properly. Culture is what makes a nation feel proud to belong to a nation. It is like an invisible spider's web, connecting everyone. Due to the internet and globalization communicating and doing business with other countries got much easier. However, many businesses stay loyal to their winning stragety at their origin country. They often do not respect other cultures, which makes many advertisments uneffective and in worse can can bring big trouble as what in one country is seen as funny in the other can be seen as offensive.

This research is about cultural differences and marketing. Even tough culture is intangible it has a huge effect on how people live their lives. But how can culture be integrated into a business strategy? Which are the main cultural differences that exist between EU member states and the Netherlands and what can a company do to overcome these differences?

In this chapter the broader context and relevance as well as the theoretical framework and the knowledge gap will be discussed. This gives the reader the opportunity to get to know the current situation and all the data wich is relevant of this topic. Later on the research and sub research questions, the goals, the material and method and the planning will be formulated. Than the results of the questionnaire the author made will be analyzed and a marketing advise will be given for each country.

3.0 Broader context

Culture goes back since the beginning of mankind, but what is culture really? Culture is an very broad and abstract word used for many situations. There is also a difference between Culture and culture. This research will not focus on „Culture with a capital C such as literature, art, music, theatre, museums and architecture. It is about culture with a little c. It is about the familiar way we think, feel and behave. How we learned this and share the meaning of it with other members of our society.“ (Nuenez, 2014) The Center for Advance Research on Language Acquisition defines cultures „as shared patterns of behaviours and interactions, cognitive constructs and understanding that are learned by socialization. Thus it can be seen as the growth of a group identity fostered by social patterns unique to the group.“ (K. Zimmermann, 2017) Hofstede defines culture as: “the collective programming of the mind that distinguishes the members of one group or category of people from others”. (Hofstede, 2010)

Over the centuries cultures have evolved as have norms and values of people changed. The changing process of culture is very slow as it has deep rooted structures in peoples mind and thought patterns that need to be broken before a change can happen. Geert Hofstede, a Dutch social psychologist, made a extensive study about cultural values. In this research he founded six significant factors, which he named dimensions. Power distance, which is based on the facts that power is divided unequally. Individualism and Collectivism, also called the „I“ and „we“. Masculinity and Femininity, while masculine countries want to succeed at any price, feminine countries are more focused on cooperation, modesty and quality of life. The Uncertainty avoidance, the degree to which people feel comfortable not knowing the future. Long Term Orientation and Short Term Orientation, Long Term Orientation societies invest in education to prepare new generations for the future while Short Term Orientation societies spend more time with traditions. Indulgence and Restraint, an indulgent society has much less rules and normes. Indulgent societies work with gratifications instead of strict norms. Using these dimensions and Hofstede results countries can be compared. (Geert Hofstede, 2018)

Culture is everywhere jet often it does not get the importance which it deserves. One situation where it is seen very clear is in communication. Everyone has own values which correlate with culture. People act presuming that what they do is „normal“ and right. The problem is that when trading with other cultures this can lead to misunderstandings as they may see our reaction as very rude, while one party will not understand why the other party is acting so hostile or taking distance from them. Now if this happens in our personal lives it is not pleasant but also not that important, however if it happens when having business it can means the loss of many potential clients and therefore money. The same counts for marketing. It is important that the advertisements are adapted to the culture the company wants to promote itself. Many big companies and marketers often only want one strategy and standardization, but this is not successful.

3.1 Relevance

This research is going to be done for equestrian webshops. Part of it may be applicable to all international equine businesses. Due to this research Agradi should be able to optimize their business strategy. Below a BCG-matrix is illustrated. In this matrix you can see the potential markets where Agradi could promote their products. Since June 2017 they are online on the German market. The company went online in the UK and Ireland in February 2018 and also wants to penetrate the French market in near future. This is what makes this pre-research even more important. If this pre-research is successful the author should be able to give an advice to the company about how to built an inter-cultural strategy. With this recommendation the company will be able to brand their name and transmit always the right message to the consumers of that country. Due to this fact, they will be much more effective and should quickly win a marketing advantage.

From the diagram below it becomes clear that there are still plenty of countries to explore for Agradi. The German ball, the English and the French one are the biggest, which means they have the biggest market potential. But the Spanish ball for example is also quite big, it is so low on the x-axis because clicks (advertising) are very cheap in Spain. Also Italy, Belgium, Sweden are potential markets for Agradi according to the matrix. This research will also look at how the competition is doing and what their strategies are on consumer behaviour in particular countries.

Overview of Search Markets

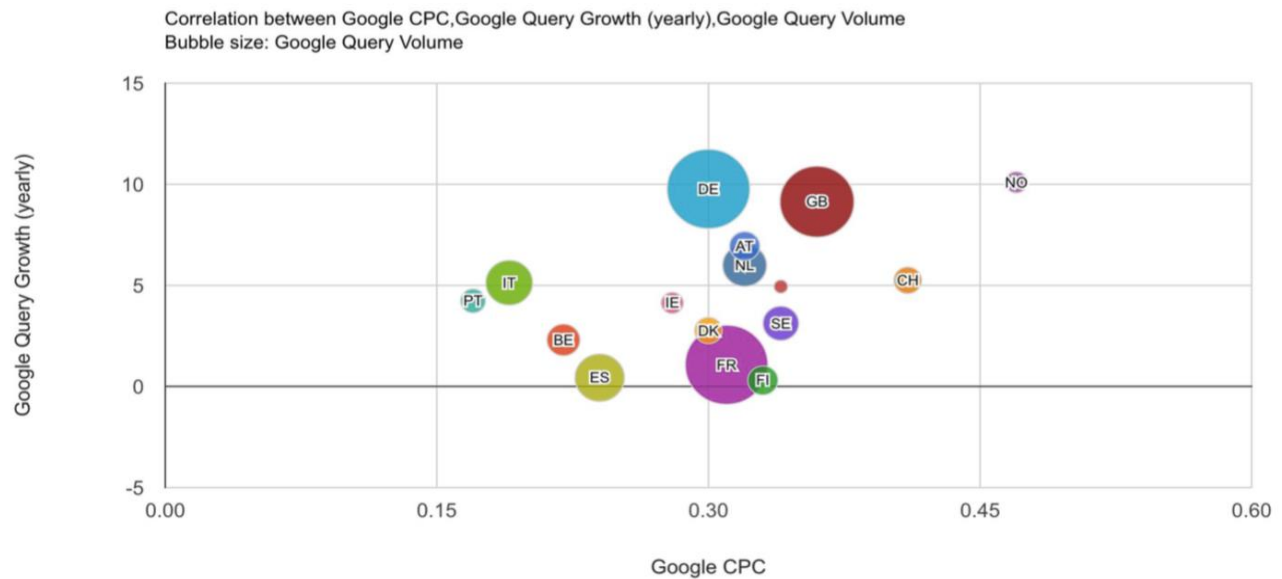


Figure 1.0 BCG matrix Agradi
(Google Analytics, 2017)

3.2 Theoretical framework

CULTURE

The theoretical framework is based on what is already known about the matter. As a part of the theoretical framework, the book „Global Marketing and Advertising“ of Marieke de Mooij was read. This book discusses different cultural aspects and their effect on advertising. De Mooij took Hofstede as a foundation for culture and how to compare cultures. Therefore Hofstedes conclusion will first be explained and then De Mooij research will be addressed.

Geert Hofstede conducted a huge study, involving more than 70 countries. His study focused on how values in the workplace are influenced by culture. The result of this study was published in his book: „Cultures and Organization: Software of the Mind“. What Hofstede found out was that there were four dimensions which were present in all cultures. Later two other dimensions were added.

The first dimension is „Power Distance“. This dimension tells how people deal with power being distributed unequally. In countries with a low Power Distance people want to have the same status of power, there is no hierarchy everybody is worth the same.

The second dimension is Individualism vs. Collectivism. Hofstede also talks of the „I“ and „we“. In high individualistic societies people feel only responsible over themselves, while in collectivistic societies people feel responsible for a group. Individualistic countries are often found in the north of Europe and more developed countries. Collectivistic countries are found more in the south of Europe and South America for example.

The third dimension is Masculinity vs. Femininity. In the masculine societies future, success and status are the most important things. While in feminine cultures people help each other, care for each other and want to enjoy life hence life quality is important. Feminine cultures are much less competitive.

The next dimension is Uncertainty Avoidance. This dimension measures how reluctant people are to the unknown or to changes. Countries with a high Uncertainty Avoidance are much stricter in their beliefs and less tolerant when something happens that is not in harmony with their beliefs. The opposite counts for low Uncertainty Avoidance cultures, people stand far more open for what is to come, practices are above principles.

The next dimension was found by research group Chinese Culture Connection. (Powoh, 2017) The next dimension is Long Term Orientation vs. Short Term Orientation. This is the way people of a culture deal with their past, while there is also confrontation in the present and future. Cultures that score high promote changes in education for example so that the next generation is prepared for the future. Cultures scoring low are skeptical about change and want to keep things as they have always been.

The last dimension is Indulgence vs. Restrict. Societies that are restrictive try to control people with laws so they do not get gratification. Indulgence societies are much more „loose“ or „open“ in this sense and want people to have gratification and joy in life. (Hofstede, Geert Hofstede, sd) This dimension was found by Michael Minkov. (Geert Hofstede, sd)

The different levels of culture

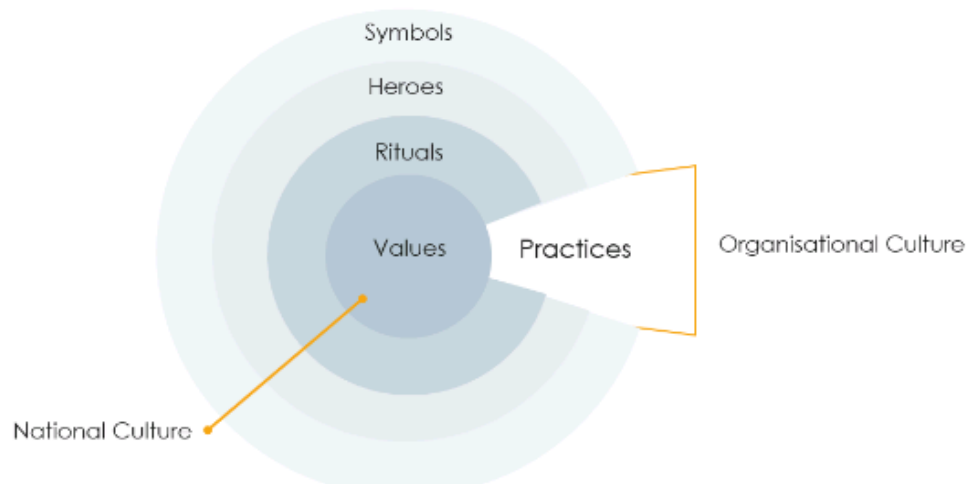


Figure 2.0 levels of culture
(SlideShare, sd)

Now these six dimensions are present in all cultures. They are deeply rooted in our values and norms. Values are the deepest element in culture. Based on the values rituals, heroes, symbols and practices are build up. This can also be observed in the diagram above.

When it comes to change the easiest things to change is the outside ring. The deeper one goes the more difficult it is to evoke change. Because it is so difficult, it is better to - instead of trying to change culture- study different cultures, so that one can understand them and act accordingly. Now Marieke de Mooij and her book come into play. It is known that humans have selective perceptions, as otherwise our brains would overload with too much information to process. In marketing this does also exists and is correlated to the individual culture. Since all kind of different media has been invested, the amount of advertisements one is exposed to increased a lot. Due to this, consumers are getting more and more selective to which advertisement they react to. Consumers see what they want to see depending on their cultural map. This is why advertisements in which the values do not match those of the culture of the receiver will be less noted, misunderstood and less effective.

After de Mooij's studies one of the most common mistakes that international companies make is to only have one marketing strategy and the (same commercial) for all countries. Companies do not take into consideration that there „may be global products, but no global people. There are global brands but no global motivation for buying those“ (Mooij, 2010). Different countries have different language, but even if everything were translated, the message would still not be the same. This is because languages is more than just a way to communicate, it is linked to our culture and worldview. This is the reason why advertisement does should be adapted depending on the culture, if companies want them to be just as effective as they are in the original language. People need to feel identified with a product. Now here is to say that everyone has two images, one is called the ideal self, this is how people would like to be and one is the real self, which is the real image of how somebody is. Often people do not want to see their real self image. This makes advertisement even more

complex as marketers need to analyze both images and tell them apart in order to be able to make advertisements more effective.

The dilemma that companies have between standardization and adaptation is called „contingency approach“. (Mooij, 2010) Everyday more and more companies go with adaptation as they have noticed that standardization is less effective. There are several variables that influence the standardization-adaptation decision, these are: the life cycle and product category, the company (organizational culture, culture of country of origin, export dependence) and business environment (competition, infrastructure, the consumer's (spending power, local tastes and conditions of use).

When it comes to brand personality, it seems that it is less important for collectivistic cultures than for individualistic ones. Collectivistic cultures want to relate to a brand, to a real someone. This is why in Japan there are so many celebrities used in advertisements. Also, collectivistic cultures are less reluctant to buy brands that they are not familiar with, while individualistic cultures prefer to buy brands which they know and have an image. This is because in individualistic cultures, brands need to have consistent characteristics, but for collectivistic cultures, trust in a company is more important than the characteristics of the product itself.

As to Hofstede's Power Distance Index, when there is a high index combined with high Collectivistic culture people are very focused on appearance and status. They need to show off with luxury brands. When there is a low Masculinity index with a high Power Distance index and a high Collectivistic index, harmony is more important and luxury brands have more a social function. In cultures that are low collectivistic and high in masculinity, luxury brands are to enhance a unique self. When also masculinity is low, the status is also low and there is no need for luxury brands.

In collectivistic cultures the spotlight in advertisement is on the group personality while in individualistic cultures the focus is on the individual. Also in cultures with a high Uncertainty Avoidance (Netherlands, Sweden, Norway, UK, Denmark, Germany) advertisements are more serious and structured and often tend to explain the whole product.

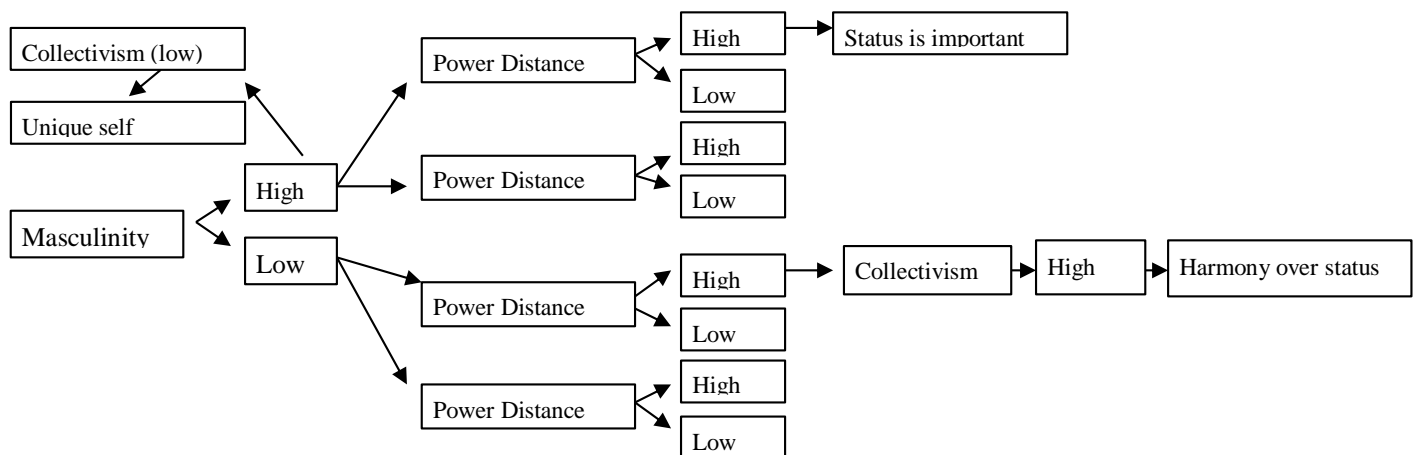


Figure 3.0 Overview dimensions

Not only do consumers react different to advertisement but also the purpose of marketing communication changes depending on the culture. In individualistic cultures, marketing experts try to persuade consumers to buy. In collectivistic cultures building a relationship and trust between seller and buyer is more important than convincing consumers to buy products.

For Agradi, the facts that might be especially interesting in Marieke de Mooij's research is that apparently websites in feminine culture are much softer and more people oriented than masculine websites which focus on being successful. Next to this, high-context people are more open to social interaction, therefore it is worth to introduce a chat and start discussions with these cultures. In low context cultures, SEO (Search Engine Optimization) and SEA (Search Engine Advertising) are very important as people like to look for information themselves. The use of the internet is also different, in masculine cultures people are much more competitive, whereas feminine cultures use the internet to improve their life quality. There is also a positive correlation between masculinity and the use of internet. The size of the advertisement should depend on the level of

context. High context cultures are more open for bigger sized advertisements while low context culture do not tolerate big advertisements and get irritated by them.

STRATEGY:

In addition to the cultural part there are strategic aspects, which have been included into the study.

Let's start with some facts. Europe is becoming more and more digital, with 54% of the households having at least one computer and 34% having internet access. Broadband Technologies rose to 28% in the EU27. This is high-speed internet. The reason why people do not update their connection from narrowband to broadband is that people are happy with the actual speed. If people decide not to be online, it is because a lack of interest in one of the household members (45%). (Eurobarometer, 2007)

When looking at the phone use in Europe, it seems that Northern countries use the most mobile phones. The Netherlands holds the second place with 93% of the population having a mobile phone Central Europe France, Germany, Austria, Hungary, Poland use the mobile phone less but still count between 79% and 74% mobile phone owners. The average in the EU27 is 81%.

Countries with the highest use age of the internet are the Netherlands, Denmark and Sweden. The East of Europe is the less active on the internet.

There is research about the use of internet and social media use in the Netherlands. This research identifies different user-groups, which are the "digitieners" (14-20 years old), the millennials (21-35 years old), generation X (36-55 years old) and the babyboomers (+56 years old). Digitieners make the most use of computers (90%) and smart phones (93%). Millennials also have the same preferences, 92% use a computer, 90% a smart phone. Generation X is the age groups which uses the tablet the most (64%), although they also use smart phones (81%) and 94% use a computer. The babyboomer generation clearly make more use of a computer (97%), 63% use a smart phone to be online.

The use of social media decreased in 2017 for the first time. Facebook decreased from 85% of the population in the Netherlands to 77%. While Instagram increased, one out of four Dutch is active on this network. The digitieners is the generation which uses WhatsApp (90%) the most, 72% have a Facebook account, 62% an Instagram account, 58% a Snapchat account. The millennials decreased in their use of social media. WhatsApp decreased from 91% to 85%, Facebook from 87% to 77%, Instagram and LinkedIn stayed stable with 36% and 35%. Generation X stayed stable with 77% using WhatsApp. The Facebook use decreased from 81% to 71%, while LinkedIn and Instagram rose from 31% to 38% and 17% to 28%. The babyboomer generation increased in their WhatsApp use from 61% to 67%. Their Facebook use stayed stable at 76%. LinkedIn rose from 9% to 22%, while Google decreased from 32% to 23%. Instagram stayed stable at 13%.

With relation to e-commerce the use grew in all age groups. 94% of the Dutch population buys online. Especially the babyboom generation grew enormously from 5% to 10%. The need to see the product is decreasing, while there are still three groups of goods which people still prefer to buy in an actual store. These are: grocery, furniture and clothing.

Regarding customer service, two-thirds of all Dutch people had contact with a customer service in 2017. One out of five clients prefers to have contact via online chat and one out of eight would like to ask questions via WhatsApp.

There have also been studies about consumer behaviour and culture. One has been conducted by Maheswaran & Shavitt in 2000. They believed that there is a significant influence between the individualism/collectivism dimension and the impulsive buying phenomenon. As mentioned earlier, collectivists see themselves as part of a group, where as individualists see themselves as independent and are motivated by their own needs rather the group ones. This influences impulsive behavior, because collectivists are used to suppress their own needs for a group while individualist are not. Collectivist are seen as mature when they do the right thing, ignoring their feelings and own beliefs. This means that attitude-intention and attitude-behaviour relationships are weaker in collectivistic than in individual countries. Culture does therefore have an effect on emotions and how these are expressed. According to Ekman (1972), there is also a difference between 'feeling rules', this is how a person experiences what is around them and

‘display rules’ which is the decision of the person of how these emotions are expressed. This becomes very clear in Asian cultures, where people have learned to only express positive feelings. Everyone has collectivistic and individualistic characteristics, depending of the culture raised in people will pick a side. The self-image does explain parts of the culture, that has been adopted by an individual, but there are more influences which lead individuals to ignore their own desires for the group. (Kacen, 2002)

Looking at the trends of the equine sector in the Netherlands the following trends become clear. The equine monitor studies the trends in the sector each year. In 2016 the most relevant facts for this study were that the majority of riders is between 10-29 years old and 80% is female. Of this 80%, 45% is under 20 years old. There seems to be four types of riders. These are the relaxation/rational (18%), the relaxation/emotional (48%), the performance/emotional (26%) and the performance/rational (14%) rider. The relaxation/rational type spends the less on their horse (under €50 per month), important for this type is the quality of goods and the functionality. Also 85% of the relaxation/emotional type spend less than €50 per month on their horse. These groups reacts very well to sale promotions. Another important criteria for them is the price, quality and the improvement of welfare. 25% of the performance/emotional type spend more than €50 per month. This groups buys known brands and gives importance to quality and comfort. Of the performance/rational type, 20% spend more than €50 per month on their horse. Also this group likes to buy brand products. Important characteristics are quality, fit, functionality and the appearance of a product. When it comes to online shopping most of them bought things are longing accessoires (33%), blankets (26%) and riding trousers (21%). (Hippische Monitor, 2016)

In 2017 the trends did not chang much. Although the percentage of woman rose to 97% and most riders were between 14-35 years old. This means that the majority of riders are very young. It is interesting fact considering that in 2020 45% of the EU population will be above 50 years old. This year there were 64% of relaxation/emotional riders, 21% of performance/emotional riders, 8% of relaxation/emotional riders and 7% of performance/relaxation riders. This means that the leading groups did not change in order, even though the two leading groups grew even more. The performance/rational groups decrease by 7%, and now is the smallest group. Another interesting trend is that more than 50% of the horse owners want or have an emotional bond with their horse. Also wearables are coming more and more into the sector and 90% of the people between 10-13 follows vloggers. For people above 25 this percentage is 80%. Vloggers might therefore be a very good way to promote a company. Other countries do not have a monitor like the Hippische Monitors and also other key figures are very hard to find due to a lack of transparency and more importantly a lack of professionalism as figures are not collected (Hippische Monitor, 2017).

In the next section demographic factor which are relevant to this study will be shown. These factor are most often about payment methods, internet and smartphone penetration, as well as some information about what the do and don’t are in the mentioned countries. The first countries are the markets, which are the most familiar to the author. Also the UK and Ireland are very similar, just as the Nordic countries, Sweden, Denmark and Norway. This is way the author has chosen to put the countries after each other.

NETHERLANDS:

The biggest online retailers are Wehkamp.nl, Bol.com, Zalando, Coolblue and H&M. The most common payment method in the Netherlands is Ideal, but people also use credit cards, payment slips and PayPal. Free shipping and returns are a plus (International Trade Administration, 2016).

Customers want more freedom in their delivery choices. 80% of the consumers use their smartphone to buy products and 85% the tablet. About 82% follow what retailers post on social media. 94% of the Dutch consumers want to see where their product is (comScore, 2013)

BELGIUM:

The important thing to keep in mind with Belgium is that there are two official languages French and Dutch. There is a 56% that speak Dutch. The population is rather Young compared to the rest of Europe, with 57% being between 18-27 years old and 58% are between 28-43. Around 54% bought again within six month. The online loyalty is very high with 89%. In general Belgium users are unsatisfied with how complains are handled. The graph below shows the different motivations to buy online.

Reason to buy online

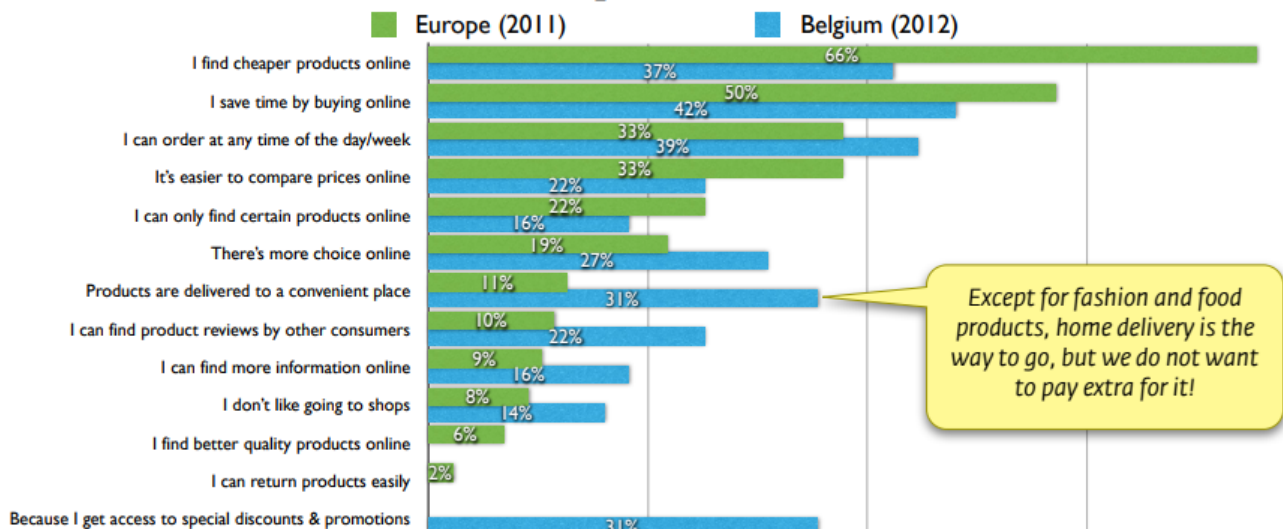


Figure 9.0 Reasons to buy online

Facebook, Twitter, YouTube and Pinterest are the most common social media platforms. Only 50% of the retailers consider Facebook the most important source (Tom Staelens, 2012).

About 85% of the Belgian use Ogone as payment method. Also PayPal and Bancontact/Mister Cash are often used.

GERMANY

The next country of interest for the study is Germany. The biggest retailers are Amazon, Otto, Zalando, notebooksbilliger.de and Bon Prix. (Ecommerce Magazin, 2017) 89% have internet access and 65% use a smart phone. The biggest age group is 25-54 years old, this is 41.4% of the population. The GDP share e-commerce is 1.97%. The number of people buying online keeps rising. In 2012 the number of people buying online was 45.253.751 to 51.613.685 in 2015. German customers are used to certain standards, companies need to fulfill these requirements. To be competitive companies need to differentiate themselves of the rest. An omni-channel needs to be created, this means that the customer journey/experience is adapted to all channels. Interesting is that 40% of the German customers motivation to buy abroad is better availability and 36% due to appealing offers. The biggest reason people don't want to buy abroad is that their own country satisfies their needs.

The most popular payment methods is Bank Transfer (37%), eWallet (31%), Credit Cards (10%) Facebook is by far the most used social media, 38% have an Facebook account. 7% have a Instagram and 7% a Twitter account. 4% have a Pinterest account and 3% a LinkedIn account. The most active age group on social media is under 16 years old, getting online several times a day. But also the age groups 16-25 and 26-35 are very active on social media.

When communicating with German customers they should be approached in formal manner. German like facts, when answering questions be advice to answer them with facts. Germans like to compare prices, they will select the shop with the best offer. The most important characteristics of a product for Germans are: safety and quality, then prestige, comfort, convenience and price. (E-commerce Foundation, 2016) Germans like innovative high-tech products. This goes well with the earlier mentioned rising number of wearables on the equine sector. Quality is far most important than price for the german customer. (export.gov, 2017)

SPAIN

The next country is Spain, 76% of the people have internet access. From this whole, 32% purchase online and 80% have a smart phone. As the previous countries, the Spanish population also requires a mobile friendly website. Further menus should be easy, there should be a "guest checkout" option and nice images without long text should be used. Spanish people also appreciate overview of the products. Spanish users expect a fast service and low shipping fees. The return policy should be easy to find. Next to this, users like to be able to check where the package is. A good customer service is very important as well as using website with the HTTPS protocol. Spanish do not accept any other language than their own. Translation should be native and formal. The winter sales are from January-March and summer from July-September. Black Friday and Cyber Monday are very trending now in Spain. Spanish people are quite active with online buying, their motivation are good offers, promotions and more availability of products. Spanish users pay the most with debit card and PayPal. (G.M. Pack, 2017)

In Spain the internet is the most used source to look up things. A good web development is fundamental. Important when going into the Spanish market with a already existing company is to adapt logos and slogans, as the cultural values are different and in Spain people are much more superstitious and certain colour might have a negative connotation. (C. Jones, unknown) To be successful the perfect marketing mix need to be find for each country, in Spain for example one-third of the population has a Facebook account. It is therefore a good idea to use social media in the marketing mix. Many Spanish companies do have social media account, but lots of them do not use them. Accounts are often not updated. Communicating with customers has become very important, like this companies can transmit the right values to their customer and the company can have feedback about what clients prefer and are looking for in products. Many companies in Spain use Facebook, Twitter or even YouTube channel to communicate with clients and promote their services/products. (Watson, 2012)

Spanish are very price sensible, this comes due to the crisis (high unemployments and and worse economic stability). Brands are therefore nor important to Spanish customers, loyalty is low. Spanish customers are conservative and suspicious about new products, however with lifestyle also changing customers are becoming more open to new products. Spanish give preference to consume Spanish products. Due to a decreasing purchase power consumers tend to credit pay methods. The television is the most effective way to promote as every household own a TV. 41.3% of the population reads a newspaper, 46.6% magazines. Other ways to advertise is the radio or website. (Santander, 2018)

FRANCE:

Along with the statistics of the equine sector there are also the figures of the different countries themselves. The first country is France, where 84% of the population uses the internet, 62% own a smartphone and 36% make online purchases. Important aspects of online shopping for French are first of all a mobile friendly website, as more and more people are using their smart phones. Followed by a search bar; and in third place pictures of the products. When it comes to delivery French people are spoiled, which means that delivery costs need to be low or free. For the payment French like to have popular French methods. Also return policy and customer reviews are appreciated. French also like comparison tools in the website and use the metric measurements. The French customer doesn't accept English words and request perfect translations and grammar use. Interesting facts are that the busiest period is Christmas and in general the best shopping day is Wednesday. Sales are from January-February and June-July. Loyalty cards are a common way to reward repeated purchases.

To be successful in France the language of approach to the clients should always be French. Advertisements had two faces in France, on the one side it let the user see all qualities on the other side it is seen as manipulative. When advertising, French react better to small but continues ads instead to one big campaign. It is important that they notice the company. Therefore a company should do something to differentiate itself from other companies, such as a promotion or event newsworthy. It is preamble to select a smaller niche and build up from there. (Pack, 2017)

A problem that is happening in France right now, according to a study of Eptica, is that agents do not understand consumers. This is frustrating for both sides and puts the customer loyalty at risk. 63% of the

consumers were unsatisfied with the company services. 83% of the customers like to connect with a company via e-mail although 80% change the channel once the service is bad. To prevent French from switching supplier the issue needs to be sorted out quickly and an apology compensation can be offered. (Consulting, 2015)

The study of Netbiscuits and Hightail Young, found out that 91% of the people will change supplier if the mobile version is too slow or does not hold up to expectations/standards. Consumers are less patient and more demanding when it comes to e-commerce and purchasing online. The biggest frustration is too slow websites (96%), and 95% having trouble to find or enter information which they were looking for. (Consulting, 2014) When it comes to qualities the price is very important to French. Nevertheless French are giving more and more importance to quality and brands. Customer service and after sale service is very important to the French customer. Most products bought are for their leisure time, this stands in relation with the aging population of the country. However, consumers like to buy innovative products and are relatively affluent and impulsive. Television, Mail, Press are the most effective ways to advertise in France. (Santander, 2018)

UK:

The next country analyzed is going to be the UK. The internet penetration in the UK is 92%, with 46% online shopping and 71% using a smart phone. The British also want a mobile friendly website, as well as easy menus and pictures of the products. Long texts are not welcomed. As payment they use PayPal, debit and credit cards and Click & Collect. Important is to have the English currency and to see HTTPS protocol websites. Translation is a must! Keep in mind that there is a difference between American and British English. Even if the differences are small they meaning can be very different. English customers hate the "hard sell", humor is one of the only effective marketing strategies. Winter sales are the same than in France, however summer sales are from July-August. Black Friday and Cyber Monday are increasing a lot. The motivation for online purchase are better availability, promotions, a good service and an attractive price and payment method. Most people order after 6 p.m, marketing e-mail are therefore more effective on later hours of the day than in the morning. (G.M. Pack, 2017)

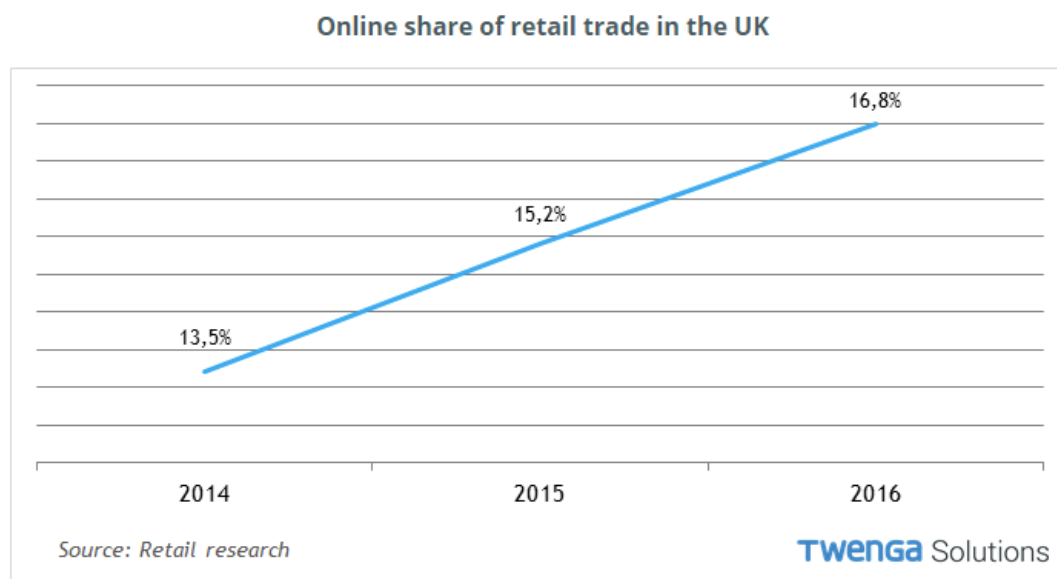


Figure 4.0 Online shares of retail in the UK

The figure above shows how fast online retail is growing. The top five retailers are Ebay, Amazon, Tesco, Argos and Asos. The average value of an order in 2015 was £78.74. 58% of the British customer ordered a product in 2015 online from overseas. The products originally came from the U.S, China or Germany. Most British prefer to receive their order at home (91%), but also collect in store (47%) and pick-up points (22%) are popular delivery methods. Investments in 2015 were 49.6% of total media as spending in the UK, this is expected to rise to 57.5% by 2019. (Gemma, 2016)

Email is one of the most effective ways to reach customers. The revenue from e-mail marketing rose from 7.7% in 2010 to 12.2% in 2016. The print press is losing readers, however most newspapers have a digital version, people therefore do not read less but via other channels. Direct mailing is the way to keep customers. Consumers value the information via mail from the retailers. Especially catalogues attached to the mail, seem to have a big influence on customers with 40% buying more often and 74% purchasing from the retailer within six months. Other strategies used are affiliate marketing, social media and user generated content (UGC).

The most active online shopper is generation X. After the generation X the millennials and baby boomers are the age group which buy the most. Surprisingly enough men spend more than women when purchasing online. (KPMG, 2017)

IRELAND

82% of the Irish population has internet access. E-commerce grew immensely in the last couple of years. In 2015 over 40% make a purchase online, compared to 14% in 2004. Most companies advertise on social media such as Facebook and Twitter. Having a mobile friendly website is a must, almost all retailers offer this in Ireland. Click&Collect has also won a lot of supporters. (export.gov, 2017)

44.76% of the Irish consumers have a smart phone with positive tendency. 97% of the Irish population buys online, according to the Mediascope. 32% does this via their phone. With these figures Ireland is far above the EU average. To be successful a unique selling point (USP) should be made in order to differentiate a company from the rest. Product description should be under the 250 words and updated regularly. Also structure and overview are very important. Categories and filters help to keep an overview. Good pictures are important. Sometimes this sells better than any description, also pictures are easy to share on social media. 61% of the consumers read reviews before purchasing a product. Also blogs are important. Not only does it help to stay on the first page of Google, 33% of the millennials buy a product if they like the blog. (madbit.ie, 2016)

Social media is a more important online tool than mailing. 84% of the retailers chose social media to build a relationship with their clients. 79% of the Irish companies want to get a better understanding of clients through the communication via social media. (ecommerceworldwide, 2017)

Next to social media mailing, needs to be personalized. Right now a big majority only does this by name and 27.4% even don't personalize. (ecommerceworldwide, 2017)

Why social media is used

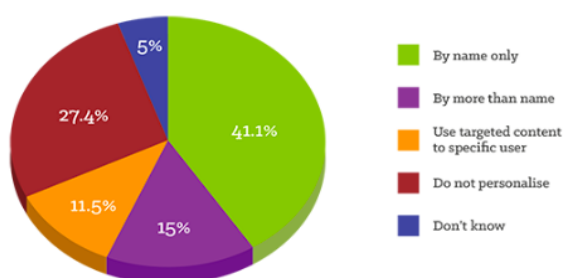
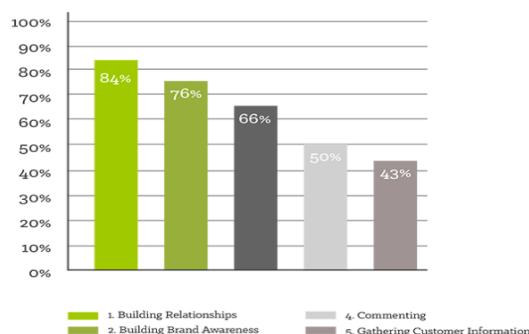


Figure 5.0 Reasons use social media

PORTUGAL

Portugal has a internet penetration of 65%. 57% of the population have a smart phone and 16% make online purchases. The structure of the website needs to be mobile friendly, easy to use, have an “guest checkout” option, appealing images and avoid long product descriptions. The return procedure would be easy to find, also a tracking option is recommended and low shipping cost are appreciated. Websites need to follow the HTTPS protocol. Customer service is also important. When it comes to languages, the majority of the people does speak other languages but prefer to purchase products in their own language. The Portuguese should be formal. For sales it applies the same than in Spain. Just as in Spain, more than 50% of the users purchase online at least once a year. Their motivation are mostly offers and promotions. The preferred payment method is Bank Transfer, Debit Card, payments ATM operations and Pay Shops. (Goto Market Pack, 2017)

In Portugal three strategy dimensions can be identified, differentiation through marketing, through product/services and cost leadership. Brand name and reputation are the most important variables when gaining and sustaining a marketing advantage in e-commerce. (Torres, 2011)

ITALY

Finding information of e-commerce in Italy is difficult, even though it is growing transparency is not as big as in other countries. In 2015 52% of the population had internet access. E-commerce grew from 1.6% in 2004 to 18.8% in 2015.

When advertising the phone should be a priority, but also TV has been shown to be effective to create a brand name and security. Keyword Advertising is the biggest investment in Italy with 29%, followed by SEO with 19% and social medias with 14%. Customers want to be able to navigate and buy on a easy way. Next to this 40% of the users said that the sense of convenience is important and 40% wanted a customer service.

Logistics are still an issue, 51% thinks that delivery service can be improved. When it comes to payments, 48% of the Italian prefer to pay with credit card. 21% likes to pay with a digital wallet and 14% wants to pay on delivery. (Associati, 2016)

Mobile penetration has grown from 1.3% in 2012 to 13.5% in 2015 and from 2.7% in 2012 to 7.5% in 2015 for tablets. Omni-channel is what is needed right now. People like to do research before buying a product, this counts even more for luxury goods. (Blogstylight, 2016)

DENMARK:

Denmark is very active on the internet, having the highest online penetration of Europe by 97% (2015). 96.1% has a Facebook account. 79% made at least one online purchase. Danish spend 2.252€ per year on online shopping. 63% even shops every month. 77% of the Danish pay with Dankort, this is a Debit card but also functions as credit card abroad. Next to this Danish pay with MobilePay and mobile payment solutions by Danske Bank. The biggest online retailers in Denmark are Amazon, Saxo, Zalando, Cdon and Hm. Interesting is the fact that 80% of the retailers have an app. Websites are therefore often less accessible for phones. (News, 2017)

Customers expect a fast personalized and smart store. The motivation of Danish to buy online is a greater availability of products, a larger range and appealing offers. Delivery takes in average 3.1 days in Denmark. The most popular method of delivery is the pick up at a distribution point, but many also like to get the order delivered home or to their multi mailbox. Returns should be for free, 10% of the Danish has returned a product that was ordered online. Track&Trace is very important to Danish.

Characteristics that Danish want to see in the shop is a speed (78%), guest option (66%), possibility to use a debit card (93%) and mobile friendly site (40%). With a guest option it is meant that people can buy a product without the need of registration or a account. (Post Nord, 2017)

When it comes to services 79% of the customer thinks that customer service is important, 96% the price, also 96% wants clear information, 92% wants to be able to navigate easily, 87% wants a search option, 82% a third-party certification and 47% likes to read customer reviews. (Post Nord, 2017)

SWEDEN

95% of the Swedish population has internet access. 67% shops online every month. Facts that are important to Swedish are: information about the delivery (92%), paying via invoice (31%) and store level (32%). Other payment methods are debit card (35%) and direct payment via bank with 20%.

Facts important for layout of a webshop is the price (99%), 97% want clear information, 96% want to be able to navigate easily, 93% want a search option, 85% want a good customer service, 80% think a third-party certification is important, 60% values customer reviews and 41% a mobile-friendly website. The biggest challenge now is to personalize the experience and treat for customers. (Post Nord, 2017)

In the figure below the daily internet usage rate can be observed. In Sweden almost all age groups, except +55, have a very high usage rate.

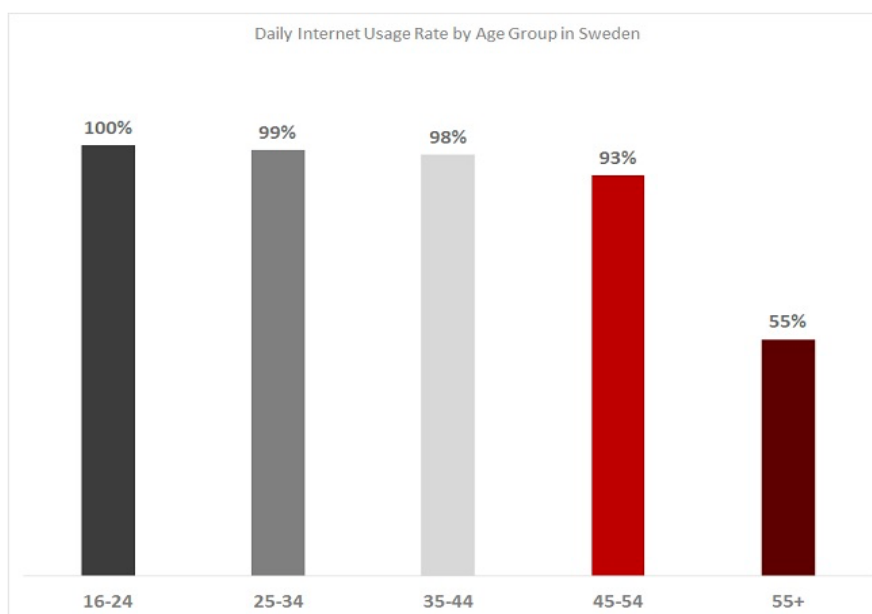


Figure 6.0 Daily Internet Usage Rate by Age Group

Interesting for Dutch Webshops is that the Netherlands is the second biggest export country, with USD10.9 billions. Only Germany is higher with USD 23.1 billions. M-Marketing is booming and expected to keep rising, while other medias such as TV, newspapers, magazines and the radio are decreasing more and more. (Eshopworld, 2018) When approaching the Swedish customer, this should be done in their own language. However 53% would consider navigating on a English website if their own language is not available. (McDonald, 2016)

A very surprising point is that although social media is so spread, it is the least influential on Swedish customers. Most influential in making buying decisions are friends and family. (Jansson, 2016)

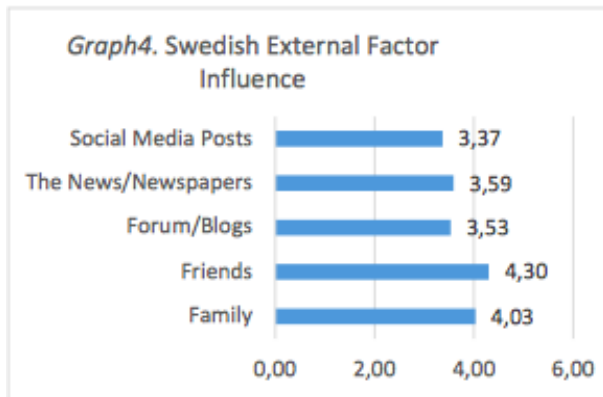


Figure 7.0 Influential factors when making a purchase

In order to make clients feel save free returns should be offered if they are unsatisfied with the service, their personal information need to stay private. Customers also get more secure when reading positive reviews. The graph below shows the factors Swedish customers said reduces the risk for them. (Jansson, 2016)

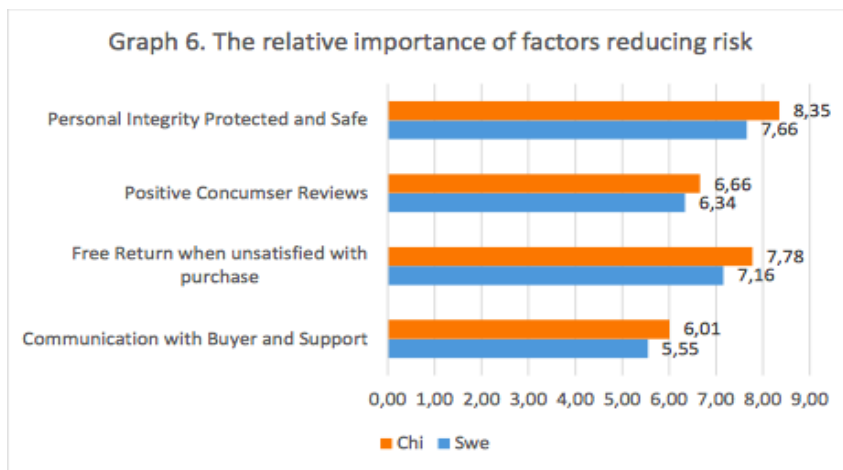


Figure 8.0 Reducing Risk Factors

NORWAY:

In Norway 97% of the population have internet access and 76.7% have a smart phone. About 75.7% of the total population in Norway shops online. Around 65% of the population shops online every month. Annually Norwegians spend on average USD 2.144 on online purchases. They use a computer in 83% of the online sales that are made. Only 4% are made via a smart phone. Logistics in Norway are good and 80% live in an urban area, which makes it easier to deliver. The preferred payment method is by far credit card, then PayPal and Bank Transfer. As in Sweden, also in Norway digital marketing is growing while other media are decreasing. Social media penetration is 61%, the most used social medias are Facebook, Snapchat, Instagram. YouTube and Twitter. (Eshopworld, 2017)

For 81% of the Norwegian it is important to be able to pay with a debit card. On the other hand 78% give importance to free returns, and 66% also want free shipping. Only 40% think that a mobile-friendly site is important. The layout of the store needs to be easy to navigate, 94% of the Interviewed people answered this. Around 97% claimed price was influential when making a buying decision. For 94% a website needs to be easy to navigate, 90% want a search option, 75% a customer service, 78% of the users like a third-party certification and 61% to read customer reviews. Also Track&Trace is important for Norwegians. (Post Nord, 2017)

3.4 Knowledge gap

In this part what is unknown is going to be discussed. After reading the theoretical framework it is clear that there is already plenty of information about what culture is and how it effects in marketing but still a lot is unknown. Also for companies it is still often unclear how to proceed when entering a new market.

This is what the research is going to clarify. The knowledge gap is: What triggers people to buy something? Why do they buy that one particular brand in that one particular place? There has not been any research about cultural differences for a Web-shop which offers all these different kind of products as Agradi does. Clearly Agradi is not aware at the moment of these cultural differences, as their website is only translated but there hasn't been any further changes done. Also this pre-research will show in which countries there are lots of potential buyers and which countries can better not be approached. With the results of this research an intercultural strategy can be developed which is the final purpose of this research. Companies do not know how to make such a strategy, they either lack knowledge about how to take cultural differences into account or they just aren't aware of the importance and influence that culture has in buying behavior and marketing in general. This research will focus on asking questions around their buying behavior which will then be linked back to Hofstede's research.

With the result of this study Agradi should be able to improve their website. This could be in using other colors, using more social media or having more presence in exhibitions. This is still unknown till the end of the research.

Also for the structure plenty of information can be found, however there isn't a study linking culture to strategy to gain a market advantage. All what is known now are facts, with the research the author hopes to be able to link these facts to cultural motives.

4.0 Objectives

In this chapter possible results will be pointed out and how a equestrian webshop could use these outcomes.

Agradi, will be able to use this result too. At the moment companies try to get a market advantage by a good marketing strategy. This strategy is based on a target group analysis. Most of the companies which are successful in multiple nations are not equestrian companies. Examples of companies with strong marketing strategies are Heineken, Coca Cola, BMW or Mercedes and PAVO. Heineken (beer brand) invests millions in advertisements, however they have very good advertisements. The same counts for Coca Cola. These two companies have different advertisements in different countries. BMW and Mercedes (car brands), are originally German and have kept the advertisements to this style. Interesting enough they make use of the stereotype that many culture have about Germany: quality and performance. Pavo, is a equestrian brand which provides feed for horses. They do sell to different markets and invest a lot into marketing. Though, also this company has not adapted the advertisements to other cultures.

Clearly many companies underestimate culture and do not include it in the strategy. With this research Agradi will have a lot of information on the culture of different countries by which they will be able to adapt their approach and be a lot more efficient than other companies.

If Agradi follows the guidelines that are going to be done through the research they should be able to introduce themselves in 5 new markets and make 3% more turnover than what they are making now.

Next to Agradi, the research could be interesting to any other business of the same branch of trade. This study will give a new perspective of how important culture is for a business strategy. It could also be the basis for similar research for companies in other sectors. If the results of this study would be picked up around the whole country it might create a new standard for business strategy and would also be interesting for marketing behaviorist studies.

5. Main Research question and sub-question

In this chapter the research questions and four subquestions will be explained.

Main question:

How can the cultural differences a equestrian webshop stumbles be turned into opportunities to build a successful inter-cultural strategy?

Sub-questions:

- 1. Which cultural factors play an important role to succeed on the market of different cultures?
- 2. Which intercultural strategy is most profitable for a equestrian webshop?
- 3. What are the elements needed to build an intercultural strategy?
- 4. Which factors are of importance, next to language for a cross-boundry strategy?

6.0 Materials and Methods

This chapter discusses how the research will be build up and how information will be collected.

6.1 Method

The information for this research will be collected via a questionnaire and literature research. It will therefore be more a quantitative research. The author chose for quantitative research, because she needed the opinion and data for the target group. Qualitative research, such as interviews would have given more in deep information. However, there could not have been as much interviews as questionnaires collected. This would have made the range much lowe and validity would have suffered. With all this information the research questions will be answered. The questions of the survey will be partly demographic questions and partly statements on which the respondents will tell to which extend they agree. The questions will also reveal how people use the internet in different countries. This is very important to Agradi as they are a web-shop. With this information the intercultural strategy will be developed. The results will also be explained by the six dimensions of Hofstede. The survey will be given to people of different European countries in order to get a clearer idea on what they think about different issues. These countries include France, Spain, Belgium, the UK, Ireland, Sweden, Norway, Germany, the Netherlands, Denmark, Italy and Portugal. The survey will be translated into the maternal language, except Norway and Denmark because of a lack of translators. The motivation for this was that language is linked to cultures. Therefore if the questions are translated literally or not translated the reader will understand them differently than what they are meant. The survey will be divided into literature research, in which the current situations will be analyzed and a survey will be set up. Afterwards the data will be, analyzed and a intercultural strategy will be developed for Agradi.

In order be relevant the study should have at least 150 respondents per country, although the more respondents the better. It is expected to have more respondents for the Netherlands and Germany than for other countries as here Agradi has already their network. The effects of this will be discussed later on in the discussion.

6.2 Materials:

The survey will be published via diverse Facebook groups, sent by mail via the database of Agradi and a co-operation with Agradi's dealer can be reached, so that the survey gets also shared in their network.

Once all the information is collected, the aim is to have as many surveys as possible. The analyzing will be done through SurveyMonkey, where the questionnaire will be spreaded. With the results an intercultural strategy fitting for each country will be developed. This should make the marketing strategy much more effective and sales should go up.

7.0 Results

In this chapter the results of the survey will be discussed and analyzed. This will be done per country to keep the overview. After that the country will shortly be compared. Then the results will be explained by linking them to culture aspects (when possible).

7.1 Netherlands

The first question of the authors survey was about the sex and their marital status. 73.5% of the respondents answered to be female and unmarried. This correlate to their age as 36% of the respondents were between 20-29 years old and 25% were between 10 and 19 years old, which is a very young age to being married. The high percentage of female reinforces what was earlier discussed in the theoretical framework. There are much more female implicated at the equestrian sport than men. 91% of the respondents had a Dutch Nationality the rest a Belgian one.

Interesting however not surprising was seeing that most people (50.3%) earn between €0-800 per month. The equestrian sport keeps being an elitist sport, therefore most people in it do have a good salary. However as Agradi works a lot with actions and tries to keep prices as low as possible it is logical that people with a lower salary do get attracted to the webshop. The average horse owner, however, are more in the second and third category, which lies between €801-1500 and €1501-3000.

Although Agradi claims that 70% of their clients have a horse this questionnaire reveled that actually 87% own a horse. 51% of this group have just one horse and an other 47% owns between 2-5 horses. Also most of the respondents (62%) own at least one dog and 43% a cat. This is followed by 23% having a rodent and 16% fishes, only 13% owe cows or other farm animals.

When it comes to disciplines the biggest group just ride recreational. This group is represented by 39%. Closely followed by Dressage with 32%. Also interesting is the fact that 7% do not ride. 55% of the respondents said they spent between €0-50 per month on their horse. As the majority only rides recreational there don't feel the need to buy the newest collection and only buy new products when they really need them. 35% said they spent between €51-100, this is probably the group which rides a discipline.

When asked about influential factors on purchasing a equestrian product the result of this question were pretty close in some cases. 52% of the respondents said that quality was very influential another 42% claimed that quality was influential. Interesting is that 50% of the people buy a product based on their previous experience with a brand. The available salary was another influential factor, for 44% it was very influential for 40% important. Friends and family however seem to have little impact on buying decision with only 28% find their opinion important and 28% were neutral about this statement. Social status seems to have little influence, only 2% of the respondents found it very important and 16% influential. When people buy a new product there are three things that are most important to them, quality, functionality and price. The brand and how innovative a product is seemed to be of little importance.

47% of the respondents said they buy boots, brushed and saddle pads. 17% buy clothing and riding boots. 18% took option "other" most of them said they buy everything online. However the questionnaire reveals that saddles and bridles are bought the less online with 3%, together with feed with also 3% of the respondents buying these goods online. Most people buy every month online (53%) or they buy every three month with 24%.

The respondents were asked who was responsible for purchasing decisions. 52% said that buying decisions were made together, 47% that they made the decisions. Only 0.6% said the decisions were made by their partner.

The questionnaire also revealed that 72% of Agradi's clients belong to the late majority. Early majority (14%) and laggards (13%) are not far from each other.

Question 14 of the questionnaire was about the internet use. Most people use the internet to research stuff, 52,7% respond with "frequent" and 34% with "very frequent". The next action which people used the internet the most for was social media. 45% claim to use social media "frequent" and 39% even "very

frequent". The third reason was research, studying, homework with 32% responding "frequent" and 31% "very frequent". The less common reasons were gaming, 55% of the respondents said they never game on the internet; and for business reasons, with 31% never using the internet for this reason. Watching series and films was more or less equally divided because 37% of the respondents spend more than 20 hours per week online; 31% spend between 11-15 hours per week. 49% of the respondents use their phone to be online, reaffirming what these trends named earlier at the theoretical framework. 38% use their laptops and 11% their tablets.

When the respondents were asked how they got into contact with shopping sites 52% answered through searching engines. Surprisingly 21% get into contact through social media. This is later to be considered as it was already established that people in the Netherlands and Belgium are very prone to be reached via social media. Less used tools were advertisements in the press and media, E-mails and Chats. Friends seemed to have also an influence on this. The most popular social media with 33% responding "very often" was Facebook and 44% used it "often". Followed by Instagram with 15% using it "very often" and 26% "often". Followed by YouTube with 12% using it "very often", and 23% using it "often". On fourth place is Snapchat. The least used social media is Twitter with 88% never using it and 8% using it little.

In the following questions statements were given to the respondents where they had to tell to which degree they agree.

"Online shopping is not safe" 56% did disagree with this statement. "It's a risk not being able to see the product" 50% agreed with this statement. "The chance that the product does not get delivered" 38% disagreed and another 38% were neutral on this statement. "Other unexpected costs being added" 27% were neutral, but 54% agreed with this statement. "Not wanting to wait for the product" 32% disagreed, 36% were neutral and 24% agreed on this statement. "Online products are cheaper" 36% were neutral, but 41% agreed to this statement. "There are more products available online" 54% agreed with this statement. "Shopping online saves time" 45% agreed on this statement. "Products are easier to compare online" 52% agreed on this statement.

When getting into contact with a company 56% of the respondents preferred mailing and 23% the phone.

As to design of the website people give a lot of importance to security (76%) and the being able to communicate with the company (36%). Respondents also like a functional page, easy to use (25%). 63% of the respondents liked to be able to communicate with other users and 62% gave importance to the sold products.

7.2 Germany

Of the 228 people that answered this questionnaire 59% were female and unmarried. 37% were female and married and only 4% were male. 0.04% of the respondents were between 0-19 years old, 58% were between 20-39 years old, 20% between 40-49 and another 16% was above 50 years old. The respondents were mainly German. The salary group in Germany of the respondents wasn't as clear as in other questionnaire. Most of the respondents, 35%, earn between €1501-3000. 27% earn between €0-800 and 22% between €801-1500.

The majority (90%) of the respondents own a horse. Of this 90% 56% had only one horse and 40% 2-5 horses. 50% had a dog, 58% of this people had one dog and 41% had between 2-5 dogs. 45% owned a cat and 56% between 2-5 cats. 17% owned a rodent, 0.07% owned fishes and only 0.06% own livestock animals.

When it comes to disciplines 42% ride recreative, 28% ride dressage, 13% are show jumpers. Only 3% do not ride. 53% of the people spent over 200€ at their horse monthly, 21% spent between €51-100, 16% spent €101-200. 50% of the respondents spent this money on boots, saddle pads, brushes, etc. 17% on clothing and riding boots, 12% on supplements and treats. It is noteworthy that only 2% buy saddles and bridles online. 51% of the respondents buy every month online. Another 28% buy online once every three month.

The respondents were asked to how big the influence was of certain factor on their purchasing decision. The influence of family seem to vary a lot and there wasn't one clear result. Income did have an influence, for 44% this was a big influence and for 27% it was very big, also 22% were neutral. Quality of the product was the most important factor. 52% this was a big influence, for 35% a very big influence. After quality previous

experiences with a brand was the most influential factor to respondents. To 49% this had a big influence, to 40% it was very big. The social status was not of influence when making a purchasing decision, 48% said this had no influence, 17% said it had little influence. The most important qualities for a product are functionality, personal satisfaction and quality.

In 56% of the purchasing decision was the respondent who made the purchasing decisions. In 44% decisions were made together. Also interesting that 65% of the people consider themselves to be at the late majority and 26% as laggards. Most of the people, 45%, use the internet to search up information on certain topics or for social media, 40%. Games, series/movies and business purposes are what people use the internet the least for. Only 0.4% used it for gaming. Respondents usually get to website via search engines (79%) or through recommendation of friends (14%). Emailing and online Magazines have little influence.

When it comes to features of the website, the most important one by far is security with 62% and the functionality of the website with 67% of the people finding this important. The products and services offered were important to 58% of the questioned people. The least important was the communication with the other clients with 47% finding it not important. 70% of the respondents prefer mailing to get into contact with a company and 21% the phone. The devices which are most used is the smartphone with 48% and the laptop with 44%.

When given the following statement: "online shopping is not safe", 46% disagreed and 44% were neutral. "It is a risk not to see the product in real", opinions were not clear 29% disagreed, 31% were neutral and 31% agreed. "The risk that the product is never delivered", 39% disagreed, 37% agreed. "Extra cost coming up" 50% agreed on this statement. "I do not want to wait for the product", 30% agreed, 45% disagreed. "Shopping online saves times", 57% agreed. 39% agreed that 'Online products are cheaper'. "There are more products available online", 55% agreed with this statement. Also 56% agreed that "goods can be compared online easier".

About the internet use of the German customers, Facebook is the number one social media. 51% use this social media very frequent and 29% frequent. Followed by Instagram with 14% using it very frequent and 15% using it frequent. Twitter, Pinterest and Snapchat are social media which are not successful in Germany. 28% of the respondents are more than 20 hours online/week, 24% between 16-20 hours, 22% between 11-15 hours.

7.3 Spain

50% of the Spanish respondents seem to be unmarried women, 25% married woman, 15% unmarried men and 10% married men. The biggest group of respondents was between 20-29 years old. 17% was between 30-29 years old, 15% between 50-59, 11% between 10-19, 9% between 40-49 and 6% were between 60-69 years old. Respondents were equally spread over the different salary options, 30% earn between €0-800, 28% between €801-1500 and 32% between €1501-3000, little respondents earned above €3000.

Most respondents, 57%, have a rodent. An other 29% between 2-5 rodents. 48% have a horse and 37% have between 2-5 horses. 44% have a cat, 56% between 2-5. 41% have a dog and 56% between 2-5. 20% have live stock.

49% of the respondents ride dressage, 33% ride recreative. Only 2% did not ride. 52% spent more than €200 per month on their horse. An other 21% € 51-100 and €101-200. The most influential factor on purchase decisions is the quality of the product with 42% considering this very influential and 38% influential. Followed by previous experience with a brand. 41% said this factor was influential and 35% very influential. Interesting was that family and prestige/status seem to be much more important than in other cultures and that the available income was only influential to 39% and very influential to 33%.

39% buy boots, saddle pads and/or brushes online. 19% buy clothing and riding boots. Products less bought was feed (6%) and saddles (8%). Most people buy every three month, 36% to be exact, another 30% buy every six month. Most important to people about a product was the quality of the product, this counted for 64%. 56% found the functionality of a product very important. 44% found the price essential. Also 56% buy a product when the majority has it and 29% are from the last to buy it.

67% of the buying decision are made together with the partner, 33% answered that they make the buying decisions.

The internet is most often used to look up informations (56%), 45% use it for social media, 42% to study or research purpose. It is less used for gaming (6%), or series (10%). Most people find a website through search engines (55%), 30% through family/friends. E-mailing and other sort of advertising have little effect. 42% considered shopping online as safe. 48% considered it a risk to not be able to see the product in real. 40% felt it was a risk that the product could never arrive. 33% said there are usually extra fees added to their order. 29% claimed to not be ready to wait for a product, 41% were neutral. 45% felt that they save time when buying online. 31% thought that buying online was cheaper, another 40% were neutral to this statement. 40% agreed on the statement that there were more products available online. 35% said that comparing products was easier through the internet.

For 77% of the respondents the security of the website is the most important feature and for 49% the communication with a business. When contacting a business, 53% do this via mail and 32% via the phone. 38% of the respondents are more than 20 hours online and 25% between 6-10 hours. The most popular device to go online is the computer/laptop (54%) and the phone (42%). The most common social media is Facebook (51%), followed by Instagram (42%), the less used are Pinterest, Snapchat and Twitter.

The research which the author used to back up the information of the questionnaire was one of KPMG. There were 18430 questionnaire filled in from 51 countries. Each country had their own conclusions.

58% of the Spanish consumer looks up information online about a product. Most important features are prices and website security. It is generation X (born 1966-1981) which makes the most purchases online. (Carlos Peregina, 2017) (p6) However it is the Babyboom generation which spends the most per order. (p7). People get in contact with products through a shop, talking with friends or when a friend owns a certain product (Carlos Peregina, 2017). In the figure below the percentages of the different channels before online purchase can be observed. Online reviews and recommendations being first; visiting the web of the company second; visiting the physical shop and see/try out the product third; and talking with friends and family about a product fourth. (Carlos Peregina, 2017)

Porcentaje de consumidores que utilizan los siguientes canales para buscar productos que han adquirido online

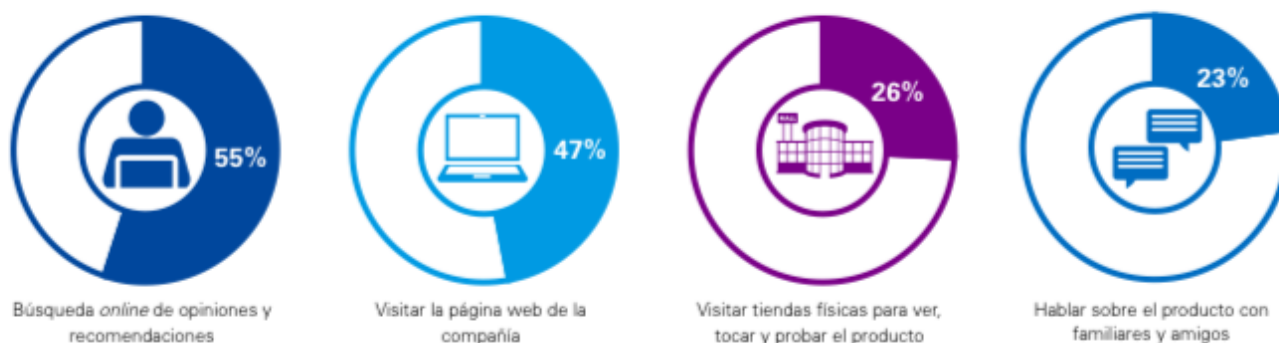


Figure 10.0 Channels used to buy products

Price and promotions are the factor which help people most when doing their buying decisions. Next to price the delivery possibilities and returning policies are very important to people (Carlos Peregina, 2017). People give a lot influence to brands, followed by the characteristics of a product. (Carlos Peregina, 2017) The most used social medias are Facebook, Twitter, Instagram and blogs. (Carlos Peregina, 2017) As for motivation to buy online, the main reason is the flexibility of working hours and saving costs. Other reasons for online purchases are a wider range. To earn the trust of consumers the two most important factors were accessibility of the company and how transparent a company is; for example with negative reviews. To gain loyalty of clients companies should offer a good customer service and try to make the purchase experience as individual as possible.

Canales en los que el consumidor vio el producto antes de comprarlo (%)

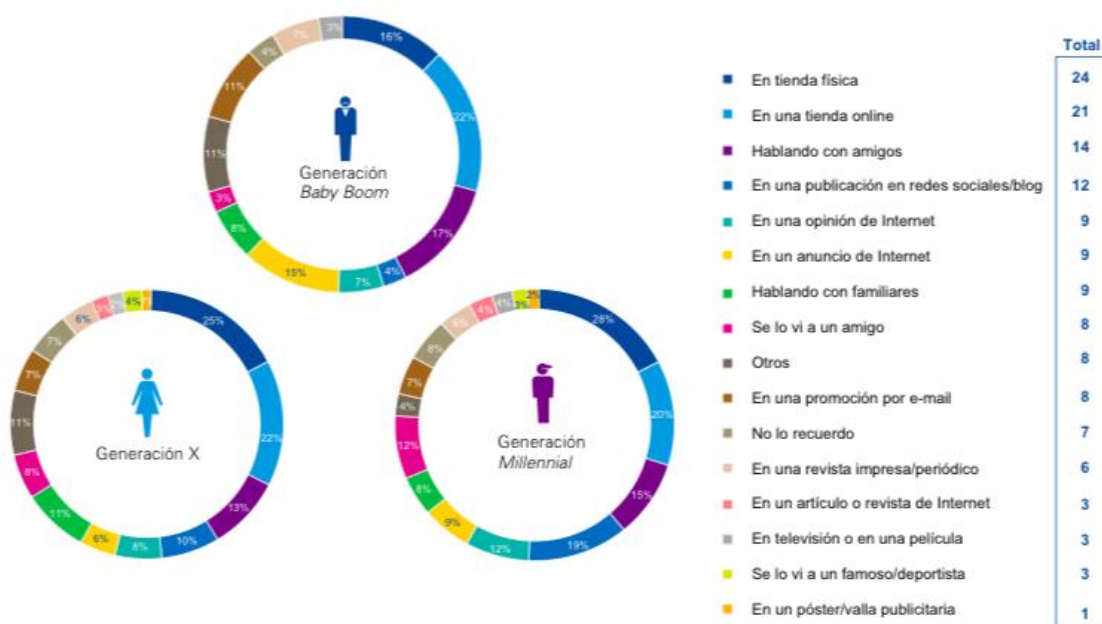


Figure 11.0 Channels look up before purchase

The figure above shows the proportion of purchases through different channels. The light blue colour, representing online webshops and the dark blue physical stores. Online shopping is clearly a big part, depending on the generation it is even the most used channel.

7.4 France

67% of the respondents were female unmarried, another 27% were female married. The rest were male married. The majority was between 20-29 years old. 19% between 20-29, 16% between 50-59, 9% between 40-49 and 6% were between 10-19 and 60-69 years old. Most respondents, 41%, earned between €0-800. Followed by 26% earning between €1501-3000 and 22% earning between €801-1500.

The most popular animals are horses, cats and dogs. 36% of the respondents owned at least one horse, 39% even had between 2-5 horses, 18% between 6-10 horses. The respondents tending to having a dog tend to have more one dogs (65%) than one (29%). For cats this was not of influence 46% had one cat and 46% had between 2-5 cats. Fishes are the least popular pets it seems in France. 50% of the respondents also owned a rodent. 7% of the respondents had livestock.

When it comes to riding 25% of the respondents rode dressage, 14% jumping, 11% did eventing, 18% rode recreative and 29% rode answered this question with "other". Only 4% did not ride at all. The majority of the respondents (46%) spend above €200 on their horse per month. 25% spend €52-100 and 18% between €0-50. For the French consumer the important qualities for horse related products are the salary, the quality and previous experience with the brand. This is the same when buying a general product, price, quality and functionality are the most important features. The most bought products are bridles, saddles, supplements and medication. The less bought with 7% boots, brushes.

37% of the respondents buy each three month online. 23% two times per year and each month. Most of the French consumers, 67%, belong to the late majority when it comes to buying. The buying decisions were made for 70% by one partner, female. 26% made the decision together.

About the internet use, 57% used it for studying/homework/research. 57% used it for social medias. 50% used it for online shopping. Gaming, business and films/series were the least used reasons. 60% of the respondent find a website through searching engines, 17% through recommendations of friends/family and 10% through the press or other advertisements.

38% did not agree with internet shopping as not being safe and an other 34% were neutral about this statement. 63% saw it as a risk of not being able to see the product physically. 51% agreed with the statement of having the risk go not receiving the product, although 21% did not agreed on this statement. 45% said that often there extra costs are added. 45% disagreed on the with not wanting to wait till the products arrive. 50% agreed and 30% completely agreed with the statement of online shopping saving time. About the product being cheaper online than in regular shops 43% of the respondents were neutral. 63% agreed and 30% agreed completely about there being a wider range of products online than in regular shops. 45% agreed and 38% agreed completely on the statement: "comparing products is easier online". The most important features about the website is without any doubt security of the website with 76%. Followed by the products/services sold on the website. Also a functional design and the visual, auditory content is of importance. The features which French consumers give less importance too is communication with other users (37%) and communication with the company (22%).

63% of the respondents like to be approached by mail ad 23% by phone. The majority of the respondents, 37%, spend more than 20h online per week. The most used device to be online is the PC/Laptop with 67% followed by the mobile phone with 27%. 92% of the respondents use Facebook as social media, followed by 48% by YouTube and 26% with Instagram.

As this questionnaire has only be filled in by 30 people, the author has decided to look for other similar research to compare and support the results of the survey. For this a study of Bazaarvoice was used of 2010 about the French consumer behavior. 501 people answered the questionnaire.

One of these questions was: For a product which you had done online research, why did you not buy it online?" 63% of the respondents wandered that they wanted to see the product physically. 57% answered that they wanted the product immediately. 36% that they didn't wanted to pay delivery costs. An other question are relevante to this studies questionnaire was: " for which of the following activities have you used your mobile phone?" This answered only look at the scores of the 38% who did online shopping. 17% answered comparing prices, 12% consulting and 11% to find a store near by. By this questionnaire 82% of the respondents compare the product description and the price when comparing products. 73% looked at evaluations of other consumers. These evaluations are used to get an idea of the quality of the product and if it is trustworthy.

More woman than men are online. The French consumer is prone to research online before buying in a store. Delivery costs are seen as a barrier to buy online. The respondents were more perceptible to publicity in the evenings, the computer being the most important media for online publicity. In online publicity mailing is by far the most effective. Then comes banners, blogs and videos about a specific product.

In the following section the results of Belgium will be explained. There were 51 questionnaires gathered in Belgium. 80% of the respondents were female and unmarried. 43% of the respondents are between 20-29 years old. 31% were between 10-19 years old, 18% were between 30-31 years old and 8% are above 40 years old. 47% earn between €1501-3000 and another 39% earn between €0-800. 92% of the respondents have one or more horses. 67% have dogs or cats. 14% have fishes, 27% have rodents and 10% have livestock. Most respondents, 31%, ride dressage and 15% jump, 23% ride recreative. The majority of the respondents, 51% is willing to pay between €51-100 on their horses per month.

Factors of influence to Belgians when buying a horse related article are quality, previous experiences with a brand and the available income. 54% of the respondents buy saddle-pads, boots and brushes. 61% of the respondents buy monthly online. 57% of the respondents make buying decisions together. Belgians

respondents use the internet for social media and to look up information. The respondents get in contact with shopping sites via searching engines, 53%, friends and family, 18%, and social media 18%.

The internet is considered as save. However, 43% see it as a risk to not be able to see the product. More than half of the respondents agree that often extra costs are added. Also respondents agree on the online shopping being cheaper, saving time, having more product available and products being easier to compare.

65% contact with a company through mail. For 82% of the respondents website security is the most important feature in a website. Followed by 37% of the respondents that give importance to communicating with the company. 41% are between 11-15h online per week and 35% are more than 20h online. 53% use a PC to be online and 45% use their phone. Facebook is the most popular social media, 52% of the respondents use this network. 27% use Instagram and 27% use Youtube. Other social media such as Snapchat and Pinterest are only used by a minority.

7.5 Ireland

This questionnaire is from PWC's global survey report. 24,471 answered this questionnaire, 1000 of these came from Ireland.

25% of the buy a product each week online. The diagram below shows different reasons why people buy online.

To Irish social media is an important factor of influence. Even tough the majority of consumers buy in store, online shopping is getting more and more important. Having a mobile website is therefore very important, also considering that there has been a growth of 8% in mobile shopping between 2012-2015. (PWC, 2017) Main problems when online shopping are too small screens and to complex websites, as well as low secure no Wi-Fi access and a slow connection. People use their smartphones the most to research products, pay and compare prices.

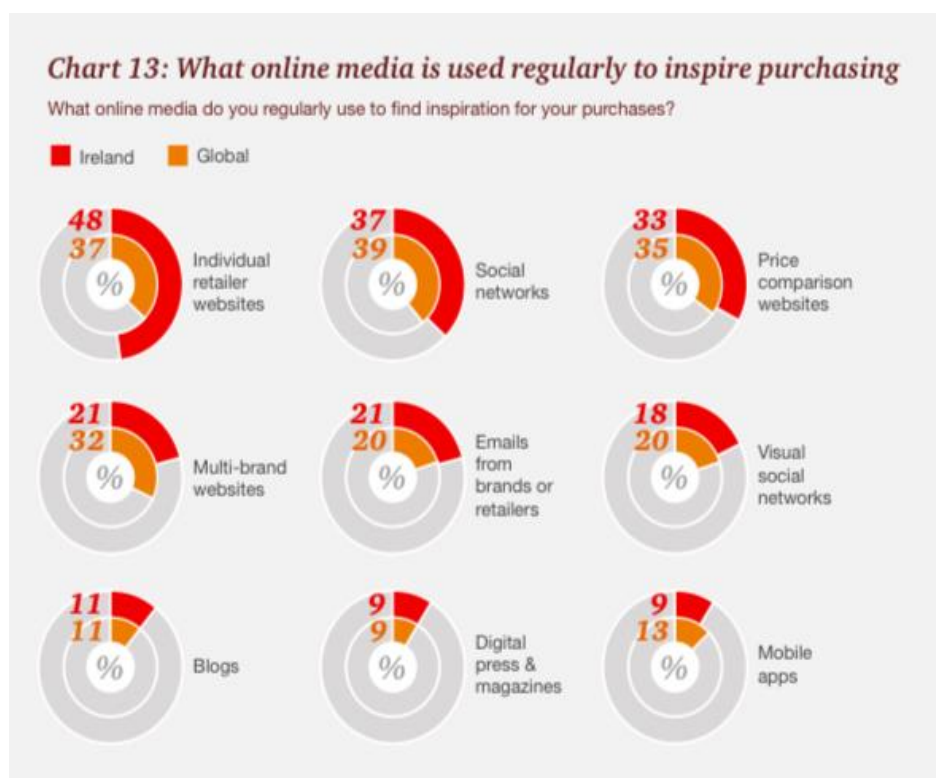


Figure 12.0 Online media inspiring purchasing

The diagram above shows how people get into contact with products. The individual retail websites are the most popular, then comes social networks and price comparison websites.

52% of the Irish read reviews and comments on social media. 36% like to discover new brands/products, 31% are positive about receiving promotional offers. (p28) (PWC, 2017)

Nearly two third of the Irish buy brands that they already know.

The author collected seven questionnaires from Irelands. 60% of the participants were female. Of which 50% are married and 50% unmarried. Of the male 70% were unmarried. 43% were between 50-59 years old. 29% between 40-49, 14% were between 20-29 and 30-39 years old. 40% of the respondents earned between €801-1500. 90% of the participants had more than 10 horses. All respondents also had dogs and cats. 40% had livestock. The respondents were show jumpers, eventing riders and recreative riders. 40% spends between €0-50, but another 40% spends above €200.

Factors that influence purchase decisions are the available income, quality and friends and family. 40% of the people buy boots, saddle pads and brushes. To 30% most important features in a product are practicality and personal satisfaction. Irish do not buy as often online as others cultures. 40% buy once a month and 40% once a year. 90% said to be of the late majority. Also 60% of the household decisions are made by the female, 10% by male and 10% make the decisions together.

Respondents used the internet mostly for social media, shopping, to look up information, business and watching TV programs.

The respondents got into contact with websites through searching engines and recommendation of friends and family. Internet is considered to be safe. 70% of the people think there is a risk of the product not arriving. The majority of the people agree that shopping on the internet is cheaper and that there are more products available. Most important features of a website are a functional design, security and the availability of products. Respondents use mailing, WhatsApp and the phone to contact a company. 60% of the respondents use Facebook as their main social media network. Instagram and Pinterest are also used but far behind Facebook.

7.6 United Kingdom

The research was done in 2017 and had 2081 participants.

Most people find what they are looking for through searching engines or a retailer site which they already know. Most people use their phones and tablet to search up products and then buy them using their computer.

When buying on social media, the most popular media is Facebook. Other social media such as Twitter, Instagram or Snapchat are not seen as attractive for consumers to buy products at. Customer reviews are very important to the UK consumer.

Consumers are asking more and more when it comes to delivery&returns. The majority of the consumers are not willing to pay anything for deliveries. The delivery needs also to be as fast as possible, delivering preferably the same day. (Avantec, 2017)

7.7 Sweden

Availability (opening hours) and price are the main things which motivate Swedish to look at the web. Consumers also use the internet to find research information and 82% find new brand through the internet. (Emma Hallerstedt, 2015)

As for other countries it seems that buying online is not as much fun to the consumers than the store experience. While they look around the store and experiment with the products, they buy just what they need online. (Annie Forss Sandahl, 2012) Participant said that they had different ways to look up information, such as company websites but also blogs where the products are mentioned. (Annie Forss Sandahl, 2012) Swedish consumers have more troubles finding an online store than a physical one. Usually people try to orient themselves by searching for brands or product category.

An interesting fact is that participants got a positive feeling of walking out of the store with what they wanted, while if ordered online they had to wait for the product. This made them feel insecure. (Annie Forss Sandahl, 2012) Also consumers tend to buy brand they already know, especially when offered for a lower price (Annie Forss Sandahl, 2012). Price is therefore important to keep in mind. Consumers also buy big order, to avoid paying shipping costs several times.

7.8 Denmark

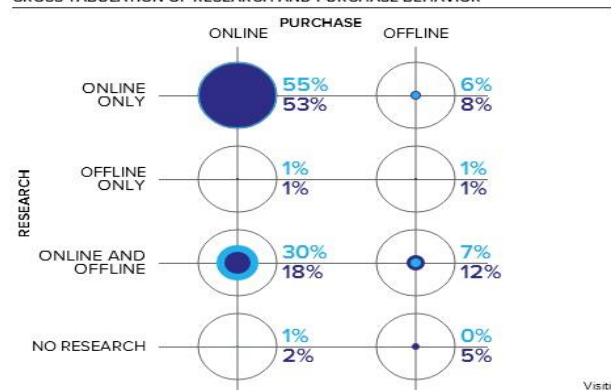
In Denmark a studies was conducted with 6200 respondents in 2017. The respondents were between 16-89 years old. The study showed that there is a positive correlation between the level of education and the probability of buying online. Teenagers and people in the 30's buy more online than people in their 60's which have more trouble with the internet. (DANSK ERHVERVS ANALYSEN OTAT, 2017)

Consumers tend to buy easier on a website which they already purchased something earlier. Even though if it is more expensive. When it comes to previous experience the level of importance differs. Some consumers do not see it as important and prioritize other factors such as price. (Thomsen, 2011) Respondents feel less unsure to buy at a website with contact information (Thomsen, 2011). Consumers tend to buy online if they save money. The risk of buying a wrong size, colour or the product just not being the what they expected is high for consumers, therefore the price needs to make it worth their while (Thomsen, 2011). Respondents are influenced by friends and family opinions of a website. But their own first impression of a site is also important (Thomsen, 2011). But also forums and social media, such as Facebook, are a valid information source for people (Thomsen, 2011). Consumers prioritize easy to use website. Apparently video presentations of products are popular in Denmark.

Denmark > Package holidays > compared with Sweden
● DENMARK ● SWEDEN

Source: IAB / TNS / Google Consumer Barometer

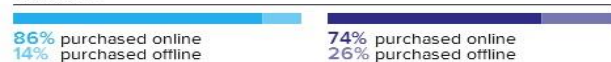
CROSS TABULATION OF RESEARCH AND PURCHASE BEHAVIOR



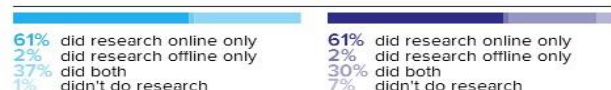
WHAT DEVICES DID PEOPLE USE?



PURCHASE



RESEARCH



WHAT INFORMATION SOURCES DID PEOPLE USE TO DO RESEARCH?



Base: People who purchased the product/service and are part of the online population

(Andersen, 2012) Figure 15.0 showing research and purchase behavior Sweden&Denmark

The figure above shows a competition of Sweden and Denmark and the internet approach focusing on online shopping. Swedish (dark blue) does much more online research, but Danish buy more online.

There were five Danish respondents. All were female of which 40% were unmarried and the rest married. 40% were between 20-29 and 40% between 30-39 years old. The remaining 20% were between 50-59 years old.. 40% earned above €5000 another 40% between €3001-€5000 and 20% between €1501-€3000. All participants had horses, 80% had 2-5 horses and 20% 6-10 horses. After that dogs and cats were the most common animals. 60% having between 2-5 dogs. 40% had 2-5 cats and 20% even 6-10 cats. 20% also had livestock. The respondents were show jumpers, eventers and recreative riders. The author's questionnaire backs up the information of previous studies. Family and friends are of influence when it comes to purchase decisions. So is the available income. Also influential the quality and satisfaction of previous products, even though less important.

60% of the respondents buy boots, pads, brushes. 20% riding boots and the other 20% feed. When buying a product in general the two most important features are practicality and personal satisfaction with the product. 40% of the people questioned buy online each week, 20% once a month and 20% every three month. However they do buy regularly. All of the participant claim to belong to the late buying majority. 60% of the buying decisions are made by the female and 40% makes the decisions together. The participants used the internet the most for looking up information, watching programs and shopping. 80% find a company/website through search engines, 20% through recommendation of friends and family. In general respondents considered the internet as safe. 60% considered it a risk that a product could not be delivered. Also 60% agreed with internet shopping being cheaper. All respondents agreed that there are more products available online and it is easier to compare products. The most important features of a website were functionality, communication with the company and the website security. The least important was the communication with other users. 60% like to mail a company, while the remaining 40% prefer to call the company. The respondents were very active on the internet. 60% were more than 20 hours online. 80% of the respondents used a laptop to be online. The most used social media was Facebook. Then Pinterest, YouTube, Twitter and Instagram also all of these were almost never used.

7.11 Comparing the countries

Facebook, YouTube, Instagram	Facebook, Instagram, Pinterest	Facebook	-	Forums, Facebook, interest, YouTube	-
Laptop, smartphone	PC	PC, tablet	-	Laptop	-
37% more then 20h/week online	14% more then 20h/week online	-	24% more then 20h/week online	60% more then 20h/week online	-
Mail, phone	Mail, phone, WhatsApp	-	-	Mail, phone	-
Security, available products, functional design	Security, functional design, available products		Convenience, available products	Functional design, communication company security	-
Risk not seeing the product, risk of product not being delivered. Extra costs added, online shopping safes times, has more products and comparing products is easier	Internet is safe, Risk of product not being delivered, products online are cheaper	Extra costs often added to product, don' t want to wait for product	Online shopping is unsafe	Internet is safe, risk of product not being delivered, risk not seeing product, online shopping is cheaper, more products are available, easier to compare products	Don' t want to wait for product, extra costs often added
Searching engines, friends/family	Searching engines, recommendation friends, social media, price comparing websites	Searching engines, websites	Friends/family, work colleagues, friends	Searching engines, family/friends	Websites, searching engines, blogs
Social media, study/research, shopping	Social media, shopping, looking up information	-	-	Look up information, watch TV programs, shopping	-
One partner (female)	One partner (female)	-	-	One partner (female)	-
Each three month	Every month	-	Every month	Every month	-
Quality, prices, functionality	Practicality, personal satisfaction	-		Previous experience, price	Previous experience
Bridles, saddles		-		Boots, saddle-pads, brushes	-
Salary, quality, previous experience horse related products	Available income, quality, friends/family	-		Friends/family, available income, previous experience	-
25% dressage, 14% jumping, 11% eventing riders, 18% recreaive, 4% don' t ride	Show jumpers, eventing riders, recreative	-		Show jumping, eventers, recreative	-
36% horses, 46% cats, 86% dogs, 50% rodent, 7% livestock	100% horses, 100% dogs, 100% cats, 40% livestock	-		100% horse, 60% dogs, 40% cats, 20% livestock	-
20-29	50-59	-	15-34	20-39	-
Female unmarried	Female	-	Female	Female unmarried	-
F	IR	UK	P	DK	S

Social Media	Facebook, Instagram, YouTube	Facebook, Instagram	Facebook, Instagram	WhatsApp, Facebook
Device	Laptop	Laptop, smartphone	PC, smartphone	Laptop, smartphone, tablet
Hours online	37% more than 20h online	28% more than 20h/week online	38% more than 20h/week online	Average more than 20h/week online
Contact company	Mail, phone	Phone, mail	Phone, mail	-
Website features	Website security, communication, functional	Security, functional design, number of available products	Security, communication with company	Communication other users
Statements	Shopping is safe, risk not to see product, Online shopping is cheaper, it is easier to compare products	Shopping safe, often extra costs add up, online shopping saves time is cheaper and products are easier to compare	Shopping safe, risk not seeing product, risk product not being delivered, extra costs often added, online shopping saves time, is cheaper and more products to compare	-
Reach shoppingsite	Searching engines, social media	Searching engines, recommendations friends	Searching engines, family/friends	
Internet use	Looking up information, social media	Looking up information, social media	Looking up information, social media, study/research	Social media
Buying decision	Together	One partner (female)	Together	-
Purchasing amount	Every month	Every month	Every three month	Every month
Qualities of a product		Functionality personal satisfaction, quality	Quality, functionality, price	Price
Articles purchased online	Boots saddle-naked brushes	Boots saddle-naked brushes	Boots saddle-naked brushes	-
Influential factors horse related products	Quality, previous experience, available salary	Quality, previous experience, available salary	Quality, previous experience, family and prestige/status	
Discipline	32% dressage, 39% recreational, 7% don't ride	42% recreative, 28% dressage, 13% show jumping, 3% don't ride	49% dressage, 33% recreative, 2% don't ride	-
Animals	87% horse, 62% dog, 43% cat, 23% rodent, 16% fishes, 13% livestock	90% horse, 50% dog, 45% cat, 17% rodent 0.07% fishes, 0.06% livestock	57% rodent, 48% horse, 44% cat, 41% dog, 20% livestock	-
Age	20-29	20-39	20-29	35-44
Sex/Marital status	Majority female unmarried	Majority female unmarried	Female (married and unmarried)	Female
Countries	NL/ NL	DE	BE	IT

The table above was done by the author, to summarize all the information previously made. It should give the reader once more a better overview of all the facts and makes it easier to compare countries.

7.12 Analyzing the results

To keep the overview the results will be analyzed per country.

The Netherlands

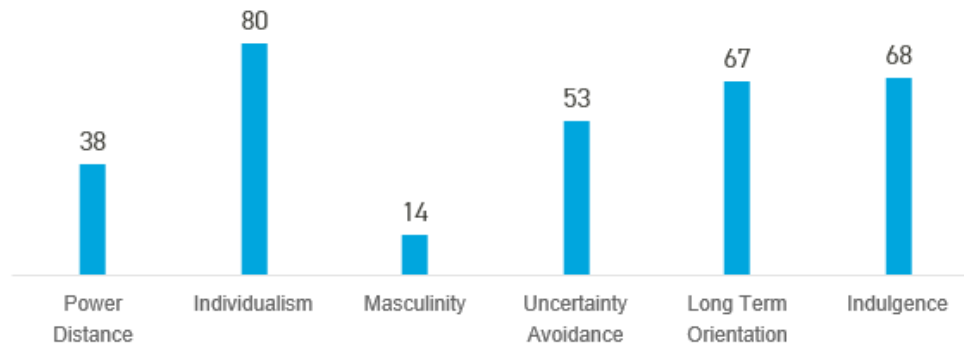


Figure 16.0 cultural dimension matrix the Netherlands (Geert Hofstede, 2018)

The Netherlands is a country with a low power distance, highly individualistic, very feminine, long term oriented and has a high indulgence. How is this shown in the consumer behavior?

The results have shown that respondents buy products based on their quality, available salary and previous experience with a brand. People valuing quality is linked to the long term orientation. As good things don't brake so easy. The available salary and previous experience with a brand can be linked to the uncertainty avoidance dimension. This seems to be neutral in the average population. However from the results of the questionnaire, the conclusion to make is that people play safe. Family and friends and social status were not of importance to respondents. This is linked to the dimensions of individualism and power distance. Dutch people do not care about their social status as there is not much of a difference between people and there are few hierarchy schemes. Also everyone is more concerned about themselves, individualistic, which is why family and friends are no big influence on someones buying decisions.

Most respondents bought boots, saddle-pads or brushes online, these are all articles which you can always use. Very few bought saddles and bridles, which are more tricky because of the sizes. Here again uncertainty avoidance. The buying decisions was for the bigger part made together with the partner. This reflects the feminine side of the country. Most respondents were more than 20h online, again this can be linked to the dimension of individualism. As people like to have time for themselves compared to other countries.

The respondents considered the internet as safe. However they did see a risk in not seeing the product, in the product not arriving and extra costs adding to the product. These are signs of distrust, which can be linked to the dimension of uncertainty avoidance. This is also reflected when it comes to the website, as security and communication with the company were key factors to respondents.

Germany



Figure 17.0 cultural dimension matrix Germany (Geert Hofstede, 2018)

Germany is a country with a low power distance, highly individualistic, highly masculine, with a high uncertainty avoidance, very long term oriented and a low indulgence.

As it is a much more masculine country, success and social status are much more important to Germans than to Dutch people. For which Germans are willing to pay also more than the Dutch consumer in order to obtain a better quality or the newest collection. When buying a product after available income, quality was the most important thing to Germans. Followed by previous experience which can be deduced from a high uncertainty avoidance. An intriguing result was that people claimed they did not give importance to social status, this differs from the results Hofstede had. Just as the Dutch, Germans buy brushes, saddles-pad and boots online. Also this action can be linked to the uncertainty avoidance dimension.

The purchasing decisions were in most cases made by one partner; with the majority of people being female they are probably the partner which made the buying decisions. Being such a highly individualistic nation, it was surprising to see that friends seem to be of influence when getting into contact with a new company/brand. When it come to the websites security and functionality were important to Germans. Communication with other clients was not important at all to the respondents, this could be linked to de the individualism. Most people considered the internet to be safe, but they saw a risk in not seen the product. Again this is linked to the uncertainty avoidance index.

Spain

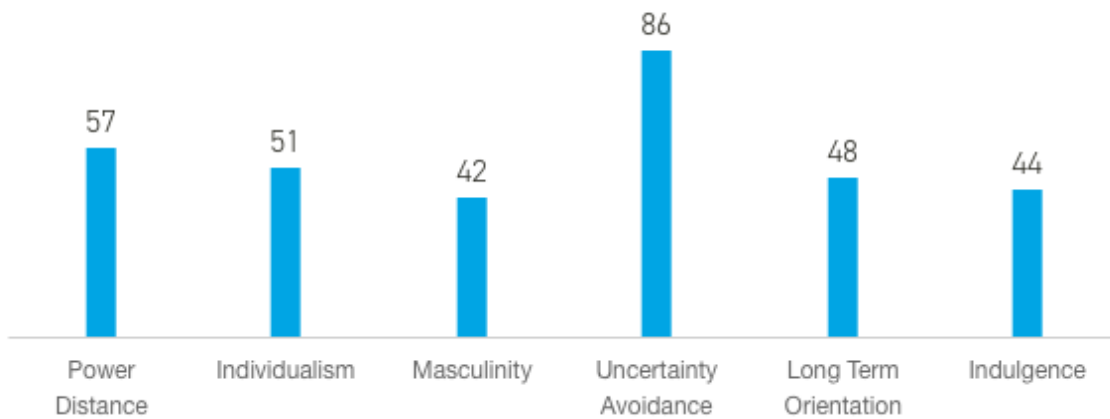


Figure 18.0 cultural dimension matrix Spain (Geert Hofstede, 2018)

Spain dimension are more or less 'neutral' except for the uncertainty avoidance which is very high.

More than half of the respondents spent above €200 on their horses per month. Masculinity is 42 only in the results of Hofstede but this value clearly shows that people do care about their status. This difference might come due to segmentation as the respondents are all part of an elitist sport. It is very possible that a certain type of people practice this sport because they give more importance to social status. Quality was the most important feature in a product, but previous experience was also of big importance which is linked as mentioned earlier to uncertainty avoidance.

Respondents answered that friends/family and social status were important to them. This indicated a collectivistic masculine culture. However buying decisions were in most cases made together with the partner, which is more a trait of a feminine culture. Spain use to be very masculine, however women have fought and are still fighting for equality. This might have changed culture, as children are raised differently. Leading to a more feminine culture.

Less than half of the respondents considered online shopping as safe. Spanish consumers considered it a risk not to see the product, the product not arriving and extra cost being added. This is logical seen that the uncertainty avoidance index is so high. This can also be seen in what respondents want of a website: security, communication with a business.

France/Belgium

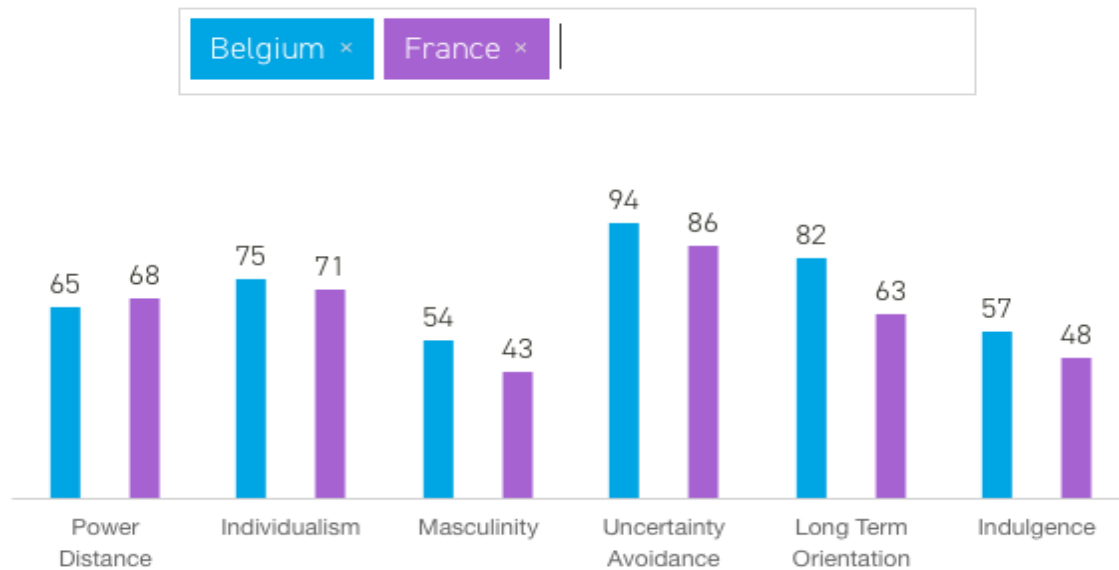


Figure 20.0 cultural dimension matrix France/Belgium (Geert Hofstede, 2018)

Belgium is an interesting country when it comes to culture. Belgium has two languages and has been influenced by the Dutch but also the French cultures. However, when looking at the cultural values of Belgium they overlap more with those of France. This is why, France and Belgium have been analyzed together.

France has a high power distance, is individualistic with a more or less “neutral” masculinity dimension, a very high uncertainty avoidance, long term oriented and a “neutral” indulgence dimension index.

When buying products quality and previous experience with the brand were important to respondents. This is linked to the uncertainty avoidance. Interesting was the fact that respondents most bought products were riddles, saddles and medication. These products have a greater risk not to fit the horse and therefore go against the high uncertainty avoidance. Also French consumer research quite a lot before purchasing a product. It is a risk for respondents to not being able to see the product and that the product could not be delivered. Although French consumers do not like uncertainty they do not care so much about communication to other users and the company. For them factor like website security and product available on the website were more important.

The power distance is higher than in other cultures, however not that relevant to this study as it is a factor which cannot be notice online as much as physically. However when treating with clients through the phone/mail this should be keep in mind.

The lowish masculinity was reflected in de buying decisions, these were made most often by the female partner. This is logical though, most respondents were female. Their partners probably will not make buying decisions for their hobby.

Even-tough France has a high score on the individualism dimension. Friends and family seemed to influence how they find a company.

Ireland

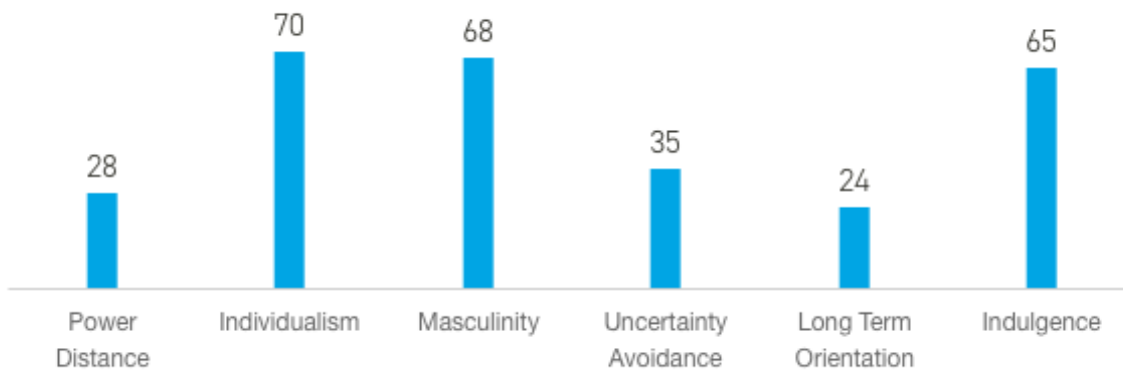


Figure 21.0 cultural dimension matrix Ireland (Geert Hofstede, 2018)

Ireland has a low power distance, high individualism, masculinity, low uncertainty avoidance, long term orientation and a high indulgence. This makes it different from the other cultures so far.

Irish make a lot of use of social networks, but not so much for social reasons as to use it for shopping reasons. Another fun fact was that next to the available salary and quality, friends and family were of influence when making buying decisions. This contradicts with the high individualism score. Friends and family are also a common way for respondents to find a website.

The uncertainty avoidance is low, yet people prefer to purchase brands that they are already familiar with. It was not a risk not to see the product. Nevertheless respondents did consider it a risk that the product could not be delivered.

Irish respondents give a lot of value to functional designs and personal satisfaction. This reflects the low score of long term orientation. People prefer to enjoy the moment than to look for a product with that is sustainable on a longer term. For website the functional design was the most important thing, security and available products were too.

Main problems when online shopping are too small screens and too complex websites, as well as low security, no Wi-Fi access and a slow connection.

United Kingdom

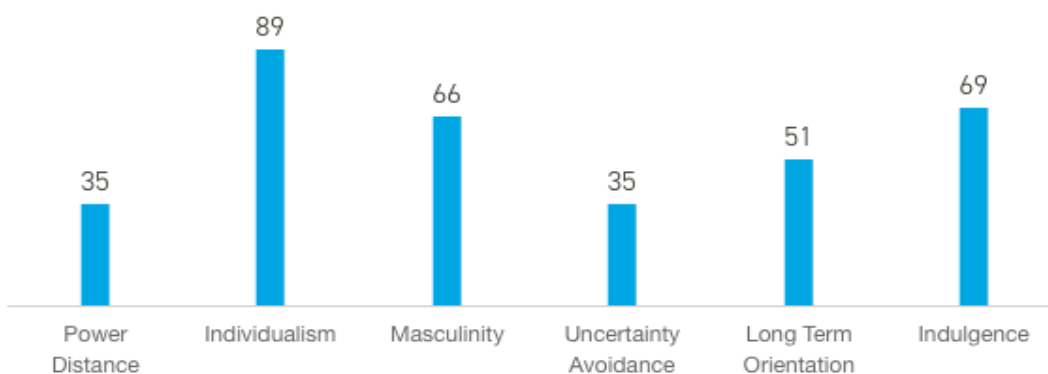


Figure 22.0 cultural dimension matrix UK (Geert Hofstede, 2018)

The UK has a low power distance, high individualism, masculinity, low uncertainty avoidance, “neutral” long term oriented and high indulgence. The values are very similar to the once of Ireland. Not that strange, as both nations share a lot of history.

The author did not gather questionnaires of this culture, but since the values are so similar with Ireland deductions can be made. These can be backed up by the literature research the author made.

Most British get in contact with a company through searching engines and retailer websites. This can be linked to the high individualistic dimension. This is even higher than the score Ireland had. It almost seems like friends and family still have an influence on people, you can tell this by looking at the score of 80.

Consumer reviews are very important to British. This does not connect with the low score on uncertainty avoidance, but is easy for a webshop to arrange.

Sweden and Denmark

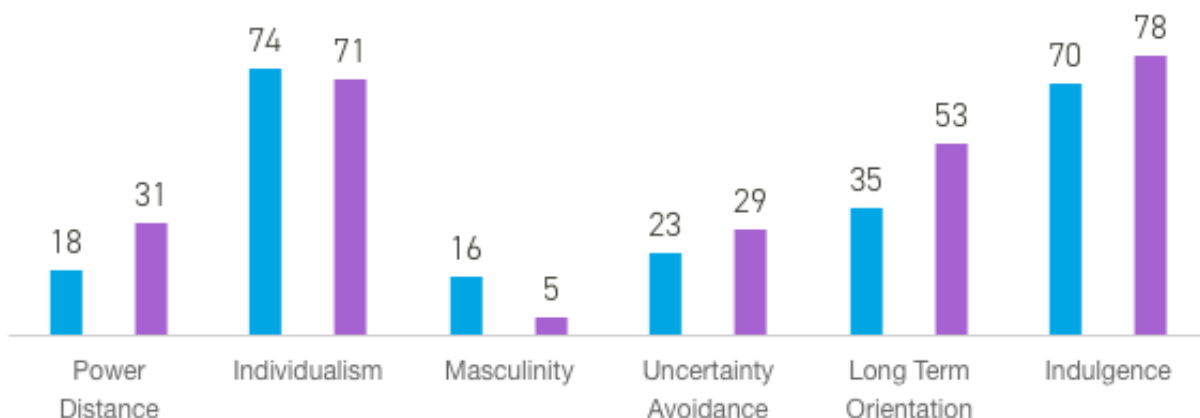


Figure 24.0 cultural dimension matrix Sweden/Denmark (Geert Hofstede, 2018)

Sweden and Denmark have similar values for which the author has decided to analyse them together. Denmark being blue and Sweden purple. The power distance in these countries are low, both are individualistic with a low masculinity, have a low uncertainty avoidance and a high indulgence. Denmarks long term orientation is lower than Swedens long term orientation.

Being highly individualistic countries they both should have other motivation to buy products other than friends and family. For Sweden price is very important. Swedish consumer look up information through search engines and blogs for example. For Denmark curious enough friends and family are of influence and so is the available income. Usually people buy to save money online, therefore price would also be important to Danish.

Consumer like to buy on familiar website, which is strange as they uncertainty avoidance level is very low. Some respondents give importance to previous experience with a product while others do not. Those who don't, fit more to the results Hofstede had.

The aspect of fun is important to both nation, as they are short term oriented. Shopping needs to be a adventure, entertaining and fun for consumers. Therefore website should be attractive to the eye and easy to use. Personal satisfaction is important to these nations and they are willing to pay for it. The respondents use

the internet to look up information, watching TV programs and shopping, this reflects that they look for entertainment.

Communication with users was not of importance to respondents, but communication with the company was. This is linked to the high individualism index. Other factor which were important were security and functional design.

8.0 Building a inter-cultural strategy

In this chapter a marketing strategy will be developed for each country keeping in mind all the information gathered.

8.1 Netherlands/Belgium

To be successful in the Netherlands and Belgium the following aspects should be respected: price, customer friendliness, quality and personalization.

Price is the motivation for Dutch people. This nation loves the feeling of saving money and can easily be tricked by actions. However quality does matter to them, therefore when doing actions the quality of the products should be good. One option could be to combine two products. When purchasing the expensive, people get a cheap product for free.

Dutch and Belgiums consumers, being very individualist, want to feel special and differentiate themselves from other. This feeling can be hard to transmit via a screen. This is why personal treatment and costumer service are so important. A company can differentiate itself and gain may point with a good customer service.

As the pre-research has shown digitieners (between 14-20 years old) is the group which is most active online. Webshops should therefor focus on targeting this group. This can be done with bloggers, representing products for example or just using them in their blog. Also social media is an valuable tool to reach this group. Most people have an Facebook and Instagram account, companies can post actions and new collection, even the whole catalogues on their pages. More and more people visit a website with their phone. A mobile friendly website is a must. SEO and SEA are important too. This will make the website of a webshop easier to find.

All this advice is only applying to online marketing, but the strategy is most effective when it is combines with offline tools as well. Effectives ways to do this are billboards and advertisement boards next to the highway. These are places that many people pass and can see the advertisement of a company. Next to this stock markets are a good place to engage with consumers. In the equine business it is common to sponsor prices in exchange for banners or other types of advertisement at the event.

8.2 Germany

To be successful in Germany the following aspects need to be respected: social status of customer, quality, security and keeping in mind “the client is the king”.

Germans are very performance focused and ambitious. Their need to have a good position in society is high. A company should adapt their advertisements to this style. Advertisements should therefore be short but strong. Showing a clear message and off course trying to focus on how this product will make them look better and let them be more efficient.

As price is not something which Germans give a lot of attentions to, actions should not be to much as this could damage a companies image and make consumer suspicious about if the quality is good. The German customer likes to feel superior and be treated like a king. Customer service should be very friendly and meet the customer halfway in suggestions when problems come up. German customers are in these cases often open for negotiation when the company shows some empathy.

The consumers also have the need to feel safe, this can be done with confirmation mails after a purchase for example an other little details. As more information the customer can find on a website about how a company work as saver he is going to feel about the company. This also counts for the products. Each product should be described and have pictures. Ideally people customers can return the product for free if it does not fulfill their expectations. The more transparent a company work the more customers will trust the company and buy an article.

Mobile penetration is rising more and more in Germany, webshops should be prepared for this and have an mobile website. Social media, especially Facebook and Instagram should be used to advertise products and spread information to customers. As Germans love fact advertising should focus more on fact other than feelings. The pre-research showed that innovative tech products, this fits with wearables coming up in the equine sector. These products could be easy introduced in the German market.

As for offline marketing Flyers are very effective in German. Flyers are in general short with a lots of facts, which totally fit as previous said to the culture of Germans. Flyers can be spread at stock markets. Advertisements in magazines of the sector will be effective as two. As most people rode dressage or jumped, probably sportmagazines are the best choice.

8.3 Spain

To be successful in Spain the following aspects should be respected: the need to be accepted in society, collectivistic culture and trust and security are key factor in winning people.

Although masculinity is not too high, social status/position matters to people. Advertisements should therefore enhance how people will be successful in what they do through this product. Brands and quality matter, the webshops should make sure that they have the brands which Spanish consumers like. As the uncertainty avoidance is high, they are more likely to buy brands they already know. Although Dutch and German products get accepted faster in the horse sector, because these nations are winning in all disciplines. People therefore think that products must be of good quality. So when introducing new brands, represent them combined with the country or a famous rider of the country. This helps consumers to relate to the product and gets them to trust it.

With a known product, it might be a good idee to combine advertisements with friends and family. This type of consumer needs less personal treatment, however the company needs to try to create a group to which consumers feel bonded. Customer cards, or other sort of actions that bound customers to the company might be a good idea.

Again, trust and security are so important because consumers do not like uncertainty and risks. This can be achieved by a attractive website, with clear information and a good customer service. This is especially importany when it comes to finding the return policy. All information needs to be easy to find. The customer service should be in Spanish, as people will feel much more secure and see the webshop as trustworthy. Also their English levels are often not good enough to explain a problem.

Product descriptions are important but shouldn't be too long. The Spanish customer is much more superstitious than other nations. Webshops need to watch out with their slogan/logo; for one thing, it should not be black. Information in social media when spread will be most efficient on Facebook. This nation is extremely price sensitive. Cost leadership strategies will be very effective.

For the offline strategy any advertisement in print press makes not much sense as written press is descending in the last few years. Advertisement on busses however can be much more effective or on billboards next to the highway. Radio advertisements are also effective. However offline marketing in Spain is not as important as in other countries.

8.5 France

To be successful in France webshops need to respect the following aspects:
Just like other individualistic countries the personalized treat is important, so is security and trust.

Advertisements should be focused on brands not people. Customer service should be in French, as also this nation is not good in English or any other language. French customers grow up with a lot of power distance.

The customer service should be prepared for this. Always use the formal way to approach a client and stay very formal and professional during the whole conversation.

Quality and previous experience are important to French customer, therefore brands he already know will make him trust the whole shop more. When introducing a new product this should be done by letting the customer see the good quality of a product. Price was less of an issue for French consumers. As the consumers like to research quite a bit, offer them other client's reviews and have all articles with a good product description.

Too much advertisement can be seen as manipulative. Webshops should therefore not be too aggressive with the marketing mix. Small continuous campaigns work better than one big. French customers also value a fast website.

Offline tools are effective in this country, stock markets, boards on the highway, flyers and workshops. Offline marketing will give the webshop more name recognition and differentiate it from the rest. Also it gives consumers security.

8.6 Ireland and United Kingdom

To be successful in these countries the following aspects should be respected: personalized treat, need for social recognition and the importance of the fun aspect (especially Ireland).

As friends and family are important to these nations, webshops could use this in their favor by giving customers a discount when recommending the webshop to someone.

As personal satisfaction and functionality is important to these nations, especially Ireland. Advertisements should focus on these qualities to have more impact on consumers. Consumers need to feel entertained the moment they open the page. An easy to navigate and fast page helps a lot here. Maybe some little videos explaining some products are also a good idea.

Consumers prefer to buy products they are familiar with. Webshops should have these brands available. However, the uncertainty levels are low, it should not be hard to influence people to buy brands which are new to them as long as they feel the quality is good and the brand is well positioned in the market. Both nations have a masculine culture and will therefore have the need to have the newest products and social recognition.

Mobile friendly website is important for customers. Descriptions and advertisements should not be too long. Humor is one of the best working strategies. Power distance is low, for which humor is often well appreciated. Other countries like France, this would not work as people are much more formal between each other. If a webshop decides to mail customers this should be done in the later hours of the day, as most people buy from 6 pm on. Customers appreciate catalogues. Again this aspect has to do with entertaining and making the customer enjoy his purchase. Affiliated marketing also works very good, therefore it might be a good idea for a unknown/less known webshop to co-operate with a bigger or well known national webshop or regular shop till the webshop is better known. Customers need easy websites, filters and categories can help customers. Looking too long for a product, frustrates and is no fun which is something as previously stated important to these cultures. Also Descriptions of products should not be too long, good pictures are sometimes better than too much text.

Offline tools for these countries are advertisements in newspapers, radio and other publicity boards which are good to see to customers. Sponsoring an event is also effective and so are trade shows. Here again entertaining, is an important factor to respect.

8.6 Denmark and Sweden

These two countries have similar cultural values, to be successful the following aspects need to be considered: personalized treat, quality and price, fun factor (especially Denmark).

As price is important all kind of actions which let customers thing they safe money will be successful. For Danish family and friends are of influence, they can help the webshop gaining an image and spread mouth to mouth. As previous a voucher can be given to those who recommend the webshop.

Because of consumers preferring to buy on familiar websites it is important to gain a market share as quick as possible. Although, due to the low uncertainty index people should not be to afraid to buy with an unfamiliar webshop if they get a better price on it.

Consumers want to have fun during the shopping. Therefore the same strategy for Ireland and the UK can be applied. The websites needs to be attractive to the costumers. Also presentation films seem to be positively received from the customers, especially in Denmark.

People are very active on the internet, also with their phones. A mobile version of their website is a must. Many retailers even have their own app. As this is a strong investment, this should not be done at first. When the market share grows and the company position is better it can be considered. Social media is a good way to get to know better the customers, Facebook is the biggest network. Costumers are use to free return policies, this gives them security. However it might be hard to implement for webshops which are not national.

Sweden and Denmark are very good to reach online, but even then offline marketing is important. Flyers are an option, but probably only good to share together with an other experience customers made with the company. As these are short term orientated nations, the fun-factor is the most important thing also in the offline marketing. Any event which includes some action, movement or anything similar with the name of the company will help a company to increase their name.

9.0 Discussion

In this chapter the validity, new insights, limitations, expectations and suggestions for further studies.

Some country results are more unreliable than others. From the Netherlands and Germany a lot of answers were collected, but there are other countries like Spain and France there were fewer respondents. There were also countries that did not have any respondent such as Italy, Sweden, United Kingdom and Portugal. The problem with the spreading of the questionnaires came due to changes in Facebook. In the past one could post on many pages or groups, nowadays the posts only appear as a comment. This had little visibility and does not reach people effectively. The author tried spreading the questionnaire via forums, but this had very little effect too. To keep validity up, the author tried to find literature and studies which were similar to her own. However this was hard and not all questions found in the questionnaire of the author answers could be found. In the end it was harder than expected to make a correlation between culture and consumer behaviour. Due to all of this trouble the author decided to make the study more compact and eliminated the countries Italy and Portugal. United Kingdom was not eliminated from the study due to the similar values of Ireland. As Ireland still had some questionnaires the author decided to keep this country in the study. The same applies to Sweden, having strong similarity with Denmark.

When it comes down to the results some were unexpected. One of these results was that quite a lot of countries with a high individualism index still see friends and family as important. Also the conclusion can be drawn that the Northern countries of Europe tend to be more individualistic. Next to this some countries with a low uncertainty avoidance still answered in the questionnaire that it was a risk not to see the product and not to get a product delivered. So maybe there are more factors than just uncertainty, which are not being taken into consideration. It was also interesting to see that each country had different salaries and animals. This gives webshops different target groups. Advertisements can therefore not be translated, but need to be adapted to each of these groups. As Mooij said that there „may be global products, but no global people. There are global brands but no global motivation for buying those“ (Mooij, 2010) The Netherlands had one of the youngest target groups; the author did not expect this. The internet use and device penetration did not vary in most of the countries, which was surprising to the author. The expectation was that countries such as Portugal, Spain and Italy would be less online than the northern countries of Europe.

Another point of attention is that respondents were asked their nationality, but not where they grew up. Cultural values form in the first 8-10 years of our lives. Therefore someone with a German nationality, but raised in Portugal will tend more to think and behave like a Portuguese. All questionnaires were translated by native people, as language is more than just translating. However, some of the translations were just translated literally. Maybe some questions could have been asked in an other way, for example the question which was about late and early majority. All nations answered that they belonged to the late majority, although Germany for example love new and innovative products. Maybe the question would have an different result with a different formulation.

Maybe the author could have also compared more businesses which are already successful internationally and how they are doing this. Although it is difficult to find such businesses in the equine sector.

It was also hard to keep the research structured and not lose sight of the objective. This research is really big and there can still be done much more to find the perfect marketing strategy. However, this research would probably then focus more on socio-demographic, political and technological factors. If these were to be included, the research would have lost a lot of overview. This is why the author in the end did only focus on Hofstede.

10.0 Conclusions

Sub-questions:

1. Which cultural factors play an important role to succeed on the market of different cultures?

Factor that are important for countries with a high uncertainty avoidance are transparency, trust and security. These countries want to find on a website how a company operates, especially return policies should be easy to find. It also needs to be easy to contact the company, some countries also like communicating with other users. Countries with a low uncertainty avoidance, often also have a low index at the long term orientation dimension.

Countries which are short term orientated see shopping as an experience and want to enjoy the shopping. These countries need an functional website and a lot of visual content to be entertained. Countries which are long term oriented will focus more on quality.

Masculine countries have the need to show off with new products and brands. Often consumers of these countries do a lot of research to find the cheapest price. Consumers are price sensitive and not loyal to any store. Feminine countries care less about brands. These countries focus much more on the functional qualities of products.

Power distance is higher in the southern countries of Europe. This does not influence the shopping procedure, but does influence the customer service. Countries with a higher power distance need to be treated in a more formal way and are less indulgent on a company making mistakes.

Individualistic countries have the need to differentiate themselves. Being unique is something good. While collectivistic cultures want to be similar, at least with the groups they feel bounded too. Belonging to a group is something good, sharing their thought and feeling. Although due to this collectivistic cultures are more prone to compulsive shopping as they surprise a lot of their own feelings. Personalized treatment the key into individualistic cultures, while in collectivistic cultures is bonding the customers and creating a group.

Indulgence does also has an effect on online behavior, countries with a low index probably react worse to marketing strategies that include humor or other grey areas. Also these taboos differ per country. Next to this the personal state also influence their willingness to buy. This goes both ways. If people are satisfied with their lives and happy they might buy more products, but they might also buy more products and be more vulnerable to marketing if they are unhappy. People then try to compensate this unhappiness and emptiness they feel with material things. When purchasing new products their brains releases endorphines, which make them feel good about themselves. However, these endorphines are only short term and people will need to buy more new products very fast.

2. Which intercultural strategy is most profitable for an equestrian webshop?

To answer this question the four generic strategies of Porter are relevant. The cost leadership approach is about focusing in low prices in the whole market. There also is the cost focus strategy, this focused only a certain niche in the market. There is also differentiation strategy, where company tries to be different for people, by focusing on the whole market. Finally there is the differentiation focus strategy which is only focus on a niche.

The more individualistic the culture is the more a differentiation strategy is the way to go. This applies to Sweden, Denmark, France and Germany. Although there are other factors which are to be addressed. In some countries competition is hard and the market crowded. Differentiation might be very difficult and once one competitor lowers the prices, the other retailers will be more or less forced to do this too if they want to hold up. This applies to the UK, Ireland and the Netherlands.

There are also countries which are very price sensitive, in such countries cost focus leadership is the right choice. Starting in a small niche give the webshop a chance to slowly grow and take over market share at the

same time as the webshop grows. This applies to countries like Spain, Portugal and Italy. Swedish and Danish consumers are also price sensitive and will answer positively to this kind of strategy.

3. What are the elements needed to build an intercultural strategy?

All elements needed were already mentioned earlier, but will briefly be repeated. If a webshop wants to be successful in more than in one country it should be flexible. It is very time consuming having all these different strategies and will also cost a lot of money. The easiest way is to have a marketing manager in charge of each country, who is preferably native.

The manager will be in charge of observing the trends and supervising the team. Each manager should respect the factors of sub-question one to be more effective in their countries. Competition needs also to be watched, it is not recommended to copy a strategy of a competitor but always a good idea to know/see what he is up too and be ready to react. Pro-active behavior is a must for a manager.

A webshop should always keep working on a good connection to their customers and at improving their image. This will help the company to meet the wishes of the consumers. At the end the ability to adapt and change is what will make a company survive.

4. Which factors are of importance, next to language for a cross-boundry strategy?

As already mentioned in the pre-research language is more than just words. A big part of culture is reflected in the language of a culture. This is very obvious when looking at saying of a nation, most saying do not really make sense when translate because they are linked to values of a culture. Customers will appreciate it therefore a lot if they are offered a website in their own language. Also it helps customers to trust more in a webshop.

Next to language, trust is important to countries such as Germany, Spain, Italy, France and Portugal. The more transparent a company is the better. Honest treat with customers is highly appreciated and something which is almost new to customers. Companies in these countries, except for Germany, are not used to transparency which will be a good possibility to differentiate the company from the rest.

Differentiation is also important for countries such as the Netherlands, Germany, Italy, France, Ireland&UK and Sweden&Denmark. Differentiation can be hard as some of these countries have more taboos than others. The company needs to do a good research before launching a marketing campaign which will gain a lot of attention. Other countries look just for the opposite, someone to identify themselves with. Sponsoring someone in the sport can be a very good thing to do; this applies to countries such as Spain and Portugal.

Main question:

How can the cultural differences a equestrian webshop stumbles be turned into opportunities to build a successful inter-cultural strategy?

Most problems that companies stumble into, is not understanding the consumers and their wishes. These problems are even bigger when the company operates in different countries. Companies do not take the time to look at thing from a different perspective. There is not just one right approach to do things. Managers need to quit thinking that what work in country A will work in B too, or even that clients will adapt because of their product/brand. Customer loyalty is probably as low as never, the internet offers thousand of options, so in order to be successful the client needs to be studied and listen to.

If a company manages to apply all the things that were named in the subquestions it will be able to differentiate itself from all the other webshops and options. People will choose for the company and maybe not even know why. These recommendations are adjustments which have an effect on the essence of human beings. Changes can be small but the effect they have will not be and what is also interesting is that probably

even the competition will not be able to understand why the company applying this strategy is having the success they have.

11. Recommendations

Culture is very hard to be included in a marketing mix. However, there are small things which have been mentioned in the results and conclusion as well which will have a big effect on how customers perceive a company.

The author recommends is to start with countries that have a similar culture than the webshops origins. For Agradi (Dutch) this would be countries like Germany, Sweden and Denmark. Once the company gains more market share and doesn't need to invest so much in marketing anymore because they are already known, the company can proceed to other countries. The next countries that would be recommended are Ireland, UK, France and Italy. The last one would be Spain and Portugal, which are the most different from the Dutch culture.

Of course this recommendation is purely based on culture, but market opportunities are also important to be considered. For Agradi the markets with the biggest potential are Germany, UK/Ireland, France, Sweden, Italy and Spain. Agradi is already online in Germany and the UK.

By combining the markets knowledge and the cultural aspects. For Agradi it would be the best option to start with Sweden, Denmark, then France and Italy and then Spain. The strategies for each country can be read in the results.

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<http://www.andalucia.com/spain/business/marketing-social-media.htm>

13. Attachment(s)

13.1 Scoresheet thesis

Beoordeling Afstudeerwerkstuk			
Naam student :		Naam beoordelaar :	Datum:
Versie :		Functie beoordelaar : 1e beoordelaar / 2e beoordelaar	handtekening
Indicator	Beoordelingscriteria		Beoordeling
	Goed (voldoet aan alle bolletjes)	Voldoende (voldoet aan alle bolletjes)	
1. Het hele AFW: Proces Alleen te beoordelen door Coach	<ul style="list-style-type: none"> • Werkt zelfstandig • Zoekt gericht naar nieuwe informatie ten behoeve van het beantwoorden van de vraag/ oplossen van het probleem/ innovatie. • Werkt volgens planning • Gebruikt feedback om verbeteringen aan te brengen. • Neemt zelf het initiatief verbeteringen aan te brengen. 	<ul style="list-style-type: none"> • Werkt zelfstandig. • Zoekt gericht naar nieuwe informatie ten behoeve van het beantwoorden van de vraag/ oplossen van het probleem/ innovatie. 	Voldoende
2. Het hele AFW Taal	<ul style="list-style-type: none"> • Is vrij van plagiaat. • Voldoet aan alle punten van de checklist schriftelijk rapporteren. (let op: dit is inclusief APA in tekst en bronnelijst) • Heeft correcte omvang (VO: max 20 p; ASW max 50p; excl. bijlagen). 	<ul style="list-style-type: none"> • Is vrij van plagiaat. • Bevat geen 'killing' points van de checklist 'Schriftelijk rapporteren'. (let op: dit is inclusief APA in tekst en bronnelijst) 	Voldoende
3. Het hele AFW HBO niveau	<ul style="list-style-type: none"> • Verbindt wetenschap en (beroeps)praktijk (past theorie toe / praktijkgericht) • Integreert meerdere kennisgebieden • Ontleedt de complexiteit van het vraagstuk in hanteerbare delen. 	<ul style="list-style-type: none"> • Verbindt wetenschap en (beroeps)praktijk (past theorie toe / praktijkgericht) 	Voldoende
4. Samenvattingen	<ul style="list-style-type: none"> • Gaat over hele AFW. • Is gestructureerd. • Gericht op de doelgroep • Heeft maximaal 400 woorden (1 A4). • Kan zelfstandig gelezen worden. • Bevat geen persoonlijke mening. • Heeft minder dan 10 taalfouten in de samenvatting in de andere taal 	<ul style="list-style-type: none"> • Gaat over hele AFW. • Is gestructureerd. 	Voldoende
5. Inleiding	<ul style="list-style-type: none"> • Beschrijft het breder kader van het onderwerp en trends en ontwikkelingen: waarom, voor wie en waar het onderwerp belangrijk is (= relevantie). • Beschrijft wat er al bekend is (theoretisch kader) en wat niet (=knowledge gap). • De hoofdvraag maakt duidelijk welk antwoord wordt gezocht (en dus wat wordt onderzocht). • De deelvragen dragen consequent bij aan de beantwoording van de hoofdvraag. • De methode van gegevensverzameling is verantwoord op grond van literatuuronderzoek. • Het is duidelijk wat met het beantwoorden van de hoofdvraag wordt bereikt in de beroepspraktijk (doelstelling). • Alle niet-eigen beweringen zijn onderbouwd met referenties. 	<ul style="list-style-type: none"> • Beschrijft het breder kader van het onderwerp en trends en ontwikkelingen: waarom, voor wie en waar het onderwerp belangrijk is (= relevantie). • Beschrijft wat er al bekend is (theoretisch kader) en wat niet (=knowledge gap). • De hoofdvraag maakt duidelijk welk antwoord wordt gezocht (en dus wat wordt onderzocht). 	Voldoende

6. Aanpak (Materiaal en Methode)	<ul style="list-style-type: none"> De onderzoeksopzet is passend bij de onderzoeksvragen. De onderzoeksopzet is methodologisch verantwoord. De methode van data analyse is genoemd en sluit aan bij het soort onderzoek en bij de manier van gegevensverzameling. Alle onderzoekseenheden en variabelen zijn genoemd. Indien van toepassing: Enquête(s) of interviewstructuur staan in een bijlage 	<ul style="list-style-type: none"> De onderzoeksopzet is passend bij de onderzoeksvragen. De onderzoeksopzet is methodologisch verantwoord. De methode van data analyse is genoemd en sluit aan bij het soort onderzoek en bij de manier van gegevensverzameling. 	Voldoende
7. Resultaten	<ul style="list-style-type: none"> Zijn gestructureerd (volgens de deelvragen) weergegeven. Tabellen, figuren, grafieken zijn toegelicht in de tekst. Tabellen, figuren, grafieken geven informatie voor het beantwoorden van de deelvragen. Zijn correct geanalyseerd (eventueel is analyserende statistiek gebruikt). Bevat geen discussie, geen interpretatie. 	<ul style="list-style-type: none"> Zijn gestructureerd (volgens de deelvragen) weergegeven. Tabellen, figuren, grafieken zijn toegelicht in de tekst. Tabellen, figuren, grafieken geven informatie voor het beantwoorden van de deelvragen. Zijn correct geanalyseerd (eventueel is analyserende statistiek gebruikt). 	Voldoende
8. Discussie	<ul style="list-style-type: none"> Er is een kritische reflectie op de gebruikte onderzoeksmethode(n). De resultaten zijn vergeleken met literatuur, normen, verwachtingen. De reikwijdte van de resultaten (wat kan doelgroep er mee) is beschreven (= interpretatie van resultaten). Is gestructureerd (volgens de deelvragen) weergegeven. Er worden geen conclusies getrokken. Nieuwe bronnen zijn alleen gebruikt bij niet verwachte resultaten of nieuwe ontwikkelingen in de beroepspraktijk. 	<ul style="list-style-type: none"> Er is een kritische reflectie op de gebruikte onderzoeksmethode(n). De resultaten zijn vergeleken met literatuur, normen, verwachtingen. De reikwijdte van de resultaten (wat kan doelgroep er mee) is beschreven (= interpretatie van resultaten). 	Voldoende
9. Conclusie(s)	<ul style="list-style-type: none"> Elke deelvraag wordt beantwoord. De hoofdvraag wordt beantwoord. De antwoorden (conclusies) zijn gebaseerd op relevante feiten (belangrijkste resultaten en literatuur) en de discussie. Onderzoek en doel van het rapport worden genoemd. De relevantie van de resultaten wordt gegeven ('cirkel sluiten'). 	<ul style="list-style-type: none"> Elke deelvraag wordt beantwoord. De hoofdvraag wordt beantwoord. De antwoorden (conclusies) zijn gebaseerd op relevante feiten (belangrijkste resultaten en literatuur) en de discussie. 	Voldoende
10. Aanbevelingen	<ul style="list-style-type: none"> Zijn praktisch toepasbaar voor de doelgroep. Passen allemaal bij de conclusie. 	<ul style="list-style-type: none"> Zijn praktisch toepasbaar voor de doelgroep. 	Voldoende
11. Bronnen	<ul style="list-style-type: none"> Minstens 10 referenties komen uit gerefereerde bronnen. Maakt gebruik van wetenschappelijke en niet-wetenschappelijke, nationale en internationale bronnen (diepgang) De gekozen bronnen zijn relevant. Minstens 10 referenties is actueel (< 10 jaar oud). 	<ul style="list-style-type: none"> Minstens 10 referenties komen uit gerefereerde bronnen. 	Voldoende

13.2 Survey questions

- 1.) Are you:
- A) male (married)
 - B) male(unmarried)
 - C) Female (married)
 - D) Female(unmarried)

2.) What is your age?

3.) What is your nationality?

5.) What do you earn per month?

- a) 0-800€
- b) 900-1500€
- c) 1500-3000€
- d) 3100-5000€
- e) Above 5000€

6) In the following question. Please select which animals you have and how many.

	0	1	2	3	+3
Dog					
Cat					
Horse					
Fish					
Rodents					
Cow,sheep,pigs,etc					

7) What discipline do you ride?

- a) Dressage
- b) Show-Jumping
- c) Eventing
- d) Other:....
- e) I don't ride

8) What is you budget for your horse per month?

- a) 0-50€
- b) 51-100€
- c) 101-200€
- d) above 200€

9) How often do you buy online?

- a) Never

- b) Once in a year
- c) Twice a year
- d) Every 3 month
- e) every two month
- f) Once a month
- g) Always
- h) Other:

	strongly disagree	disagree	neutral	agree	strongly agree
Overall quality					
Economic value					
Personal satisfaction					
innovation					
Practicality					
Popularity					
Familiarity					

10) When buying a product, I look for the following features:

11) When a product first enters the market, I am the

- a) first to purchase the product
- b) early majority of purchasers
- c) late majority of purchasers
- d) last to purchase the product

12) Who makes the buying decision if you share a household?

- a) Household decision are made together
- b) household decisions are made by me
- b) Household decision are made by partner

13) In the following question. Select a degree of influence of the following factors on your purchase of a horse related article.

	strongly non-influential	non-influential	neutrally influential	Influential	influential strongly
Family					
available income					
quality product					

	strongly non-influential	non-influential	neutrally influential	Influential	influential strongly
satisfaction with previous product from certain brand					
your position within the society as being a very important personal for example					
Your current occupation/job					

14) In the following question. Rate the following statements according to how you use the internet.

	strongly disagree	disagree	neutral	agree	strongly agree
I use it for homework, study and research					
I use it to communicate via social websites (facebook, e-mailing, Twitter, youtube, etc)					
I use it for gaming					
I use it for shopping					
I use it to find information about certain topics.					
I use it to watch programmes/films/TV.					
I use it for business reasons.					

15) Which horse articles do you purchase online?

- a) Boots, saddle-pads, brushes
- b) Bridles, saddles
- c) Riding cloths, boots
- d) Feed, treats, supplements
- e) Medications
- f) Other:.....

16) How do you reach shopping sites?

- a) with recommendation of a friend
- b) with advertisement in the press and media
- c) with the search engines
- d) with links (e-mails)
- e) with following the computer magazines
- f) Other:.....

17) Please indicate your level of agreement with the following statements about shopping over the internet

	strongly disagree	disagree	neutral	agree	strongly agree
Online shopping is not safe					
It is a risk for me to not see the product in real					
The product may come different from the website					
Delivery from the product might not ever					
I love shopping in the store more					
I prefer going shopping with someone rather alone					
Delivery fees are high					
I don't want to wait for the product					
Shopping on internet save time					
Product on the internet is cheaper than in store					
Product options can be compared more easily					

18) Please specify the following features of the website influence your attitude. 1 being the lowest value and 6 being the highest values.

	1	2	3	4	5	6
Functional design						
Visual and auditory content						
Communication with the company						
Communication with other users						
Links to other websites						
Products and services sold						
Website security(Financial security)						

19) How do you like to get into contact with a company?

- a) Mail
- b) Phone
- c) Chat
- d) Other:

20.) How much our do you use the internet per week?

- a) 0-5h
- b) 6-10h
- c) 11-15h
- d) 16-20h
- e) more than 20h

21.) What do you use to browse in the internet?

- A) PC/laptop
- b) Phone
- c) Tablet
- d) other

22.) Which kind of social media do you use the most? Give them a number 1 being the most important, 6 being the less important.

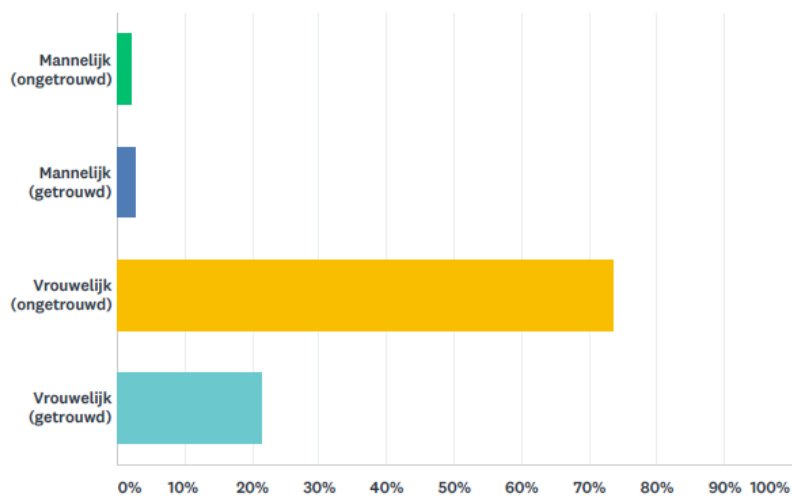
- a) Facebook
- b) Instagramm
- c) Twitter
- d) Pinterest

- e) Snapchat
- f) Youtube
- g) Other

13.3 Results the Netherlands/Belgium

Q1 U bent:

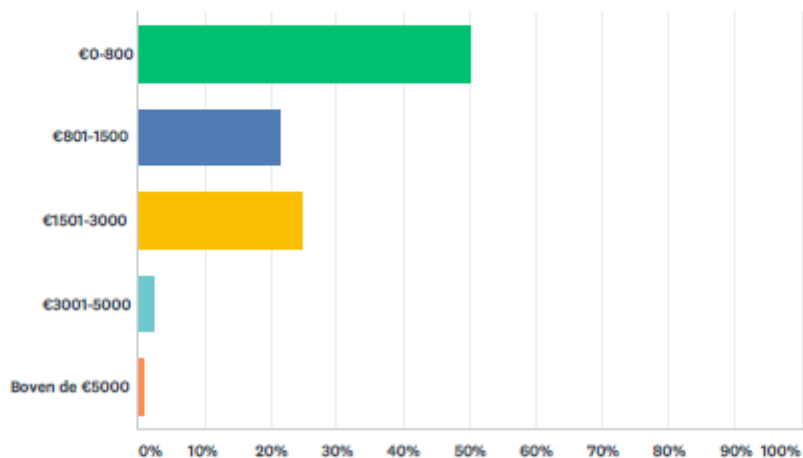
Beantwoord: 533 Overgeslagen: 6



ANTWOORDKEUZEN	REACTIES
Mannelijk (ongetrouwd)	2,06% 11
Mannelijk (getrouwd)	2,81% 15
Vrouwelijk (ongetrouwd)	73,55% 392
Vrouwelijk (getrouwd)	21,58% 115
TOTAAL	533

Q4 Wat verdient u netto per maand?

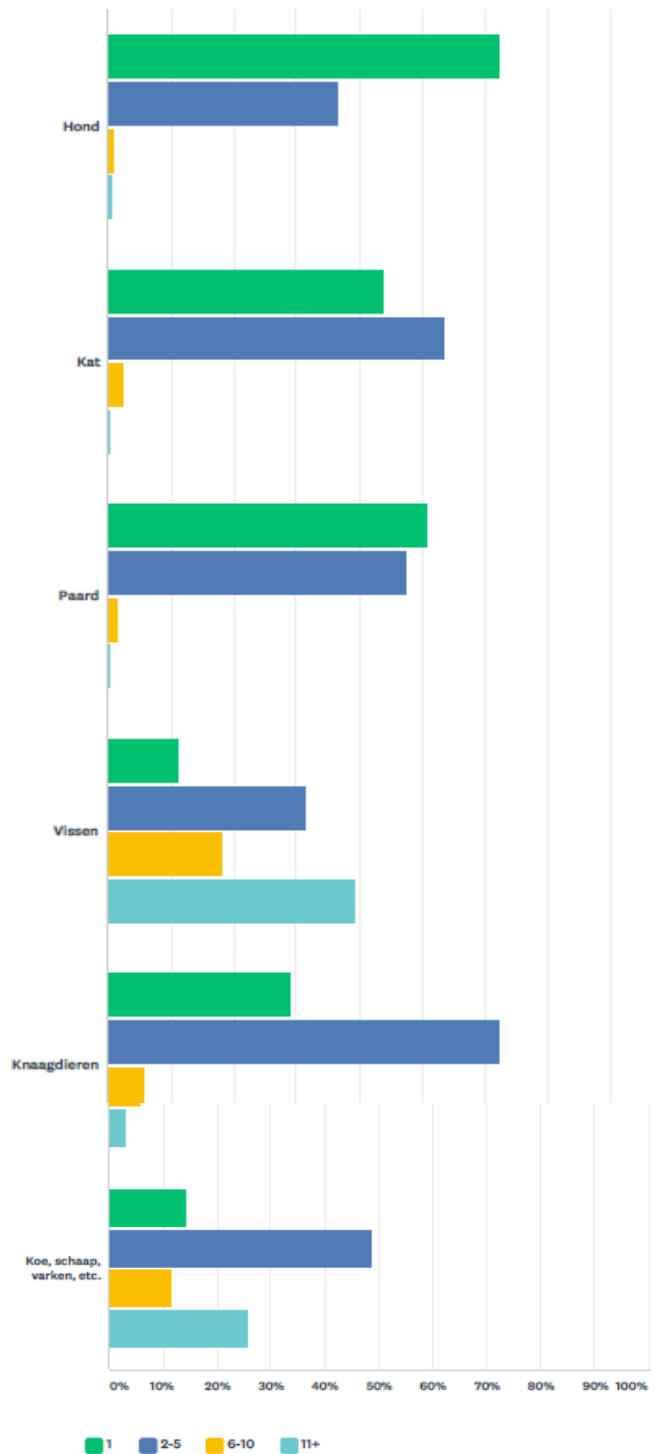
Beantwoord: 509 Overgeslagen: 30



ANTWOORDKEUZEN	REACTIES
€0-800	50,29% 256
€801-1500	21,41% 109
€1501-3000	24,75% 126
€3001-5000	2,55% 13
Boven de €5000	0,98% 5
TOTAAL	509

Q5 Welke dieren heeft u en hoeveel?

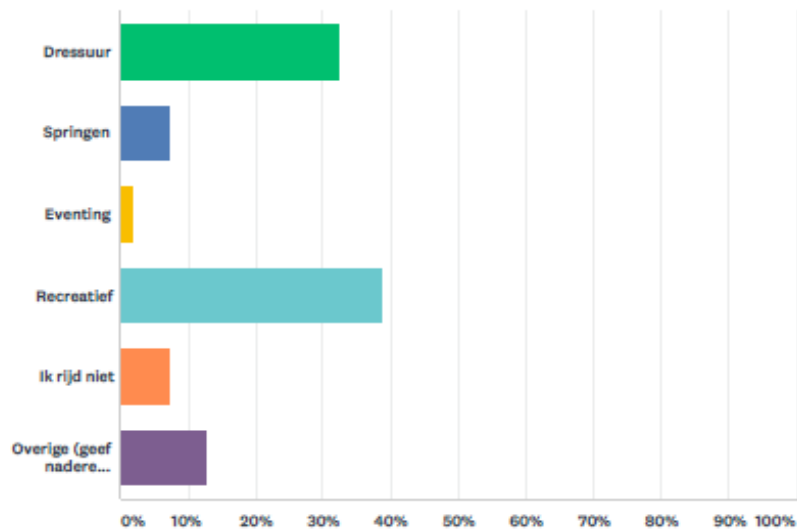
Beantwoord: 524 Overgeslagen: 15



	1	2-5	6-10	11+	TOTAAL
Hond	62,05% 188	36,30% 110	0,99% 3	0,66% 2	303
Kat	43,97% 113	53,31% 137	2,33% 6	0,39% 1	257
Paard	50,66% 232	47,38% 217	1,53% 7	0,44% 2	458
Vissen	11,24% 10	31,46% 28	17,98% 16	39,33% 35	89
Knaagdieren	29,03% 36	62,10% 77	5,65% 7	3,23% 4	124
Koe, schaap, varken, etc.	14,29% 10	48,57% 34	11,43% 8	25,71% 18	70

Q6 Welke discipline rijdt u?

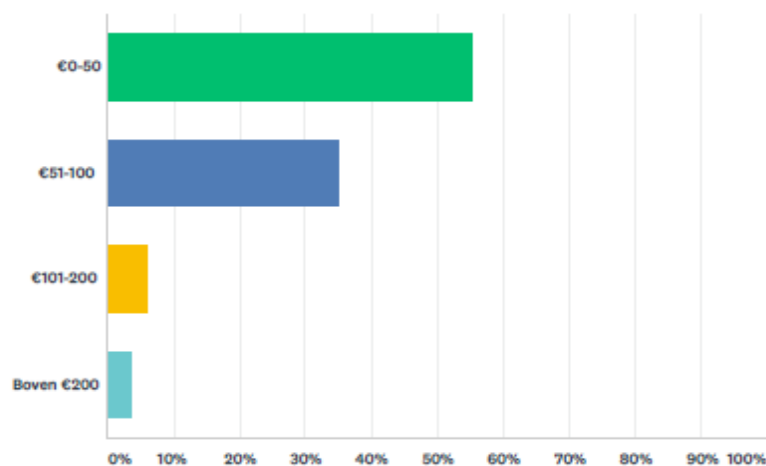
Beantwoord: 500 Overgeslagen: 39



ANTWOORDKEUZEN	REACTIES	
Dressuur	32,20%	161
Springen	7,40%	37
Eventing	1,60%	8
Recreatief	38,80%	194
Ik rijd niet	7,20%	36
Overige (geef nadere toelichting)	12,80%	64
TOTAAL		500

Q7 Hoeveel besteedt u gemiddeld per maand aan uw paard aan verzorgingspullen/ruitsportartikelen? (exclusief voer en huisvestingskosten)

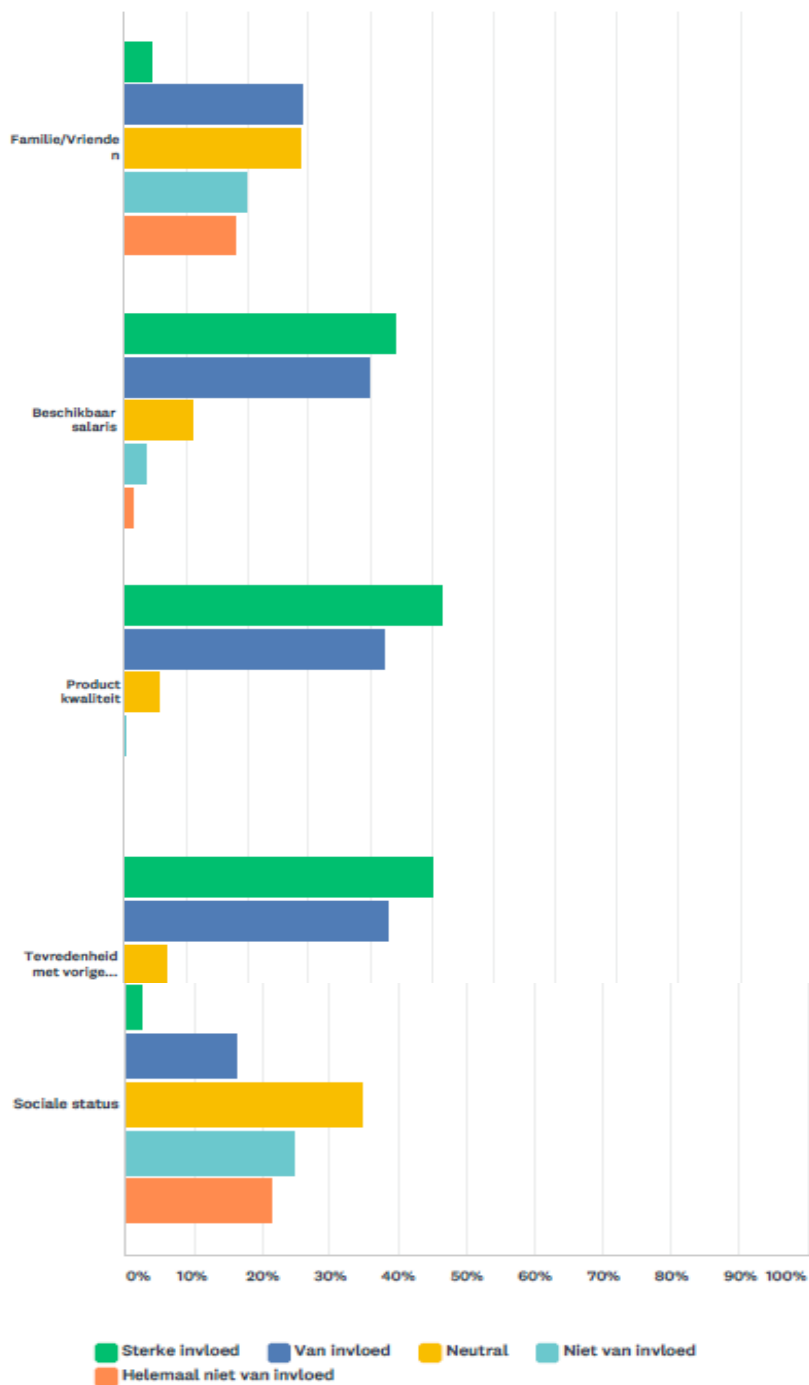
Beantwoord: 493 Overgeslagen: 46



ANTWOORDKEUZEN	REACTIES	
€0-50	55,17%	272
€51-100	35,09%	173
€101-200	6,09%	30
Boven €200	3,65%	18
TOTAAL		493

Q8 Welke van de volgende factoren zijn van invloed bij het kopen van ruitersport artikel?

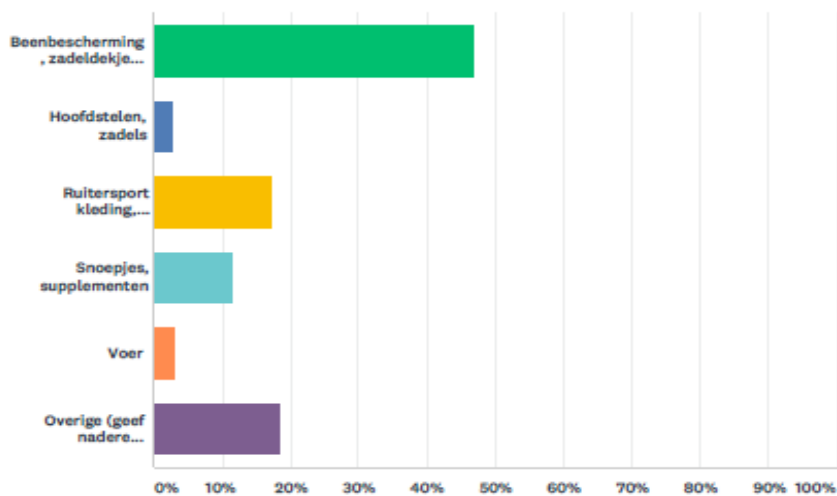
Beantwoord: 494 Overgeslagen: 45



	STERKE INVLOED	VAN INVLOED	NEUTRAL	NIET VAN INVLOED	HELEMAAL NIET VAN INVLOED	TOTAAL
Familie/Vrienden	4,50% 22	28,83% 141	28,83% 140	19,84% 97	18,20% 89	489
Beschikbaar salaris	44,08% 216	40,00% 196	11,02% 54	3,47% 17	1,43% 7	490
Product kwaliteit	51,65% 251	42,18% 205	5,56% 27	0,41% 2	0,21% 1	486
Tevredenheid met vorige producten van een merk	49,90% 246	42,80% 211	6,90% 34	0,20% 1	0,20% 1	493
Sociale status	2,45% 12	16,36% 80	34,76% 170	24,95% 122	21,47% 105	489

Q9 Welke ruitersportartikelen koopt u online?

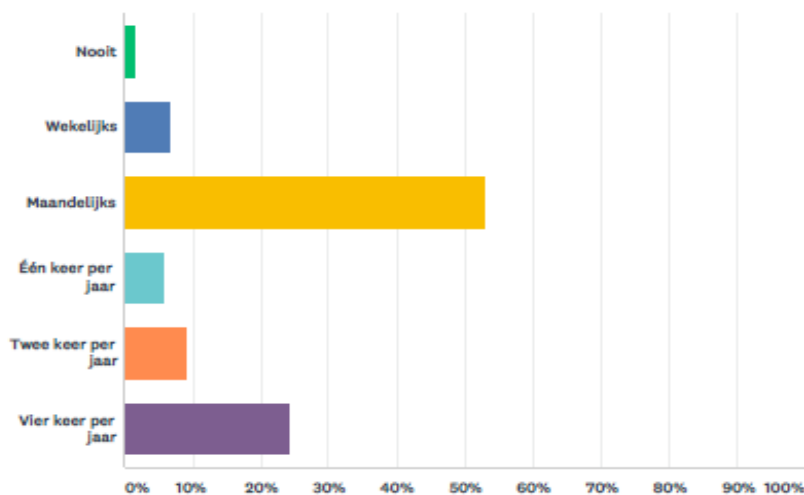
Beantwoord: 494 Overgeslagen: 45



ANTWOORDKEUZEN	REACTIES
Beenbescherming, zadeldekjes, borstels	46,96% 232
Hoofdstelen, zadels	2,63% 13
Ruitersport kleding, laarzen	17,21% 85
Snoepjes, supplementen	11,54% 57
Voer	3,24% 16
Overige (geef nadere toelichting)	18,42% 91
TOTAAL	494

Q10 Hoe vaak koopt u in het algemeen online?

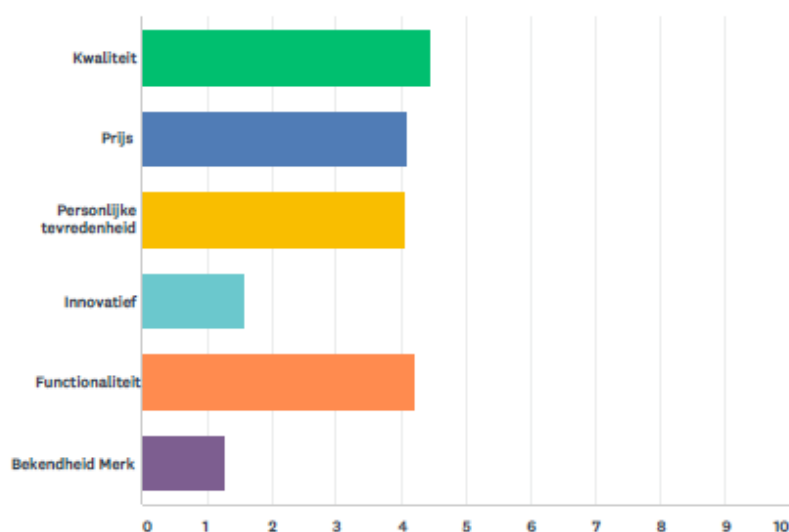
Beantwoord: 533 Overgeslagen: 6



ANTWOORDKEUZEN	REACTIES
Nooit	1,50% 8
Wekelijks	6,75% 36
Maandelijks	52,72% 281
Eén keer per jaar	5,82% 31
Twee keer per jaar	9,01% 48
Vier keer per jaar	24,20% 129
TOTAAL	533

Q11 Wanneer u een product gaat kopen, wat is belangrijk voor u?

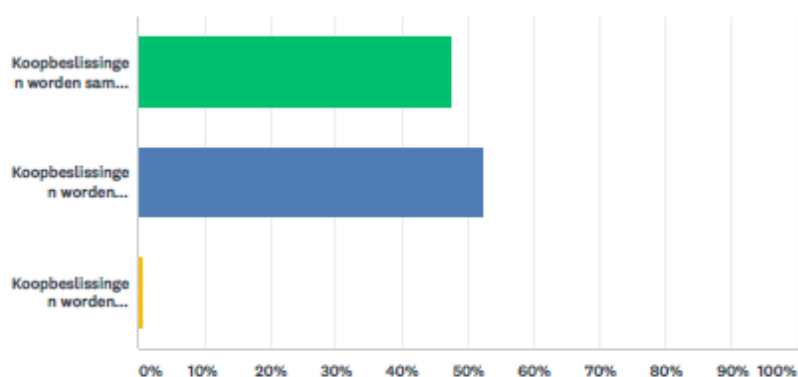
Beantwoord: 536 Overgeslagen: 3



	HELEMAAL MEE ONEENS	ONEENS	NEUTRAAL	MEE EENS	HELEMAAL MEE EENS	TOTAAL	GEWOGEN GEMIDDELDE
Kwaliteit	2,05% 11	0,19% 1	1,31% 7	38,62% 207	57,84% 310	536	4,44
Prijs	2,05% 11	0,56% 3	6,53% 35	47,57% 255	43,28% 232	536	4,08
Persoonlijke tevredenheid	1,87% 10	0,19% 1	7,10% 38	50,47% 270	40,37% 216	535	4,04
Innovatief	2,26% 12	4,52% 24	57,63% 306	29,57% 157	6,03% 32	531	1,57
Functionaliiteit	1,87% 10	0,37% 2	4,12% 22	50,00% 267	43,63% 233	534	4,19
Bekendheid Merk	9,74% 52	20,41% 109	49,44% 264	16,67% 89	3,75% 20	534	1,26

Q12 Wie maakt de koopbeslissingen wanneer u een huishouden deelt?

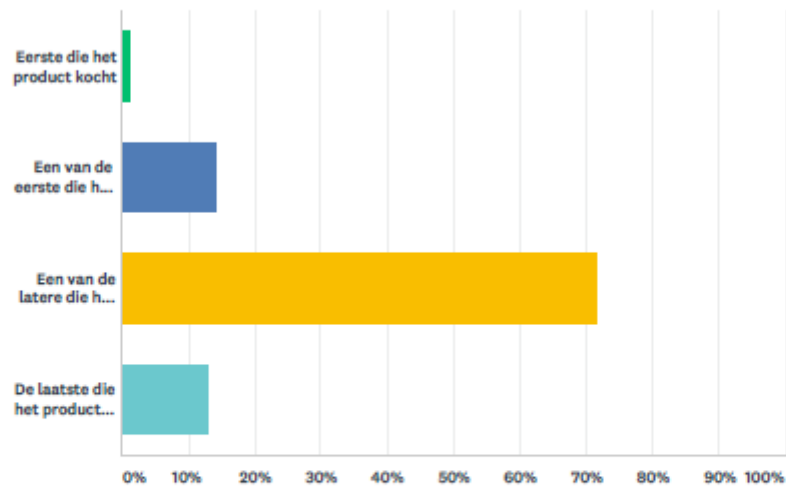
Beantwoord: 509 Overgeslagen: 30



ANTWOORDKEUZEN	REACTIES
Koopbeslissingen worden samen gemaakt	47,35% 241
Koopbeslissingen worden voornamelijk door mij gemaakt	52,06% 265
Koopbeslissingen worden voornamelijk door mijn partner gemaakt	0,59% 3
TOTAAL	509

Q13 Wanneer een product voor het eerst op de markt komt, ben ik de

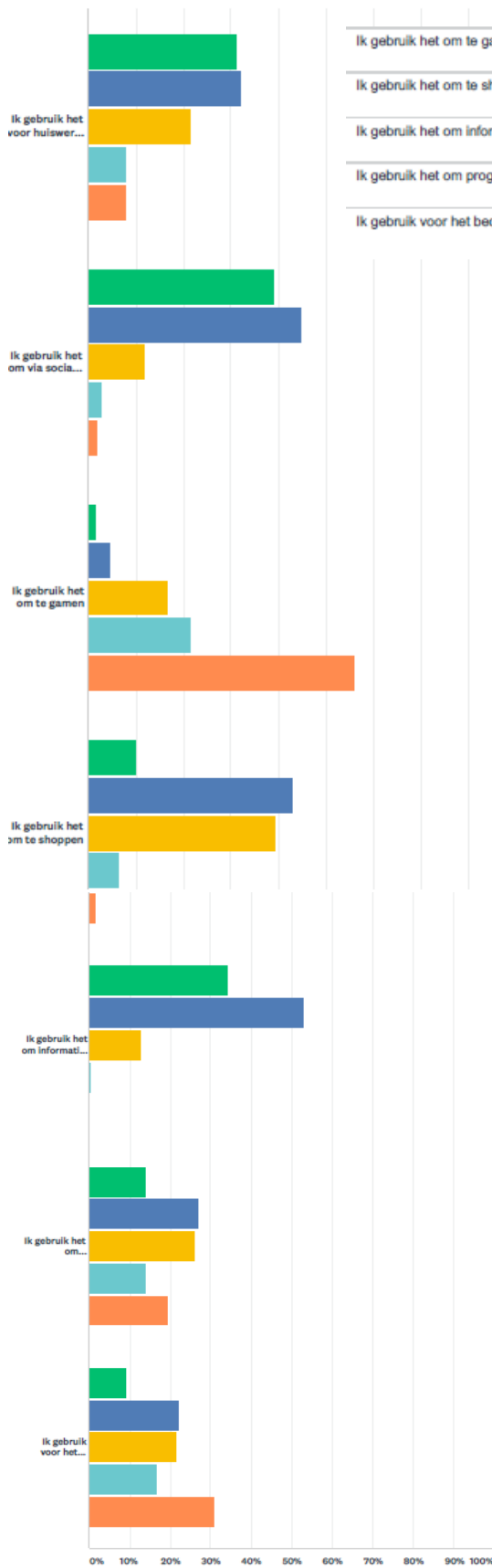
Beantwoord: 537 Overgeslagen: 2



ANTWOORDKEUZEN	REACTIES
Eerste die het product kocht	1,30% 7
Een van de eerste die het product kocht	14,15% 76
Een van de latere die het product kocht	71,51% 384
De laatste die het product kocht	13,04% 70
TOTAAL	537

Q14 Waarvoor gebruikt u het internet?

Beantwoord: 538 Overgeslagen: 1

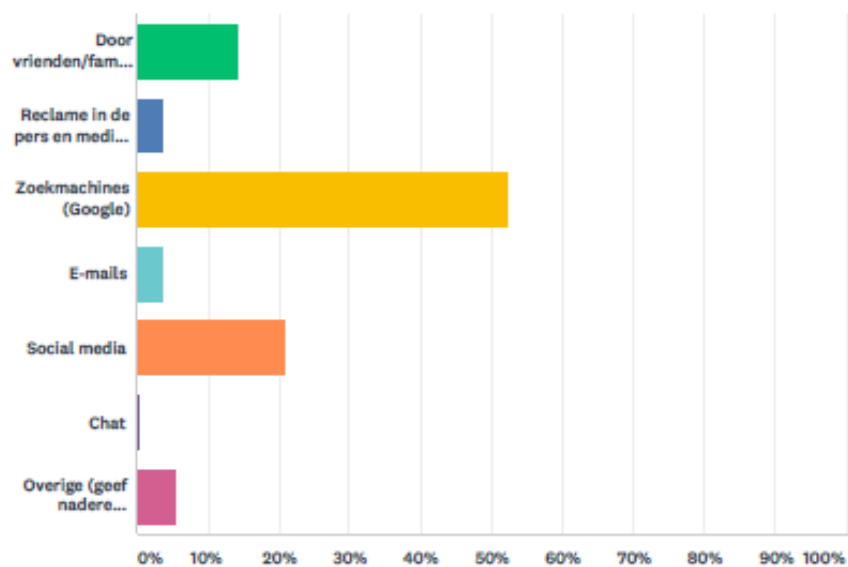


Ik gebruik het om te gamen	1,49%	4,65%	16,73%	21,38%	55,76%	538
Ik gebruik het om te shoppen	9,87%	42,83%	39,29%	6,52%	1,49%	537
Ik gebruik het om informatie over bepaalde onderwerpen te vinden	34,08%	52,70%	12,85%	0,37%	0,00%	537
Ik gebruik het om programmas/series/films te kijken	13,81%	27,05%	25,93%	13,99%	19,22%	536
Ik gebruik het voor het bedrijfsleven	9,29%	21,93%	21,56%	16,54%	30,67%	538

	HEEL VEEL	VEEL	SOMS	WEINIG	NIET	TOTAAL
Ik gebruik het voor huiswerk, leren, onderzoeken	30,97%	32,09%	21,27%	7,65%	8,02%	536
Ik gebruik het om via social media te communiceren (Facebook, e-mail, Twitter, YouTube, etc)	38,85%	44,80%	11,71%	2,79%	1,86%	538

Q15 Hoe komt u in contact met shopping sites?

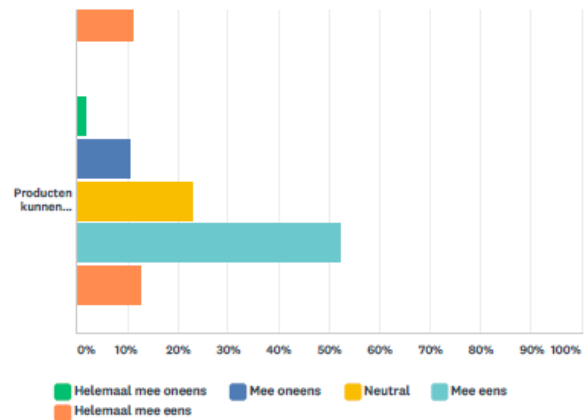
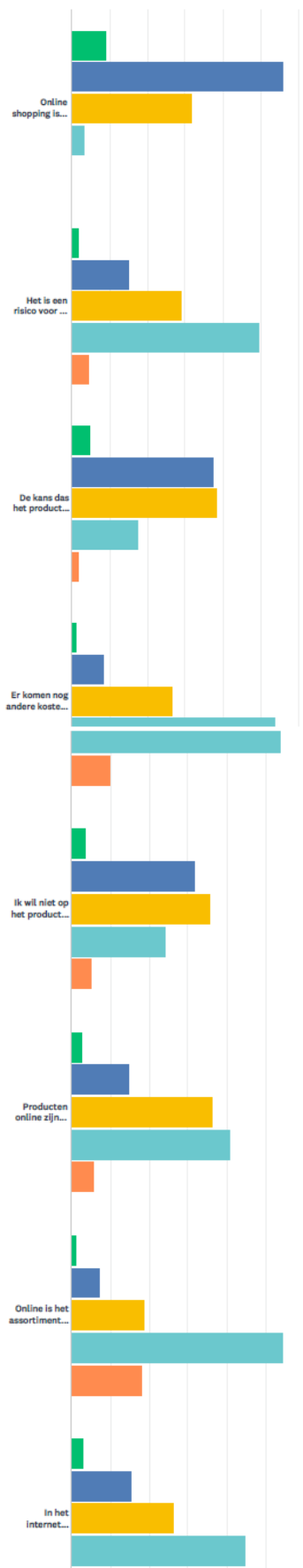
Beantwoord: 538 Overgeslagen: 1



ANTWOORDKEUZEN	REACTIES	
Door vrienden/familie	14,13%	76
Reclame in de pers en media (TV)	3,53%	19
Zoekmachines (Google)	52,23%	281
E-mails	3,72%	20
Social media	20,63%	111
Chat	0,37%	2
Overige (geef nadere toelichting)	5,39%	29
TOTAAL		538

Q16 Wilt u alstublieft aangeven in welke mate u met de volgende statements er mee eens bent?

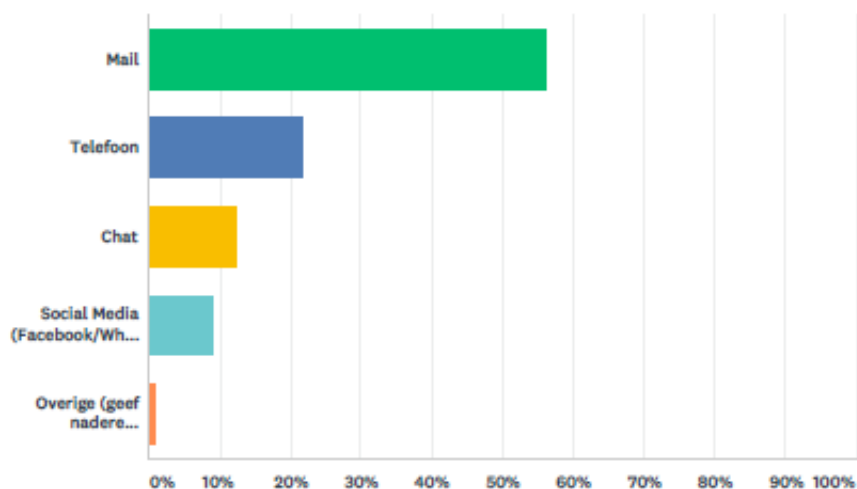
Beantwoord: 539 Overgeslagen: 0



	HELEMAAL MEE ONEENS	MEE ONEENS	NEUTRAL	MEE EENS	HELEMAAL MEE EENS	TOTAAL
Online shopping is niet veilig	9,11% 49	55,76% 300	31,78% 171	3,35% 18	0,00% 0	538
Het is een risico voor mij om het product niet in het echt te kunnen zien	1,67% 9	15,06% 81	29,00% 156	49,63% 267	4,65% 25	538
De kans dat het product nooit geleverd wordt	4,82% 26	37,48% 202	38,40% 207	17,63% 95	1,67% 9	539
Er komen nog andere kosten bij (Verzendkosten)	1,30% 7	8,53% 46	26,53% 143	53,80% 290	9,83% 53	539
Ik wil niet op het product wachten	3,53% 19	31,78% 171	35,50% 191	24,16% 130	5,02% 27	538
Producten online zijn goedkoper dan in de winkel	2,79% 15	14,68% 79	36,25% 195	40,71% 219	5,58% 30	538
Online is het assortiment breder	1,30% 7	7,24% 39	18,92% 102	54,36% 293	18,18% 98	539
In het internet winkelen spart tijd	2,98% 16	15,27% 82	26,26% 141	44,51% 239	10,99% 59	537
Producten kunnen makkelijker vergeleken worden	1,86% 10	10,43% 56	22,72% 122	52,33% 281	12,66% 68	537

Q17 Welke manier heeft uw voorkeur om contact op te nemen met een bedrijf?

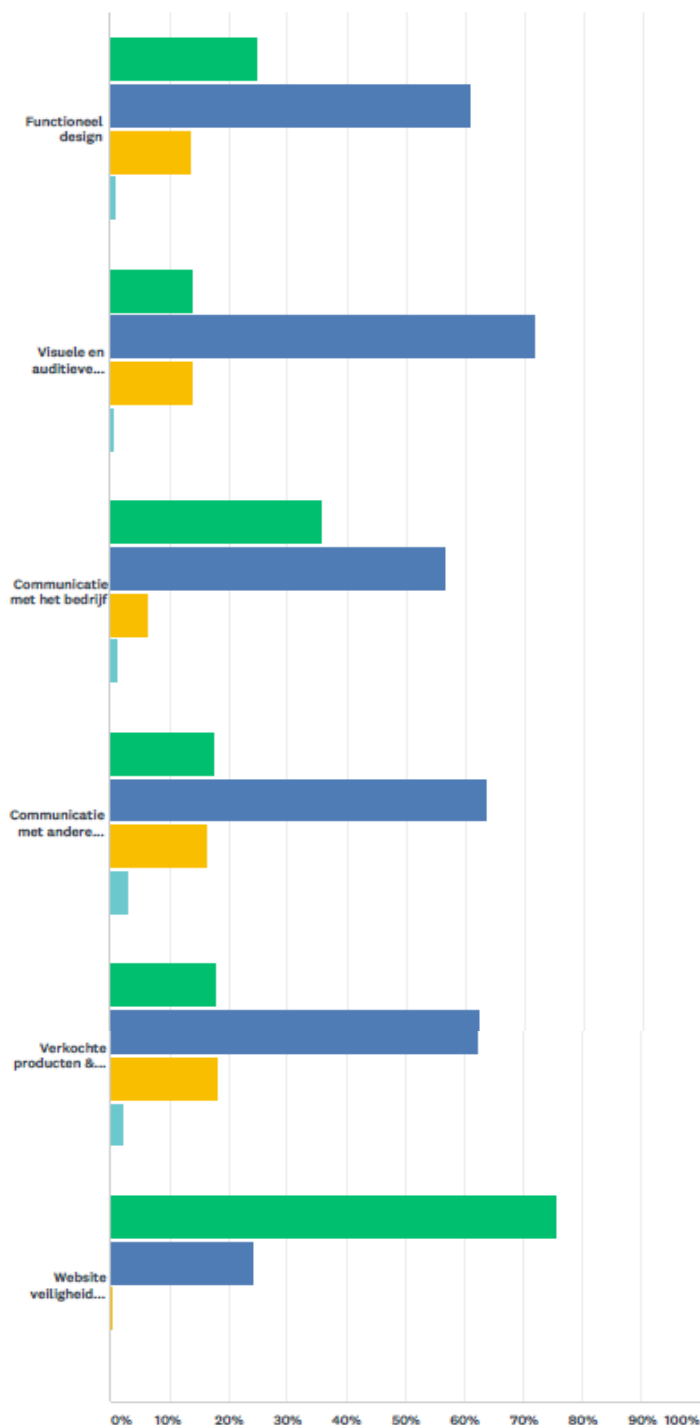
Beantwoord: 539 Overgeslagen: 0



ANTWOORDKEUZEN	REACTIES	
Mail	56,03%	302
Telefoon	21,71%	117
Chat	12,24%	66
Social Media (Facebook/Whatsapp)	9,09%	49
Overige (geef nadere toelichting)	0,93%	5
TOTAAL		539

Q18 Welke van de volgende eigenschappen van een website zijn van belang voor u en hoe belangrijk zijn deze? 1 is de laagste waarde, 4 de hoogste.

Beantwoord: 539 Overgeslagen: 0

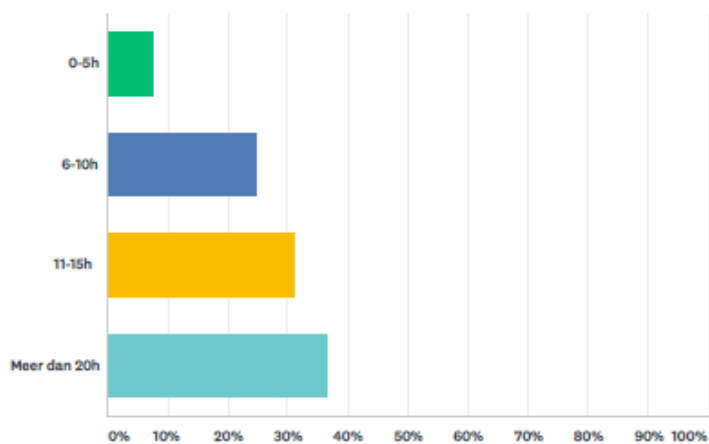


Heel belangrijk Belangrijk Niet belangrijk Helemaal niet belangrijk

	HEEL BELANGRIJK	BELANGRIJK	NIET BELANGRIJK	HELEMAAL NIET BELANGRIJK	TOTAAL
Functioneel design	24,91% 133	60,67% 324	13,67% 73	0,75% 4	534
Visuele en auditieve inhoud	13,94% 75	71,56% 385	13,94% 75	0,56% 3	538
Communicatie met het bedrijf	35,87% 193	56,51% 304	6,32% 34	1,30% 7	538
Communicatie met andere gebruikers/klanten (reviews)	17,29% 93	63,38% 341	16,36% 88	2,97% 16	538
Verkochte producten & diensten	17,84% 96	62,08% 334	18,03% 97	2,04% 11	538
Website veiligheid (Financiële veiligheid)	75,61% 406	24,02% 129	0,37% 2	0,00% 0	537

Q19 Hoeveel uren gebruikt u het internet per week?

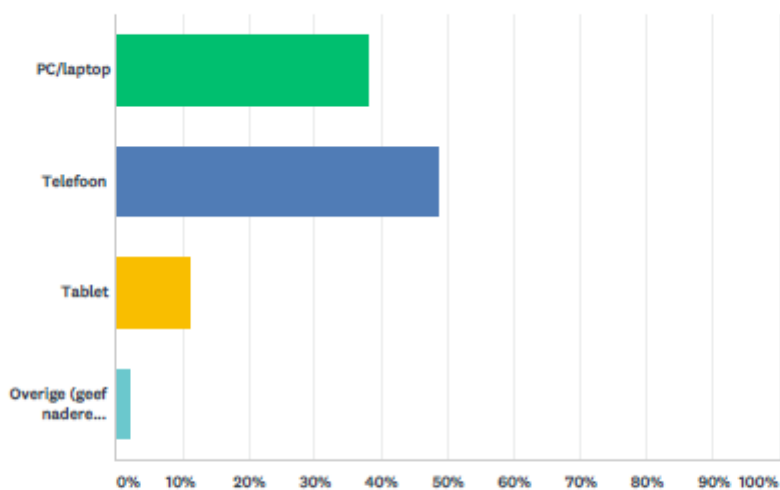
Beantwoord: 539 Overgeslagen: 0



ANTWOORDKEUZEN	REACTIES
0-5h	7,61% 41
6-10h	24,86% 134
11-15h	30,98% 167
Meer dan 20h	36,55% 197
TOTAAL	539

Q20 Welk apparaat heeft uw voorkeur om online te gaan?

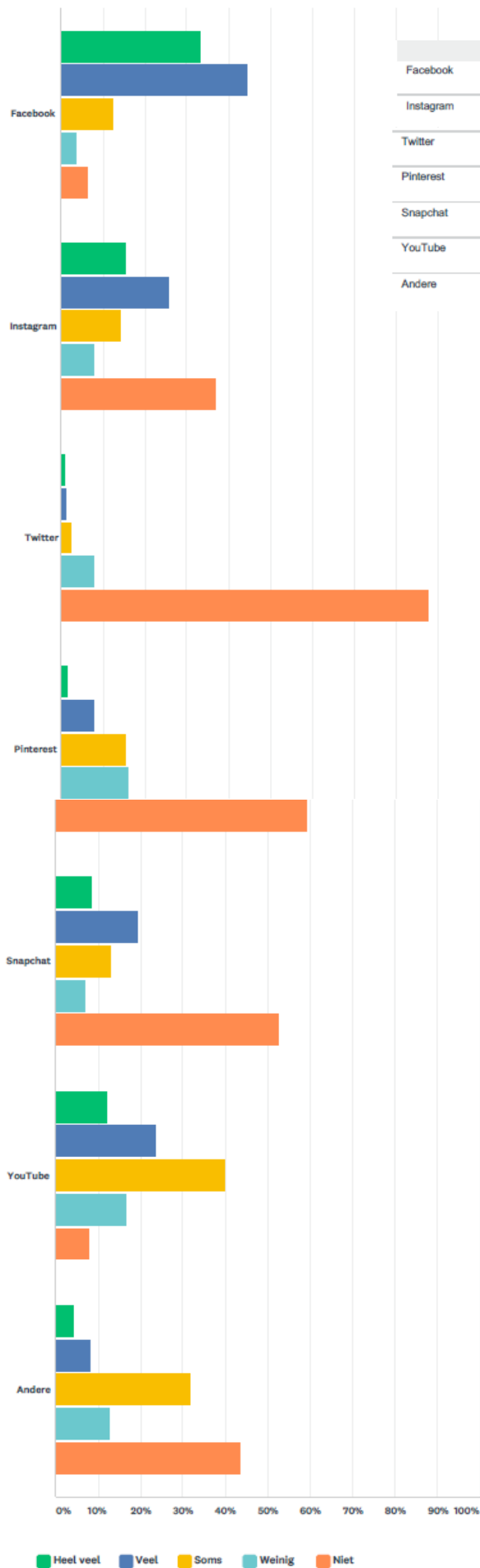
Beantwoord: 537 Overgeslagen: 2



ANTWOORDKEUZEN	REACTIES
PC/laptop	38,18% 205
Telefoon	48,79% 262
Tablet	10,99% 59
Overige (geef nadere toelichting)	2,05% 11
TOTAAL	537

Q21 Hoe veel gebruikt u de volgende social media?

Beantwoord: 539 Overgeslagen: 0



	HEEL VEEL	VEEL	SOMS	WEINIG	NIET	TOTAAL
Facebook	33,27% 179	44,42% 239	12,27% 66	3,53% 19	6,51% 35	538
Instagram	15,43% 83	25,65% 138	14,13% 76	7,99% 43	36,80% 198	538
Twitter	0,74% 4	1,30% 7	2,23% 12	7,98% 43	87,76% 473	539
Pinterest	1,49% 8	8,01% 43	15,27% 82	16,01% 86	59,22% 318	537
Snapchat	8,40% 45	19,40% 104	12,87% 69	6,90% 37	52,43% 281	536
YouTube	12,10% 65	23,46% 126	40,04% 215	16,57% 89	7,82% 42	537
Andere	4,13% 21	8,06% 41	31,83% 162	12,57% 64	43,42% 221	509