

A black and white photograph of a wedding dress. The dress features a large, voluminous white bow at the waist, adorned with a rectangular brooch set with pearls and crystals. The dress has a lace bodice and a visible zipper at the waistline.

Thesis: I Marry Green

A Marketing Plan for Duurzame Bruiloft

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Executive Summary

Nowadays, sustainable development is considered as an important topic in the policy of organizations. Duurzame Bruiloft is a one-man business that organizes sustainable weddings, which helps to reduce co2 emission. Duurzame Bruiloft operates in the Netherlands, but wants to enlarge its market to the Belux (Belgium and Luxembourg).

However, individuals are not aware of the existence of sustainable wedding and created prejudices about this concept. Therefore, the main objective of this thesis was developing a marketing strategy. To collect data for the thesis, desk and field research were inevitable.

Furthermore, a few changes in the marketing mix and target group were recommended to create a strong position in the Dutch market. The target group of the Netherlands should be women with a busy lifestyle, because these women usually make use of wedding planners to simplify the organization of their wedding. It was noticeable that the target group would prefer sustainable wedding planners, if they could deliver quality for reasonable prices. Unfortunately, the balance between cost and quality is not clear through the current media channels. Therefore, it is important that the right message will be communicated through the right media channels. The recommended promotion mix for the Dutch market is as follows: Facebook, magazine advertisement, online advertising and a more effective web site. After creating awareness, Duurzame Bruiloft could reach the interest stage by the use of personal selling. Furthermore, to reach the desire and action stage, price sensitivity is very important. Therefore, sales promotion is recommended. For example, price discounts.

Finally, to enter the Belux market successfully, the previous defined target group is also recommended to the Belux market. Moreover, the previous marketing mix improvements are recommended to the Belux as well. However, the web site should also require a second language, because using only one language could create barriers. Moreover, they should also focus on blogs. Furthermore, it is difficult to communicate with the target group from a distance; therefore, Duurzame Bruiloft could make use of video conversation to interact with partners and consumers from distance. Secondly, Duurzame Bruiloft should open an office, to create a more professional image. Finally, as the use of wedding planners is increasing in the Benelux market (Belgium, the Netherlands and Luxembourg), Duurzame Bruiloft should also make use of franchising, which means that a franchisee would use the same concept under the same name, in return of a certain fee.

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Preface

This report is my bachelor thesis for the conclusion of my study European Studies at The Hague University. I am very interested in sustainable development and as a future bride I wanted to research the possibilities to marry sustainable. Moreover, I never heard about a sustainable wedding planner and was very fascinated by Duurzame Bruiloft. It was a challenge to create a thesis about a new sustainable concept. I really appreciated the help of many people.

First of all, I would like to thank Ms. Susan Overakker of Duurzame Bruiloft for trusting me to do a research for her enterprise. I would also like to thank her for the feedback and the flexible communication we had. Moreover, I would like to thank her for the information she shared with me about Duurzame Bruiloft, which was required for the research.

Secondly, I would like thank my supervisor Mr. Koelemij from The Hague University, for the trust and flexibility. He made this project challenging for me. Furthermore, I would like to thank him for the feedback and the interesting points that I could examine during my research.

Furthermore, I would like to thank many people for their collaboration. Without the focus group and the interviews it would not be possible to collect data for my research.

Last but not least, I truly hope that my thesis would provide a valuable overview of the opportunities that Duurzame Bruiloft has in the Benelux market.

Yasmine Berrag

May, 2013

1. Introduction

Sustainable development is gaining a strong position in the Benelux market. Since the report, *Our Common Future*, launched in 1987, sustainable development has become important (“World Commission on Environment and Development”, 1987). In the last decades, individuals and companies pay more attention to environmental, social and economic issues. Global climate change, the economic crisis, poverty, loss of biodiversity and desertification created general awareness. The attention for sustainable development increases each year. This was noticed during the 13th edition of National Sustainability Congress in the Netherlands, in 2011. This congress was organized for managers, researchers, policy-makers, companies and NGO’s. It was the largest Dutch congress in the history of sustainable development (“13e Nationaal Sustainability Congres”, 2012).

Sustainable development has increased rapidly in Belgium, since 1992. Regarding to the results of a research by the Vlaamse Milieumaatschappij (VMMa), the carbon dioxide emission was between 80 and 90 million megatons each year in the 1980s and ‘90s. In 2005, there was a significant downfall announced (Belga, 2012).

Furthermore, sustainable development is adapted by organizations and individuals through their attitudes, tools, behaviors and strategies. One of these manners is by organizing a sustainable wedding. According to certain magazines, sustainable wedding is a growing trend in the United States (Williams, 2009). However, sustainable wedding is still an unknown concept. At present, there are no figures about this concept published.

Nevertheless, there are organizations who offer sustainable wedding. One of these organizations is Duurzame Bruiloft, which is a one-man business. The owner, Susan Overakker is a wedding coach who offers various tools to organize a sustainable wedding. In assignment of Duurzame Bruiloft this final thesis was written. This thesis contains two strategies. The first one is to improve the market position in the Netherlands. The second one is a marketing strategy to enter the Belux market successfully.

2. Research Report

The problem definition is as follows:

- People and organizations want to contribute to the environment by adapting sustainability in their processes, attitudes and activities. A sustainable wedding is a way to reduce carbon dioxide that is caused by individuals. This concept is an upcoming trend in the United States. However, it is still an unknown concept in the Benelux market. Therefore, it is difficult for Duurzame Bruiloft to maintain a strong market position.

The objective for this thesis is defined as follows:

- Defining a marketing strategy for Duurzame Bruiloft in the Benelux market.

2.1 Research questions

The central question is as follows:

- *Which marketing strategies are recommended to create a strong position for Duurzame Bruiloft in the Benelux market?*

Sub questions are made to answer the central question. These sub questions were as follows:

- *In which ways did individuals and organizations began to apply sustainability in the Benelux and what were these trends?*
- *What is the definition of sustainable wedding?*
- *What are the differences between a sustainable wedding in the United States and the Benelux?*
- *How is the internal analysis of Duurzame Bruiloft defined?*
- *How could the Benelux market that Duurzame Bruiloft is positioning be defined?*
- *How is Duurzame Bruiloft going to communicate their services with the target groups?*

2.2 Research Methodology

This thesis is provided by Yasmine Berrag in assignment of provider Duurzame Bruiloft in the Netherlands. The intended assignment was to analyze the current position of sustainable wedding in the Benelux and to enhance its market position.

The preliminary focus during the thesis is based on desk research. In this report, desk research could be qualified in the consult of the following online and written sources: newspapers, books and magazines, such as *Green Magazine* and the *New York Times*. It was important to collect and read proper resources in order to gain a clear overview of sustainable development, sustainable wedding and Duurzame Bruiloft. Furthermore, different theories are used that support this thesis. Some relevant theories are described below.

Abell model (1980): The Abell model is a theoretical framework in which an organization is defined in three dimensions: the customer groups, the needs and the technologies. This theory would help organizations to make decisions. It also shows the potential growth opportunities. A good interpretation of the three axes creates a conceptual framework, which could identify opportunities (Bekker, Mandour & Waalewijn, 2005). This theory has outlined the opportunities that Duurzame Bruiloft has in the wedding planner market.

Marketing Mix (1950): Neil Borden introduced the marketing mix as an integrated set of tactics to achieve organizational objectives and creating a stronger relationship with customers. Jerome McCarthy reproduced the marketing mix by including four principal categories, which are as follows: price, place, promotion and product (McCarthy, 1950). This marketing mix was very relevant for the marketing plan, because it gave an overview of the principal categories that should be adjusted in a short or long term period.

Porter's of Five Forces model (1979): This theory is developed by Michael E. Porter. This model was very relevant for the study of competitive strategy. This model helps to understand the competition in a market by identifying five forces, which are as follows: industry rivals, customers, suppliers, potential entrants, and substitute products or services. The results from these forces defined an industry's structure and shaped the nature of competitive interaction within an industry (Porter, 2008). With this framework, Duurzame Bruiloft has defined the competition in the Belux market.

Furthermore, field research was also inevitable. An interview took place with Susan Overakker to gain information about Duurzame Bruiloft. Moreover, surveys are filled in by individuals from the Benelux. Each survey conducted 10 questions. For each market 100 surveys were needed. These surveys were held online, because for this project a sustainable research method was maintained. Moreover, an online survey reaches a larger audience in space and time. Nevertheless, an online survey cost less time and money (Armstrong & Kotler, n.d., p.141). Furthermore a focus group was held under women from the Netherlands and Belgium to discuss about sustainable wedding. The focus group consisted of six people. The discussion session is recorded and comments are made. Nevertheless, a focus group has become one of the major qualitative tools to gain information about the needs, thoughts and feelings of the consumers (Armstrong & Kotler, n.d., p.140)

After the field research, statistics and figures were made to reproduce the results. These results supported the marketing plan.

2.3 Structure of the thesis

The report consist different parts. The first chapter is a description of the history and development of sustainability. This chapter gives a global definition of sustainability. Moreover, in this chapter the differences and similarities in sustainable development between the Netherlands, Belgium and Luxemburg are described.

After this chapter, the definition of sustainable wedding is outlined. In this chapter a comparison between a normal and sustainable wedding is made. The third chapter is a short company description.

The next chapter is an internal analysis of Duurzame Bruiloft, which included an Abell model and the current marketing mix.

The following chapter contains the external analysis, which gives an overview of the market, its customers and its competitors. To summarize these important chapters, a SWOT analysis and Confrontation Matrix are made. Finally, in the end of the thesis, the recommended marketing strategies are described.

3. Sustainable wedding

3.1 History and development of sustainability

Since 1970 the population has increased enormous. People moved from agriculture into cities, more women began to work and industrialization took a higher level than ever before. Moreover, the total commercial energy consumption grew to over five billion tons of oil in 1970. In the same situation the energy available declined (DiTommaso, n.d.).

Furthermore, sustainable development has made a huge process since 1972. In 1980, the International Union for the Conservation of Natural Resources (IUCN), published the World Conservation Strategy, which concluded that conservation of nature could not be achieved without developing and solving the problems of poverty and misery (“World Conservation Strategy”, 1984). Moreover, In the report *Our Common Future*, the Brundtland Commission stated that there is a link between economic development, environmental issues and poverty. Finally, in 1984, the Environment and Development became an independent body of the United Nations General Assembly. This body became responsible for global change and solving social, economic, cultural and environmental issues. (“The History of Sustainable Development in the United Nations”, n.d.).

In 2011, the Dutch community had set up the Monitor Duurzaam Nederland 2011, which was a collective publication of Centraal Plan Bureau (CPB) and Centraal Bureau voor de Statistiek (CBS). The Monitor Duurzaam Nederland 2011 would motivate the Netherlands to invest in innovation and the development of sustainability. The ambition was to realize 80 till 95 per cent of CO2 mission reduction in 2050 (Rijksoverheid, 2011).

The Government plays an important role in stimulating sustainable development in Belgium and Luxembourg. On 5 June 2009, the Government of Belgium approved the Sustainable Government Action plan. Their main mission was to realize 100 per cent sustainability in the activities of the Government in 2020 (“Duurzame overheidsopdrachten”, n.d.). Moreover, on April 2011, the Belgium Policy-makers approved The Second Sustainable Strategy, which was a long-term plan. With this strategy, they expected to realize a sustainable society (“Vlaamse Strategie Duurzame Ontwikkeling”, 2011).

Furthermore, more enterprises act sustainable in Belgium and Luxembourg. In 2011, Siemens Belgium-Luxembourg created a new sector, named Infrastructure and Cities. This new sector is focused on different megatrends, such as climate change and demographic changes. (Siemens, 2012). Moreover, Siemens created a unique green portfolio that represents 30 per cent of the turnover, which also increased faster than every sector.

3.2 Sustainable Wedding

One of the tools to contribute to the environment as individuals is by organizing a sustainable wedding. In 2012, each of 2.5 million weddings in the United States produced an average of 62 tons of carbon dioxide and 500 lbs of garbage (Yampa Valley Sustainability Council, 2013.). To cut in cost and reduce carbon dioxide and garbage, the concept sustainable wedding is developed. On this moment, there are no hard statistics available on the number of organized sustainable weddings in the United States. However, regarding to the bridal magazines, businesses, mini-industry of green wedding, websites and online stores, a noticeable trend in sustainable wedding is developing very fast (Navarro, n.d.). A sustainable wedding is an eco-friendly wedding. By incorporating the sustainable principles of reduce, reuse and recycle, couples could marry sustainable (Brochbeautiful, 2012).

In the table below the services and products of a normal wedding and a sustainable wedding are compared with each other. A sustainable wedding is based on fair trade and sustainable development. Furthermore, the products and services of a normal and sustainable wedding are look-a-likes. For example, the difference between flowers with chemicals and fertilizer free flowers is not visible.

	Normal Wedding	Sustainable Wedding
Rings	Diamond Gold Ring	Recycled Ring, or a new ring of 'green gold' without real diamonds.
Location	Locations without a green label or in the open air	Locations with a green label or in the open air
Flowers and Decorations	Flowers with chemicals from other countries, a lot of	Fertilizer free (organic), local and seasonal flowers, few

	decoration	decoration
Food and Drinks	Food and Drinks with a high amount of soil, meat and standard cake	Local, seasonal, organic and vegetarian food, fair trade cake
Clothes and Cosmetics	Tested on animal cosmetic with a new purchased dress	A second hand or rented wedding dress with free of testing on animals cosmetic
Transport	Transport	Eco-friendly Transport

Table 1: Services and products of sustainable and normal wedding

3.3 Sustainable wedding in the United States

The reasons why sustainable wedding is more popular in the United States than in the Benelux, is because couples choose more often to marry than in the Benelux. In the United States, a wedding is a normal commitment. There are nearly 6.200 weddings a day in the United States (Sound Vision, n.d). In Belgium, the number of weddings declined and the number of couples that lived together without a legal commitment increased (Belga & SD, 2012).

Furthermore, the culture is different between the United States and the Benelux. In the United States failure is more accepted. Americans believe that innovation and risk-taking are important aspects to do business (Moretz & Jackson, 2011). Businesses are easily taking chances and risks; as a result, there is more innovation in the sustainable sector in the United States.

Finally, another reason is that the wedding industry in the United States is larger than in the Benelux. The wedding industry in the United States generates 40 billion of dollars per year (Fernandez, 2012).

4. Company Description

4.1 History

Duurzame Bruiloft is an organization, in the Netherlands that is founded since 2012. This organization is a one-man business that is specialized in organizing sustainable weddings. The wedding coach and developer of Duurzame Bruiloft is Susan Overakker. Susan Overakker is very interested in sustainable development and wanted to make changes. When she married with her boyfriend, she organized a sustainable wedding. Back in the Netherlands, she noticed that sustainable weddings were not known by the Dutch society. After a research, she found ten measures to change a normal wedding into a sustainable wedding. She began to develop a calculation method with her husband, which calculated how much co2 a wedding would emission. She thought that it was time for changes and wanted to bring the trend to marry sustainable from the United States to the Netherlands (Overakker, n.d.). For an interview with Susan Overakker see Appendix 3.

4.2 Mission/Vision

Duurzame Bruiloft wants to organize in total 100 sustainable weddings in the Netherlands before 2020, so that they could help more individuals to act sustainable and still have a wonderful beneficial wedding. Therefore, their mission is as follows: Organizing 100 weddings before 2020, to give individuals a wonderful experience by being beneficial to the environment. Furthermore, the vision is based on creating a clear, healthy and good environment (Overakker, n.d).

5. Situation analysis

5.1 Internal analysis

In this part of the report, an internal analysis is defined by use of the Abell model and the current marketing mix.

5.1.1 Abell Model

The customer groups

The customers of wedding planners are couples. The prominent customers of Duurzame Bruiloft are individuals that act sustainable.

The needs

The needs are the expectations that customers have, when they make use of wedding planners. Duurzame Bruiloft shares all important needs of customers.

The technology

To fulfill the needs of customers, technology is a must. Consultancy and assistance are important services offered by wedding planners. Workshops, references and accounting are other services offered by wedding planners. Duurzame Bruiloft also offers a tangible product, which is a book with 10 measures to organize a sustainable wedding.

In the figure on the next page, the Abell model is presented. This Abell model describes all needs, technologies and customers groups of Duurzame Bruiloft in the wedding planner market. In conclusion, Duurzame Bruiloft focuses on all needs and technologies. The technologies CO2 Scan and the sustainable wedding book provide a Unique Selling Point (USP). An USP is something that an organization offers, which creates a unique position in contrast to its competitors (de Boer, 2010). Furthermore, the prominent consumers are sustainable couples.

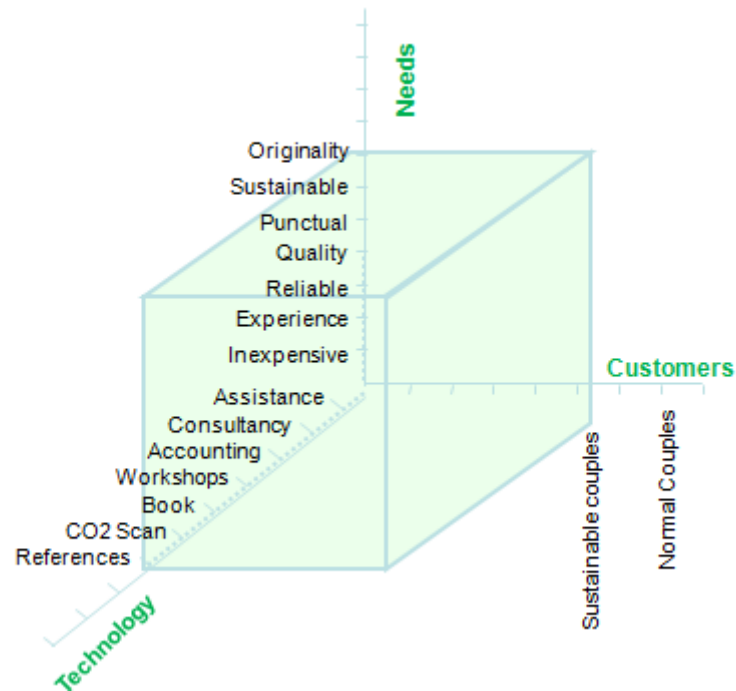


Figure 1: Market Definition of Wedding planners - Duurzame Bruiloft

5.1.2 The Marketing Mix

Price

- The price depends on the demand of the consumer
- The reasonable pricing is not communicated through media.
- No discounts offered
- Duurzame Bruiloft has competitive prices

Product

- Complete package of services
- The only wedding planner with a tangible product in the Benelux market
- Product and services simplify the organization of the wedding.
- Mainly onetime experience
- Quality is considered as important

Promotion

- Promotion tools does not trigger the current target group
- Blogs, public relations and the website
- Lack of advertising, personal selling and sales promotion
- Symbolic value: beneficial for the environment
- Unawareness of the concept

Place

- Duurzame Bruiloft operates from home

5.2 External analysis

An external analysis is important, because the long term competitiveness of the organization should be defined. Being updated of your environment is fundamental. First of all, an environmental analysis is set up. This external scan of the environment is called a PEST Analysis.

Political Factors

The Benelux is a part of the European Union. It is important that the European Union maintain a healthy environment, because environmental problems go across the borders. In November 2012, the Seventh Environment Action Program was represented by the European Commission. This program would play a role in different areas, which are as follows: climate change, nature and biodiversity, environment and health and in sustainable management of natural resources and waste (“Milieubeleid”, n.d.)

The Netherlands is the most polluted country in Europe (“Nederland meest vervuilde land”, 2011). Moreover, the governmental plans in the areas of the environment, climate change and nature, ensured that the Netherlands only could partially fulfill the environmental obligations defined by the European Union. This was announced by the Secretary of the Environment, in 2011. For example, budget cuts and the agreements on water could not ensure that the planned objectives would be achieved (“Nederland voldoet deels aan EU-milieueisen”, 2011).

In 2003, the European Commission took legal actions against Belgium to protect the environment. They directed a reasoned opinion, which means a final warning. Belgium was convicted of licensing activities that had a negative impact on the environment without an explicit decision by a relevant authority. After receiving the reasoned opinion, Belgium confirmed to the European Commission to adjust its legislation (“Commissie waarschuwt België wegens niet-nakoming van milieuwetgeving”, 2007). In 2012, a progress was noticed by the authorities in Belgium. The Environmental Performance Index ranked Belgium on the 24th out of 132 countries (EDL, 2012).

According to the European Environment Agency (EEA), Luxembourg has the most nitrogen oxide emissions of Europe. Furthermore, according to the research by the EEA, a large part of the water in Europe is still too much polluted. In Luxembourg, the pollution of the water is more than 50 per cent (“Meer dan helft van Europees water is te vervuild”, 2012).

Economic Factors

In the Netherlands, the GDP declined 1.1 per cent in 2012 in contrast to 2011. Furthermore, the inflation was 1.8 per cent in 2012, which was 2.5 per cent in 2011 (CPB, 2011). Moreover, in 2012, households had 3.2 per cent less to spend than in 2011. The CPB reported that this decline in disposable income was the strongest decrease since 1981 (van Lieshout, 2010). The average income per year was 31,000 Euros in 2011 (“Gemiddeld inkomen 31.000”, 2013). However, according to the CPB, the economy of the Netherlands will slowly grow up to 2017 (“Dutch economic growth will be slow until 2017”, 2012)

In Belgium the average GDP declined 0.3 per cent in contrast to 2011. The inflation declined 1.1 per cent in 2012. Furthermore, according to the European Statistics Agency, Belgium scores 19 per cent above the average disposal income of the European Union, in 2012 (Peeters, 2012). In 2011, the average income per year was 37,000 EUR (Henrard, 2012).

In Luxembourg, the GDP declined 0.2 per cent. The inflation declined 1.1 per cent (European Commission, 2013). Furthermore, the disposal income is the highest in Luxembourg, with a score of 171 per cent above the European average (Peeters, 2012). The average income per year is in Luxembourg more than 50,000 EUR (“In welke Europese landen is het salaris het hoogst?”, n.d.).

Socio-cultural Factors

The Netherlands is the largest country of the Benelux with 16.792.862 people in January 2013 (CBS, 2013). According to the field research, 12 per cent of the population acts sustainable (Figure 2).

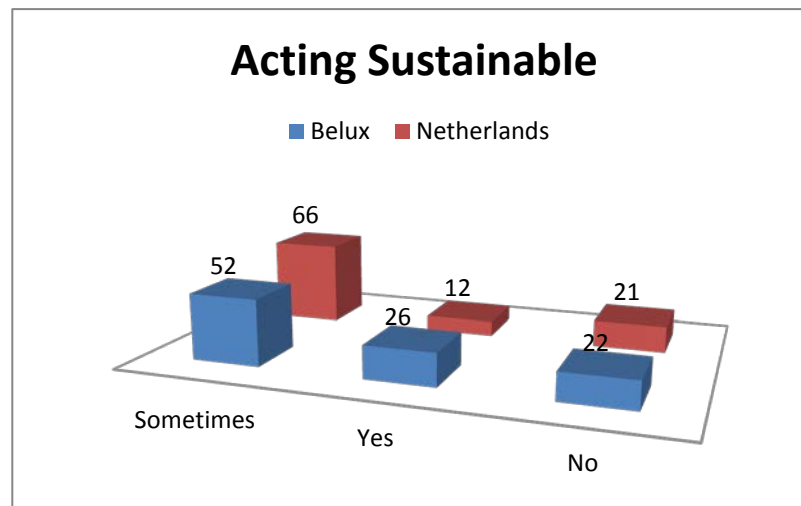


Figure 2: The Netherlands - The percentage of the population that acts sustainable.

Moreover, the Dutch population spends more time at work, households and additional training. These results were defined by the Time Use Survey of the Social and Cultural Planning Office, in 2006 (Telegraaf & AD, 2006). Furthermore, the Dutch people marry quite late. According to the CBS, men married at an age of 37 and women at an age of almost 34 years in 2011 (ANP, 2012).

In Luxembourg the population was 508.074 in July 2011. In Belgium, the population was more than 11 million in 2012, which increased with 0.8 per cent in contrast to 2011 (ANP, 2012). Regarding to the field research, 26 per cent of the population in Belgium and Luxembourg act sustainable. According to the National Statistics Institute, the average age in Belgium is 28 years (male) and 26 years (female), which was 26 years (male) and 24 years (female) in 1980. Moreover, in Luxembourg the average age is 30 years (“Relaties - Een nieuw landschap”, n.d.)

Furthermore, women have an organizational role during the decision-making process (DMP). A research was held to identify the role of both genders in the organization of wedding. As a result, a wedding is often more valuable to women. However, it was noticeable that more men are starting to get involved (Brouwer, n.d.). Moreover, it was noticeable during the field research that especially women filled in the research.

Technological factor

The investment in sustainable technology is growing in the Netherlands. Sustainable technology is developing, because of the regulation changes and the environmental problems. Green technology is innovative and could lead to a cost saving over 30 per cent. (“Groene technologie impuls voor financiële markten”, n.d).

Furthermore, the Prodem-centrum in Belgium is specialized in coaching and advising about sustainable technologies. Sustainable innovation is already adapted by some organization in Belgium after having support of the Prodem-centrum in Belgium (“Weg vrijmaken voor groene technologie”, 2010).

After the development of the Luxembourg’s Eco-Technology Action Plan, which supports organizations and entrepreneurs to adjust sustainability in their businesses, nearly 200 companies began to adapt sustainability in their activities, such as working in renewable energy and eco-constructions. Luxembourg is also globalizing their innovation in terms of sustainable development. (“An inspiring clean technology player”, n.d.).

5.3 Market Analysis

The Ansoff Matrix is a strategic marketing planning tool. Duurzame Bruiloft could place itself both in market penetration as in market development. The Netherlands is an existing market in which Duurzame Bruiloft wants to improve its position. Therefore, it is important to examine how Duurzame Bruiloft is going to achieve deeper market penetration, which means making more profit with its current services and products.

Secondly, Duurzame Bruiloft is also considering the possibilities for market development in new markets (Armstrong & Kotler, n.d., p. 75-76) The Belux market is a new market that Duurzame Bruiloft is considering to position with its current services and products. (Figure 3).

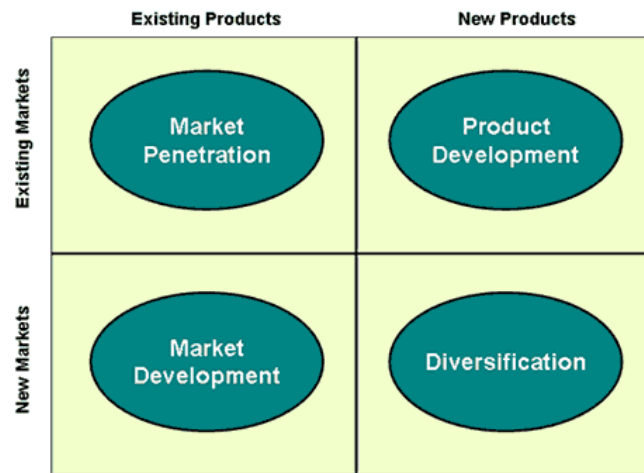


Figure 3: Ansoff Matrix for strategic marketing planning

The wedding planner market the Netherlands

The Dutch wedding planner market has developed over the past last years. According to numerous surveys and polls, 30 per cent of the couples have used wedding planners. Moreover, there was a strongly development noticed on the average of the wedding planners that have arisen (“Trends: Caritas Weddingplanning & Partyevents”, n.d.). According to ZankYou, the use of wedding planners is becoming a trend in the wedding market (Frauke, 2012).

The wedding planner market Belux

It is important to define the future market that Duurzame Bruiloft is going to position. Therefore, the Porter’s Five Forces model was set up. In an Excel file, the profit potential through five forces was calculated (Appendix 5). The results are based on the gained information from the desk and field research (Figure 4).

PORTER’S OF FIVE FORCES MODEL

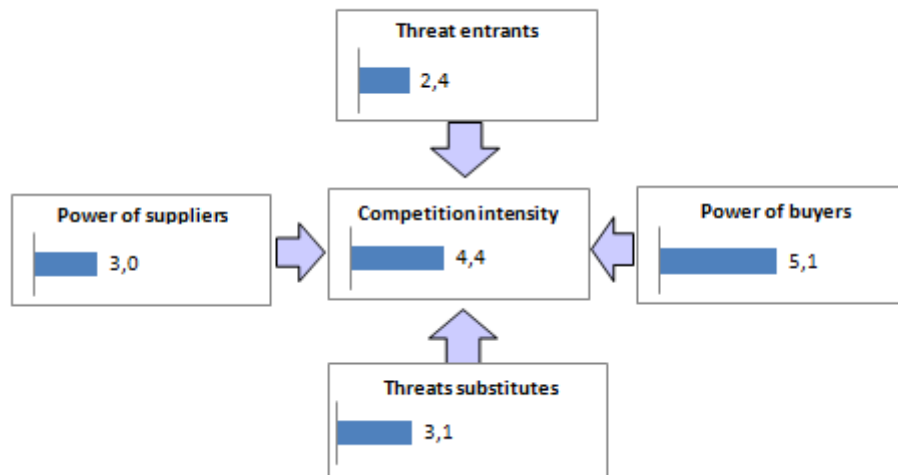


Figure 4: Porter's of Five Forces Model Duurzame Bruiloft

The results are ranked from 1 to 10. The lower the mark, the more chance that Duurzame Bruiloft would enter the market successfully.

Threat of Entrants

The threat of entrants is ranked low. To enter the Belux market, capital is not needed, because Duurzame Bruiloft would not establish in the Belux. Moreover, in the wedding planner market of the Belux, there are not sustainable wedding planners active or even wedding planners with a dominated position. A barrier could be the required languages; French or English are required to position in the Belux market.

The power of suppliers

The power of suppliers is low. The only suppliers of Duurzame Bruiloft are their partners. They do not have a lot of power to influence the products and services of Duurzame Bruiloft.

The power of buyers

In Belgium and Luxembourg, couples usually organize their own wedding, because organizing your own wedding is a habit. Moreover, most individuals assume that a wedding planner is very expensive (Lachaert, 2012). Furthermore, customers are also price sensitive, which could be concluded from the field research. However, customers would not purchase large volumes, because a wedding is usually a one life experience. Furthermore, substitute services are not available in the market. Therefore, the power of buyers is ranked neutral (score 5)

The threat of substitute services

A substitute service is a service that could be replaced by another service. Nowadays, there are not other services available in the market to facilitate the organization of wedding.

The competition intensity

According to the field research, it was noticeable that 26 per cent of the population in the Belux market would make use of a wedding planner (Figure 5), which is a much higher than in the Netherlands. Furthermore, the competition is very limited in the Belux market. Moreover, Duurzame Bruiloft could create a unique position in contrast to its competitors by the use of the USP.

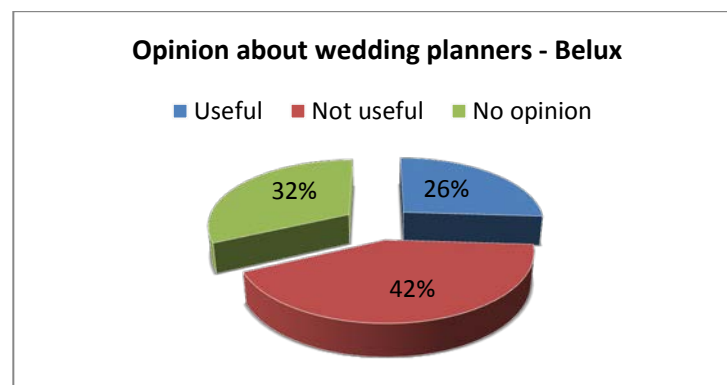


Figure 5: Opinion about wedding planners – The Belux

5.4 Competition Analysis

It is important to conduct a competition analysis. By keeping an eye on the competition, Duurzame Bruiloft could increase her chances in the wedding planner market. In the table below the strengths and weaknesses of some competitors in the Netherlands, Belgium and Luxembourg are compared to Duurzame Bruiloft. The elements are ranked on a scale from 1 to 5, 1= very poor 5= very good. The meaning of market share was not clear, because there could not be qualified how much weddings are organized by each wedding planner per year. Therefore, the market share is defined on the number of countries in which a wedding planner operates.

	Duurzame Bruiloft	Groen&Gelukkig	Pure Wedding	Sorayas Wedding	Bloomwedding
Price	3	5	4	4	5
Marketing	4	3	4	2	5
Reliability	4	4	5	3	5
Market share	3	3	5	3	5
Cooperation with partners	4	4	5	5	4

Table 2: Competitors compared with Duurzame Bruiloft

As you could read from the Table 2, Duurzame Bruiloft is almost equal with Groen&Gelukkig. Both wedding planners share a poor market share, because they are not active in foreign markets. Furthermore, Groen&Gelukkig and Bloomwedding ranked very well on the element price, because they make use of price reduction, discounts and special offers, which are also very visual through their communication tools. Pure Wedding and Sorayas Wedding have a strong relationship with their partners. Duurzame Bruiloft scored in the wedding planner market relatively good.

5.5 Customer Analysis

An important part of the research was defining the target group. A description of the demographic factors, decision-making process, attitude and behavior supported this chapter.

Demographic factors

First of all Table 3 shows the demographic information about the target group. The gender and relationship status are based on the results from the field and the desk research. The income per year was related to the economic situation. Furthermore, the age is determined by the changes in the family life pattern.

	Target Group Netherlands	Target Group the Belux
Age	25 – 45	20 -40
Sexe	Women	Women
Household income	30.000 and above per year	50.000 and above
Location	Netherlands	Belgium and Luxemburg
Relationship status	Single and in a relationship	Single and in a relationship

Table 3: Demographic factors of the target group

Behavior Decision-making and Attitude

The number of potential prospects is growing in the Belux and in the Netherlands, because more couples are planning to marry within 5 years. In the Netherlands, 42 per cent is planning to marry within five years (Figure 6). In the Belux, 52 per cent is planning to marry within five years.

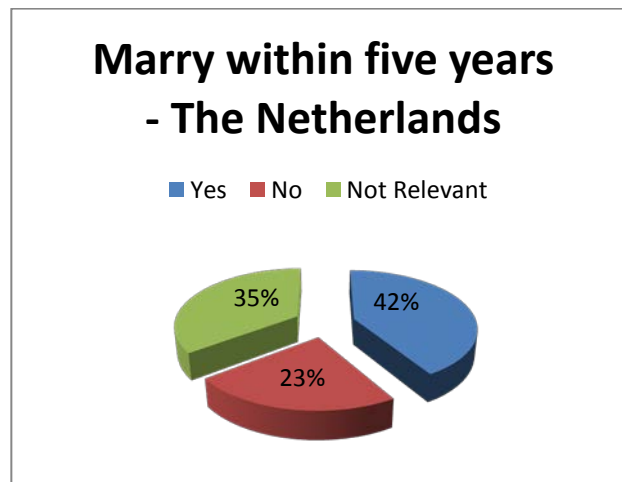


Figure 6: Individuals who are planning to marry within five years – The Netherlands

Regarding to the interview held with Susan Overakker, the consumers are especially couples that live sustainable. However, according to the field research, it appears that individuals in the Netherlands as well as in the Belux, would also choose for a sustainable wedding, if these kind of weddings are inexpensive. In the Belux, 36 per cent of the population would like to marry sustainable if it is inexpensive (Figure 7).

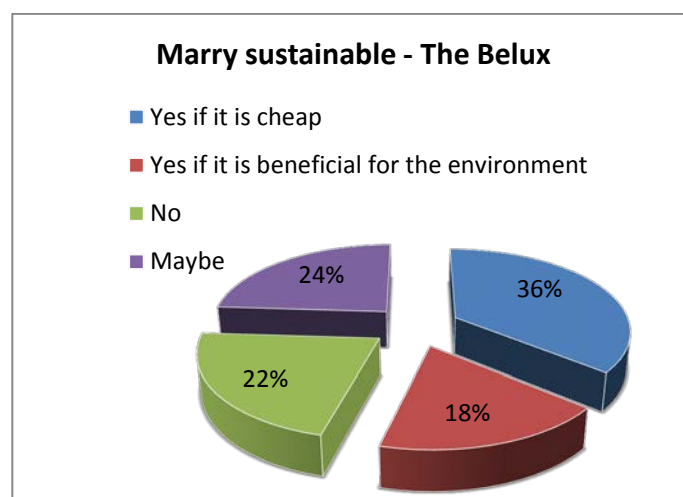


Figure 7: Marry sustainable – The Belux

Furthermore, during the discussion with the focus group, it was noticeable that individuals would make use of wedding planners if these services fit their budget. Therefore, their decision-making in accordance to wedding planners and sustainable wedding is price related.

Secondly, quality also plays an important role in the Decision-making process (DMP) of the target group. During the discussion session, it could be concluded that individuals have the idea that a sustainable wedding would restrict the quality of the wedding. As wedding is a onetime moment in life, quality is seen as the most important aspect.

Moreover, couples usually choose for wedding planners to simplify their wedding preparation. These individuals have a busy schedule; therefore, they need a wedding planner to help them with organizing their wedding.

To conclude, individuals have already created prejudices about a sustainable wedding. These main notions are as follows: *“sustainable wedding is expensive and would not deliver the same quality as a normal wedding.”* However, the research that is described in the previous chapters shows the opposite. Therefore, it is very important to create concept awareness (Figure 8).

As stated before, Duurzame Bruiloft position itself as a new concept in the Benelux market. Therefore, it is very important to create concept awareness. The stage that Duurzame Bruiloft finally wants to reach is the action stage, which means that Duurzame Bruiloft would make profit.

Unawareness → Awareness → Attitude → Action

Figure 8: The Decision-making Process

5.6 SWOT Analysis

After the internal and external analysis, a SWOT analysis is defined. The points with ‘**BELUX**’ after the sentence are specific only for the Belux market and the points with ‘**NL**’ are only mentioned for the Dutch market.

<u>Strenghts</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Excellent package of services • Beneficial for the environment (USP) • Good partnership NL • Competitive price 	<ul style="list-style-type: none"> • Low market share BELUX • Unknown specialty (sustainability) • Lack of media • No office available BELUX
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • More marriages each year • Expanding market international BELUX • A sustainable attitude become more important • More individuals with a busy lifestyle • Individuals get more aware of sustainable wedding 	<ul style="list-style-type: none"> • Economic crisis • More people live together without legal commitment • People marry in a later stage • Competition increases • Price sensitivity of customers

Table 4: Swot Analysis of Duurzame Bruiloft

5.7 Confrontation Matrix

In the table below the Confrontation Matrix is shown.

	Opportunities	Threats
Strenghts	<p>S3 + O2 Partnership is important to reach out more individuals. By investing in the relationship with partners, Duurzame Bruiloft could expand its market. Duurzame Bruiloft is the showpiece of their partners and vice versa.</p> <p>S1 + O4 Individuals with a busy lifestyle could have not enough time to plan and organize their wedding. Therefore, Duurzame Bruiloft offers an excellent package of various services to assist, consult and simplify the planning of weddings.</p>	<p>S4+T1 Duurzame Bruiloft could make use of its competitive prices, to aid couples to marry despite the economic crisis.</p> <p>S2+T4 Duurzame Bruiloft shares a USP, which is the CO2 Scan and the book. In the wedding planner there is a lot of competition; however, Duurzame Bruiloft could separate itself from its competitors by promoting their USP.</p> <p>S5+T5 A wedding is an expensive happening in most cases. Individuals could be afraid that the use of a wedding planner would not fit their budget. However, this price sensitivity could lead to positive results, when the services and products that are offered via wedding planner are much lower. With close relationship with partners, price discounts could be offered to individuals.</p>

Weaknesses	<p>W3+O5 Because of the lack of media, sustainable wedding is still an unknown concept in the Benelux. By improving the use of media, Duurzame Bruiloft could inform and persuade their target group and create concept awareness.</p>	<p>W1+T3 Sustainable wedding is an unknown speciality offered by Duurzame Bruiloft. When this concept would be more known in the Benelux, Duurzame Bruiloft would improve their position against its competitors.</p>
	<p>W1+O2 When Duurzame Bruiloft would expand its market; they would reach a larger audience and, therefore, increase its market share.</p>	

Table 5: Confrontation Matrix of Duurzame Bruiloft

6. Marketing Strategy

6.1 Marketing objectives

To describe the marketing objectives briefly, a SMART model is used. These objectives are based on the research described in the chapters before. In the table below the objectives are shown.

THE NETHERLANDS

Increasing the number of weddings with 25 per cent within five years by creating concept awareness in the Netherlands by the help of its partners and being innovative in terms of media.

S Duurzame Bruiloft wants to achieve awareness. Finally, Duurzame Bruiloft wants to reach the action stage, which means that they would make profit.

M The profit and the number of interested media could be compared to the previous years.

A With the help of its partners, acceptance could be created.

R This objective is realistic on a long-term period by being innovative in the use of media.

T Within five years the number of organized weddings should be increased with 25 per cent.

THE BELUX

Creating a strong position in the Belux market, by the use of effective communication through mass media and by presenting the USP.

S What Duurzame Bruiloft wants to enter the Belux market successfully, because by enlarging its market they would reach a larger audience.

M To monitor progress, Duurzame Bruiloft could compare its position in contrary to the competition in terms of market share.

A The acceptance would be reached by the help of its partners.

R This objective is realistic on a long-term period by the use of mass media.

T Within five years a market share of 25 in comparing to its competitors should be reached.

Table 6: Marketing objectives - the Netherlands and the Belux

6.2 Selecting Marketing strategy

6.2.1 The Netherlands

The difficulties that need to be solved to reach the marketing objective are as follows:

- Lack of media use
- Pricing visibility is missing
- Unawareness

To achieve the marketing objective the following changes are recommended:

- The promotion mix: the use of the right message through the correct media channels. Hereby, the target group would be reached with an effective message, which will lead to more awareness.
- The price mix: creating attractive pricings would persuade potential customers to desire Duurzame Bruiloft.
- The target group: defining a new target group in order to reach the right target population.

6.2.2 The Belux

The difficulties that need to be solved to reach the marketing objective are as follows:

- Difficulties with the place setting of Duurzame Bruiloft
- Unawareness of the new concept.

To achieve the marketing objective these changes are recommended:

- The promotion mix: as Duurzame Bruiloft will operate as a new organization in the Belux market, it is important to broadcast the message as much as possible.
- The place mix: creating a professional location and the use of new interaction possibilities to facilitate the communication with customers in Belux market.

6.3 Implementing marketing strategy

6.3.1 The Netherlands

Target Group

Current Target Group	New Target Group
Sustainable couples that are interested in environmental topics, both women and men, decision-making depends on the quality and environmental values.	All kind of couples, focus on women, decision-making depends on quality as well as price. A more quality and cost balance is important to these consumers.

Table 7: Current target group change into new target group

Marketing Mix

In this part of the report the recommended improvements for the price and promotion mix are described.

Price mix

Duurzame Bruiloft offers reasonable prices. However, its target group is not aware of these prices. Moreover, they have created the prejudice that wedding planners do not fit into their budget. Furthermore, individuals are also not aware of the existence of sustainable wedding. Therefore, Duurzame Bruiloft could make a good start by offering a free first interview. During this interview, Duurzame Bruiloft could encourage the target group to choose for its services and products.

Secondly, Duurzame Bruiloft could offer its customers price discounts on products and services, such as on location and flowers by creating a strong relationship with its partners. Moreover, these pricings could be shown to its target group in a psychological way. Psychological pricing is an idea that customers respond to certain types of pricing (Hatton, 2000, p. 179). An example of how Duurzame Bruiloft could use this concept could be found in the figure below.

Bouquet of flower Normal price: 145 EUR	Bouquet of flower Price offered by Duurzame Bruiloft: 145 EUR 90.99 EUR
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Figure 9: Psychological Pricing for Duurzame Bruiloft

Furthermore, for the book a cost-plus pricing is recommended. Duurzame Bruiloft should calculate the cost of producing and add a per centage (profit). This would become the price (Hatton, 2000, p. 181-184).

Finally, these price strategies are also recommended to create a strong position in the Belux market.

Promotion mix

Duurzame Bruiloft could motivate the target group to shift through the different stages of DMP by implementing new communication tools. The most important stage that Duurzame Bruiloft wants to achieve is creating awareness (Figure 10).

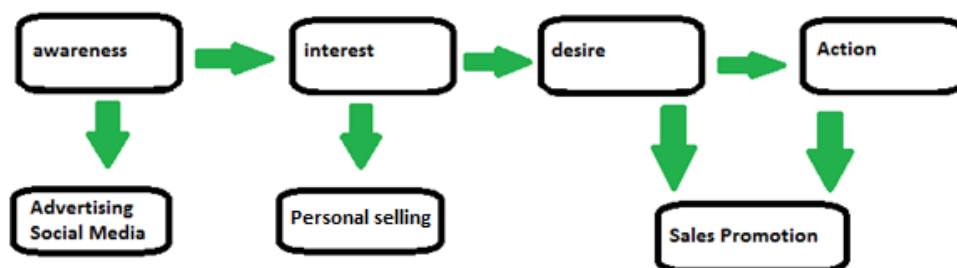


Figure 10: The Decision-making Process with the recommended communication tools

The message that is currently encoded through the communication tools is not very effective, because the audience is not persuaded to act. It is important to transmit the right message to the right audience. The current message that Duurzame Bruiloft is communicating through its media channels is as follows:

Duurzame Bruiloft → “We could help you to reduce CO2 Emission of your wedding and still have a wonderful day.” → Audience

A more effective message that Duurzame Bruiloft should transmit to be more effective is as follows:

Duurzame Bruiloft → “We help you to create a healthy beautiful wedding with the combination of reasonable prices and high quality.” → Audience

This message would persuade the target group and create interest, because the prejudice would be eliminated, which is delivering of low quality for high prices. Moreover, this message would also communicate the USP.

Now, the message is determined, it is important to decide the media channels that would communicate this message. These media channels are as follows:

Web site:

The following improvements are recommended for the web site (Appendix 8):

- The current online video focuses on the USP. The online video should be updated. A balance between quality and cost should be visual for the visitors.
- The online video could also include women who have made use of Duurzame Bruiloft and share their experiences. This would create more interest in the same target group.
- Users of the web site do not read the homepage, but scan, especially women with a busy lifestyle. Therefore, the homepage is most important. An unnecessary question mark should be avoided. It should be clear from the homepage what Duurzame Bruiloft is and what they offer. Therefore, a slogan could create a clear meaning about Duurzame Bruiloft (Nielsen, 1997)
- The formulation of sentences on web sites could create a group thinking value, which means that individuals find themselves a part of a group. This effect is called the Bandwagon effect. The bandwagon effect could be reached by making the appeal “everyone else is doing it, and so why are you not.” (“Bandwagon Effect”, n.d.) For example, “Everyone is benefiting from sustainable development.”
- Creating a higher place in search engines by making use of title tags for each page, updating the web site with new information and including a Google search bar (“Google Tips For Higher Rankings”, n.d.).

Magazine advertising

The following enhancements are recommended for magazine advertising (Appendix 6):

- Duurzame Bruiloft usually writes articles for magazines specialized in sustainable developments, which means that they focus on public relations. However, advertising is inevitable, because it could persuade the target group. Couples that want to gain information for their wedding usually read bridal magazines. Magazines that are often read by women are as follows: *Magazine Trouwen*, *Wit Weddings*, *Bruidegom Magazine*. Advertising in one of these magazines would reach the target group.
- To stimulate the audience, the advertisement should display the quality of sustainable wedding, play on the price sensitivity of the audience and promote the USP.

Social Media

The following improvements are recommended for social media (Appendix 7):

- The target group could especially be found on social media. The innovation in technology made it possible to be online everywhere. Moreover, women with a busy lifestyle usually make use of smartphones, which also include social media applications. According to a survey conducted among 5700 respondents by RTL, Facebook is the most popular application for women, (RTL, 2012)
- Duurzame Bruiloft could create its own Facebook page that could be liked by individuals. Duurzame Bruiloft could attract the audience to like their page by creating promotion actions. For example, the 100st Facebook user that would like the page would receive a free workshop.

Online advertising

The following improvement is recommended for online advertising:

- Creating display banners on the pages of its partners. Hereby, customers of the partners could be directed to Duurzame Bruiloft, especially loyal consumers are interested in the partners of their vendor.

When awareness is created, Duurzame Bruiloft could move to the next stage, which is creating interest. This could be accomplished by the use of personal selling.

Personal selling

- Individuals often come to wedding exhibitions to seek for products and services for their wedding. An exhibition is a powerful medium because it specifically targets an audience in one convenient place in which it would attract national and international customers (“Why Exhibitions Are The Most Cost Effective Medium”, n.d.).

To gain desire and action, sales promotion is the final step.

Sales promotion

- Individuals could make use of a free interview to gain information about Duurzame Bruiloft. Duurzame Bruiloft could use this free interview to persuade its potential customers.
- Price discounts could be offered to customers, if they make use of the services of Duurzame Bruiloft. This price discounts are intended for the products and services offered by its partners (Hatton, 2000, p. 214-216).
- The book that Duurzame Bruiloft offers could be a part of a rebate. A rebate is a discount that is offered after the use of its services, For example, the consumer would receive the book for free, if they make use of a workshop in combination with an interview (Rebates, n.d.).

6.3.2 The Belux

For the Belux market, the place and promotion mix should be improved. The message that is determined for the Netherlands should also be applied to the promotion mix of the Belux market.

Promotion mix

The recommended improvements are the same as for the Netherlands, because there were just a few differences noticed during the research. To create awareness and avoid prejudices, mass communication was recommended. Mass communication means transmitting a message to a large audience simultaneously (“Masscomm in General : Definition”, n.d.). The following improvements are specific only recommended for the Belux market.

Magazines advertising

- A magazine is a tool to broadcast the message to the right audience. The advertisement in the magazines should communicate the new concept in an innovative way (Appendix 6). As mentioned before, in the marketing strategy of the Netherlands, the reasonable prices, the USP and quality should be clear from the context of a magazine advertisement.

Internet

The recommended improvements for the Netherlands should also be applied to the Belux market. However, one point should be included, which is as follows:

- The web site should be available in French or English, so that the web site would be understandable for the audience in Belgium and Luxembourg (Appendix 8).

Online Advertising

- Online advertising on web sites that usually women use to search for information for their wedding. For example, a website that is often used to seek for tips and tricks (Appendix 9).

Social Media

- The same Facebook page as for the Netherlands could be used for the Belux; however, specific messages for the Belux market should also be available in a second language.
- www.bloggen.be is very popular blog in Belgium. The community ranked this social media as their favorite. This blog could be used to place videos, experiences of customers and advertisements (Peeters, 2012).

Secondly, when awareness is created, it is important to create interest and action. The marketing tools that should be used, to achieve these stages are similar to the Netherlands. However, the focus should be on events, such as exhibitions. Hereby, Duurzame Bruiloft could create a partnerships portfolio with organizations in Belgium and Luxembourg. During events, Duurzame Bruiloft could exchange its business card and meet potential partners in the Belux market.

Place mix

The improvements that are recommended for the place mix are as follows:

- Video conversation should be used to communicate with partners, as well as customers from a distance.
- An office should be opened, which would visualize the brand image and create a professional environment, so that customers are willing to travel for the services and products of Duurzame Bruiloft.
- Creating an online web shop to sell the book to the foreign market.
- Duurzame Bruiloft should be willing to travel to deliver services. For example, assistance during a wedding.
- The interest in wedding planners is increasing. Therefore, most important improvement that is recommended is franchising. Duurzame Bruiloft does not have experience in the Belux market. Moreover, the required language could also be a barrier, especially in Luxembourg. Therefore, franchising could be the solution to operate from a distance. Franchising is an agreement between two parties. The second party would use the concept of Duurzame Bruiloft in the Belux market. Duurzame bruiloft would give the franchisee the rights to operate with the same company name in return of a certain fee (What is franchising, n.d.). The advantages of franchising are as follows: the concept is already an upcoming trend, knowledge of the market and the language skills.

7. Conclusion and recommendations

The purpose was to research the possibilities that Duurzame Bruiloft has to create a strong position Benelux market. Duurzame Bruiloft organizes sustainable weddings. However, sustainable wedding is still an unknown concept and prejudices are created when individuals get in touch with this concept. These two difficulties are the main reasons why a proper marketing strategy is recommended. The recommendations that are described in chapter 6, already gave a briefly answer on the central question. However, the answer on the central question is summarized below.

First of all, creating awareness was recommended to Duurzame Bruiloft, to position in the Benelux market. To achieve the DMP stages, including the awareness stage, the following marketing objective was set up for the Netherlands: *Increasing the number of weddings with 25 per cent within five years by creating concept awareness by the help of its partners and being innovative in terms of media.* To achieve this objective, the target group, promotion mix and price mix should be improved. The target group should be women from the age 30 and above, with a busy lifestyle. Furthermore, the price setting should be more visible through the media channels. For the promotion mix, the communication tools and the message should be improved. The message should clarify that Duurzame Bruiloft is beneficial for the environment, deliver good quality and offers reasonable prices. Furthermore, to create awareness, the following communication channels are recommended: a visual internet web site, online-advertising, Facebook, advertising in magazines. To shift to the other stages, which are interest, desire and action, the following tools are recommended to reach these stages: exhibitions, rebates, price discount and free interviews.

Secondly, for the Belux market the following marketing objective was set up: *Creating a strong position in the Belux market, by the use of effective communication through mass media and presenting the USP.* To achieve this objective, Duurzame Bruiloft should also communicate the same message as determined for the Netherlands, to avoid prejudices. The recommended improvements for the promotion mix are almost the same as for the Netherlands, because according to the research, a few differences were noticed between the Dutch and Belux market. The changes in the promotion mix that are specific developed for the Belux are as follows: a second language must be available on the website, creating blogs via www.bloggen.be and a innovative magazine advertising, to promote this new concept in the Belux market. For the place mix, the following improvements are recommended: new interaction technology, a more professional office, which would visualize the brand identity and franchising.

In short, the quality, reasonable prices and the USP, offers Duurzame Bruiloft the opportunity to create a strong position in the Benelux market. However, this could only be achieved by communicating the right message through the correct media channels.

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Appendix 1: Questionnaire

The surveys were held online, because an online questionnaire could reach a larger audience from distance. The web site *www.surveymonkey.com* is used. These surveys were communicated via forums, Facebook and email. For the questionnaire a Dutch and French questionnaire was required. The Dutch version is used in the Netherlands and Belgium. As the main language in Luxembourg is French, the French version is communicated to Luxembourg. A translation is also been made in English, which could be found below. The questionnaire consist 10 questions divided in three categories, which are as follows: personal information, wedding and sustainability.

The questionnaire Dutch version

Ik trouw groen!

Tegenwoordig, neemt duurzame ontwikkeling een belangrijke plaats in onze maatschappij. Daarnaast, hebben organisaties en bedrijven duurzame ontwikkeling toepast in hun activiteiten. Duurzame Bruiloft is één van deze organisaties, die duurzame ontwikkeling erg belangrijk vindt. Duurzame Bruiloft is een wedding planner die duurzame bruiloften organiseert. Een duurzame bruiloft oftewel 'green wedding' is een trend in the Verenigde Staten. Echter, is het nog steeds een onbekend concept in de Benelux.

Deze enquête is een deel van mijn afstudeeropdracht, waar ik de huidige positie van Duurzame Bruiloft op de Benelux markt ga onderzoeken. De resultaten van deze enquête zal slechts gebruikt worden om informatie te verkrijgen voor mijn onderzoek. Door middel van deze enquête wil ik onderzoeken in hoeverre men geïnteresseerd is in een duurzame bruiloft. Om een goed beeld te krijgen over uw mening op dit gebied, is deze enquête opgesteld. Deze enquête zal slechts 5 minuten in beslag nemen, en bestaat uit 10 vragen.

Bij voorbaat dank voor uw medewerking.

1. Tot welke leeftijdsgroep behoort u?

- ☐ 18-25
- ☐ 25-35
- ☐ 35 en ouder

2. Wat is uw geslacht?

- ☐ Man
- ☐ Vrouw

3. Wat is uw burgerlijke status?

- ☐ Gehuwd
- ☐ Single
- ☐ Relatie
- ☐ Gescheiden
- ☐ Weduwe

4. Leeft u milieubewust?

- ☐ Ja, vaak
- ☐ Ja, soms
- ☐ Nee, nooit

5. Als u nog niet getrouwd bent, heeft u dan binnen vijf jaar trouwplannen?

- ☐ Ja
- ☐ Nee
- ☐ Niet relevant

6. Wat vindt u van een weddingplanner?

- ☐ heel handig
- ☐ neutrale gevoelens
- ☐ onnodig

7. Welke bronnen gebruikt en/of gaat u gebruiken om informatie te verzamelen voor uw bruiloft?

- ☐ Magazines
- ☐ Televisieprogramma's
- ☐ Internet
- ☐ Social media
- ☐ Via contacten
- ☐ Anders

8. Naar welke vervoersmiddel voor een bruiloft gaat u voorkeur?

- ☐ auto/limousine
- ☐ Een milieubewuste auto/limousine
- ☐ Fiets
- ☐ Koets
- ☐ Anders

9. Naar welke locatie gaat u voorkeur?

- ☐ Thuis
- ☐ Zaal
- ☐ In de openlucht

10. Zou u overwegen om uw bruiloft duurzaam te houden?

- ☐ Ja, mits het goedkoop is
- ☐ Ja, mits het daadwerkelijk duurzaam is
- ☐ Misschien
- ☐ Nee, geen belangstelling

Gereed

Aangeboden door SurveyMonkey
Maak nu uw gratis online enquête!

The questionnaire French version

Je marié durable

Suite à une étude de marché sur le développement durable, ce questionnaire est fait. Dans notre vie, la durabilité est très populaire. Néanmoins, c'est aussi le cas dans de nombreuses organisations. Grâce à diverses stratégies et les ressources, ils réussissent de contribuer à l'environnement.

Une organisation durable est Duurzame Bruiloft aux Pays-Bas. Cette organisation organise de mariages durables. Un mariage durable est populaire aux Etats-Unis. Maintenant, la question est la suivante: Est-ce que un mariage durable est/sera populaire au Luxembourg.

Ce questionnaire prendra seulement trois minutes de votre temps.

Je vous remercie beaucoup de remplir ce questionnaire.

1. Quel âge avez-vous ?

- ☐ Entre 18-25 ans
- ☐ Entre 25-35 ans
- ☐ Entre 35 ans- plus

2. Quelle est votre sexe?

- ☐ Homme
☐ Femme

3. Quelle est votre état civil?

- ☐ Célibataire
☐ Dans une relation
☐ Marié
☐ Divorcé
☐ Veuve

4. Est-ce que vous vivez soucieux de l'environnement ?

- ☐ Oui, toujours
☐ Oui, parfois
☐ No

5. Est-ce que vous avez les plans de mariage dans cinq années(célibataire)?

- ☐ Oui
☐ No, je suis déjà marié
☐ No

6. Quelle est votre opinion d'un planificateur de mariage

- ☐ C'est utile
☐ Neutral
☐ C'est inutile

7. Quelles sources vous utilisez/utiliserez pour rassembler l'information de mariage ?

- ☐ L'internet
☐ Les magazines
☐ La télévision
☐ Le contacts
☐ Le media social
☐ Autre

8. Quel transport vous voulez utiliser/avez utilisé pendant votre mariage?

- ☐ La voiture/la limousine neutral
☐ La voiture/la limousine durable
☐ La bicyclette
☐ Le carrosse
☐ Autre

9. À quel place préférez-vous ?

- ☐ Chez-soi
- ☐ La salle
- ☐ Plein air

10. Est-ce que vous considérez pour faire votre mariage durable?

- ☐ Oui, si un mariage durable est bon marché
- ☐ Oui, si un mariage durable est vraiment bien pour l'environnement
- ☐ No

Gereed

[Aangeboden door SurveyMonkey](#)
[Maak nu uw gratis online enquête!](#)

Translation of the questionnaires in English

Questionnaire
“I marry Green”

Nowadays, we are dealing with sustainable development. Nevertheless, sustainability is also applied in the activities and processes of many organizations. One of these organizations is Duurzame Bruiloft. Duurzame Bruiloft is specialized in organizing sustainable weddings. A sustainable wedding has become a huge trend in the United States. However, this is still an unknown concept in the Belux (Belgium and Luxembourg) and Dutch market.

This questionnaire is a part of my thesis in which I want to reach the position of Duurzame Bruiloft in the Dutch and Belux market. This survey will only serve to gather information to write a marketing plan.

The aim of this survey is to examine the interest in sustainable wedding in the Benelux. To have a clear view of your opinion about sustainable wedding, this questionnaire was set up. It will only take 2 minutes to fill in the questionnaire.

Thank you in advance for completing the survey below

Personal Information

1. What is your gender?

- ☐ Female
- ☐ Male

2. What is your age?

- ☐ 18-25
- ☐ 26-35
- ☐ 36 and older

3. What is your relationship status?

- ☐ Single
- ☐ Married
- ☐ Divorced
- ☐ In a relationship
- ☐ Widow

Wedding

4. Are you planning to marry within five years?

- ☐ Yes
- ☐ No
- ☐ I am already married

5. What is your opinion about wedding planners?

- ☐ Wedding planners are useful
- ☐ Neutral
- ☐ Wedding planners are unnecessary

6. Which sources are you planning to use/have you used to gather information for your wedding (more options possible)

- ☐ Magazines
- ☐ Internet
- ☐ Social Media
- ☐ Through contacts
- ☐ Television
- ☐ Others.

7. Which transport do you prefer for a wedding?

- ☐ Sustainable transport
- ☐ Limousine/car
- ☐ Bike
- ☐ Coach

☐ Others.....

8. What is your ideal location for a wedding?

☐ Home

☐ Saloon

☐ In the open air

Sustainability

9. Which answer does describe your sustainable attitude?

☐ I never live sustainable

☐ I sometimes live sustainable

☐ I always live sustainable

10. Would you choose for a sustainable wedding?

☐ Yes, if it helps to reduce co2 emission

☐ Yes, if it is cheaper than a normal wedding

☐ Maybe

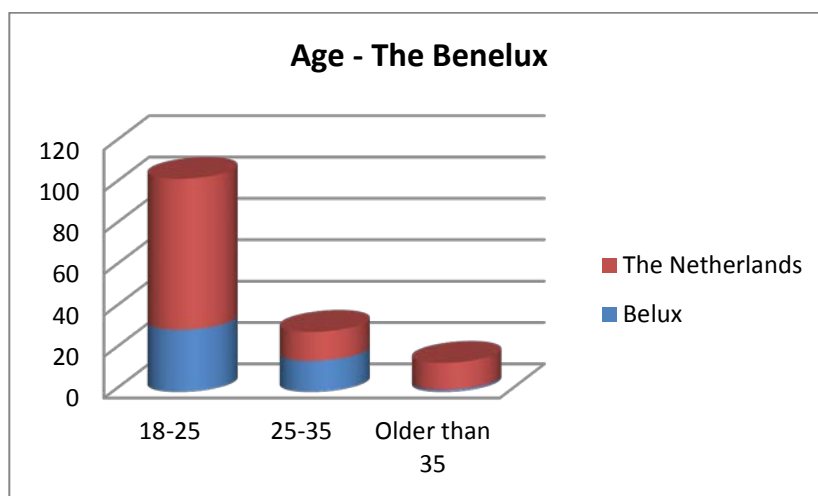
☐ No, I would not

End of questionnaire

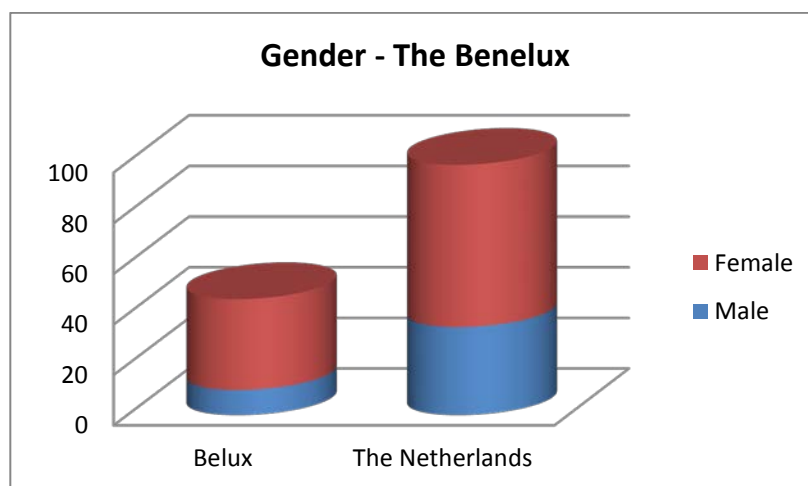
Thank you for your contribution!

Appendix 2: Survey Analysis

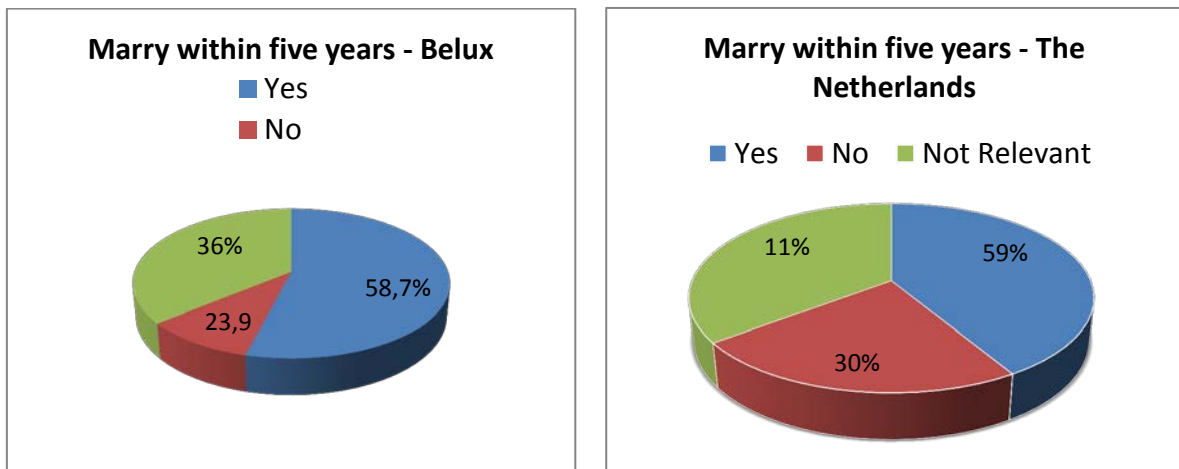
After analyzing the surveys, results were provided. An advantage of an online questionnaire is that the results were directly shown in the online program. Therefore, it was easy to create figures by the use of Excel. Below, the results are shown with a briefly conclusion.



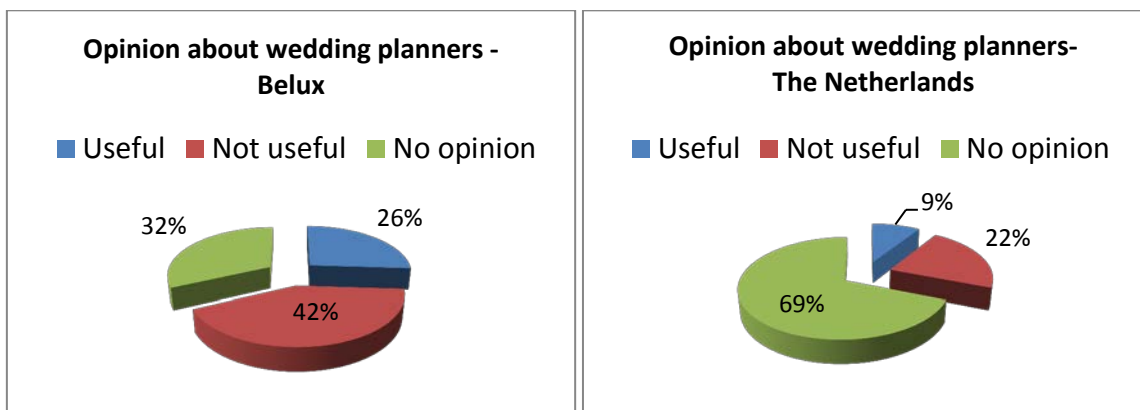
The surveys are especially filled in by individuals from the ages 18 to 25 years old. This was the same case in the Belux.



The surveys are especially filled in by women in the Netherlands, 64 per cent of women filled in the survey. In Belgium 72 per cent of women filled in the questionnaire.



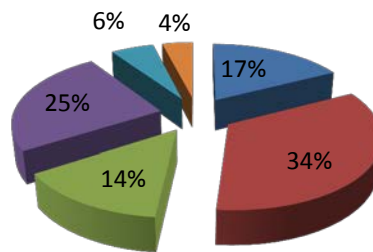
In the Netherlands, 54 per cent would marry within five years. 36 per cent is already married or was not sure yet. In the Belux, 42 per cent is planning to marry within five years. 35 per cent is already married of was not sure yet.



In the Belux, 42 per cent thought that wedding planners are not useful. However, 32 per cent did not have an opinion. In the Netherlands, the per centage interested population was much lower. Only 9 per cent found wedding planners useful.

Sources to gain information - Belux

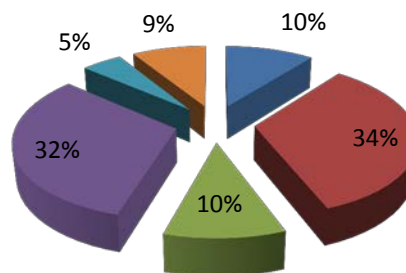
■ Magazines ■ Internet
■ Social Media ■ Via contacts
■ Television programs ■ Other



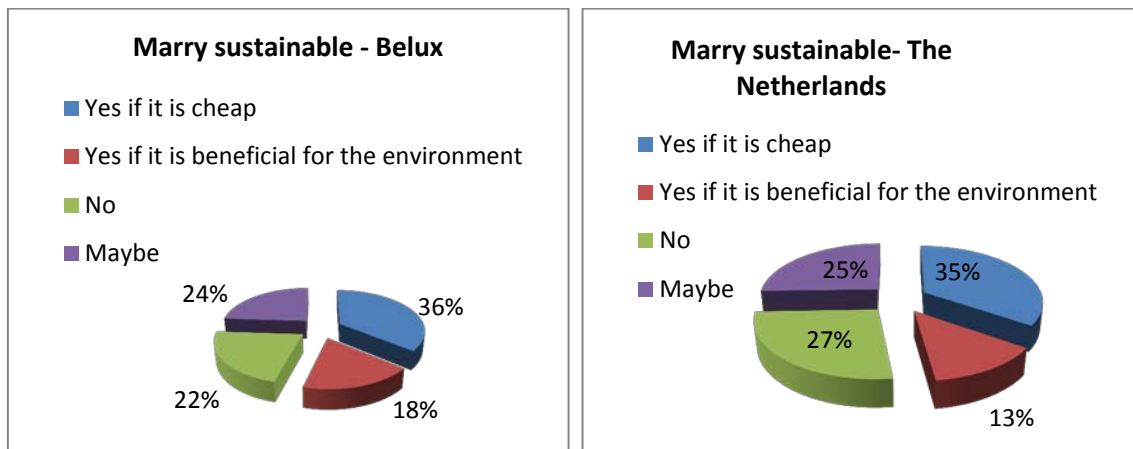
In the Belux, the population especially uses internet web sites, magazines, contacts and social media as their sources to gain information for their wedding.

Sources to gain information - The Netherlands

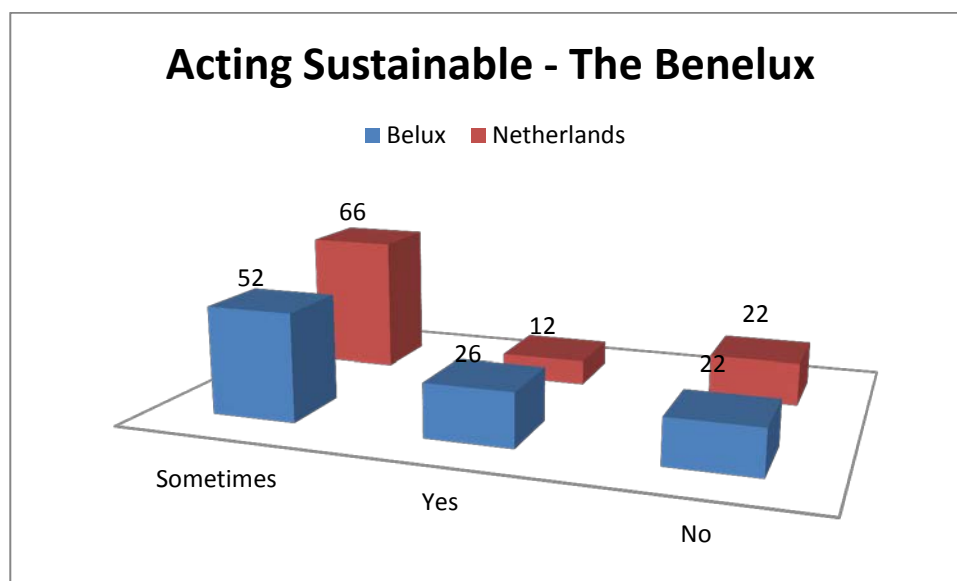
■ Magazines ■ Internet
■ Social Media ■ Via contacts
■ Television programs ■ Other



The sources via contacts, web sites, magazines and social media are also preferred by the Dutch society.



In the Belux, 60 per cent would choose to marry sustainable. 36 per cent of these people would choose to marry sustainable, if these kinds of weddings were cheap. In the Netherlands, 48 per cent would marry sustainable.



In the Netherlands as well as in the Belux only 22 per cent is not acting sustainable. In the Belux, the largest group is already acting sustainable, which is 14 per cent higher than in the Netherlands.

Appendix 3: Written interview with Susan Overakker

It was difficult to gain information about Duurzame Bruiloft, because it is an organization that is developed since 2012, which is very recently. Moreover, there was not enough desk information available about this organization. Therefore, an interview was required. Susan Overakker preferred an online interview, because it was the easiest way to communicate from distance. Therefore, the interview was sent online and filled in by Susan Overakker. This interview could be found below.

Interview with Susan Overakker

- 1. In the past, you lived in the United States. What is the largest difference in sustainability between the Netherlands and United states?**

“I believe that the US, at least in the regions I have been (the East and West coast), feel the urge to act. Extreme droughts, hurricanes and floods spur this urge. Local governments realize there is a necessity to act, take for example New York and the visible consequences of hurricane Sandy. Businesses see business opportunities in the sustainability sector and act upon it. Institutions like the World Resources Institute, have the capacity, ability and impact to really reach out to people.”

- 2. Could you explain why sustainability is more popular in the United States than in the Netherlands?**

“It is questionable whether sustainability is more popular in the US. One thing is certain though: the culture is different. Americans are not afraid to fail and failure is more accepted in the US. So businesses more easily take chances and act upon their idea with a start-up which can be risky and very challenging. In the Netherlands, in general we are more careful, only starting a business when we are absolutely sure it will be a success, since failure is not really an option. As a consequence, there is more innovation, more breaking ideas, also in the sustainability sector in the US. Another difference: there is just a bigger market for it in the US. US citizens are open to new

ideas, always trying new things, whereas in the Netherlands there is a saying ‘be normal, then you’re crazy enough’ combined with a sense of ‘nuchterheid/cool’. This philosophy is almost a way of life which seems to limit Dutch citizens to try new things. ‘

3. Duurzame Bruiloft offers services and products, such as information about organizing a sustainable wedding. For which reason did you start this organization?

“I discovered the eco-chic wedding idea in the US. Being Sustainable Susan who was asked to marry my boyfriend, I really wanted to have a sustainable wedding as well. And so did my boyfriend, now husband. I gathered information in the US and was determined to find Dutch alternatives in the Netherlands. Unfortunately, these alternatives were very hard to find and I realized sustainable weddings were not at all a standard option in the Dutch wedding industry. This had to change, especially since weddings have such a big impact on the environment, on people, and the couple’s wallet. I gathered all the information I could get and found sustainable alternatives after elaborate research. At a certain point I had so much information I thought, why not make a business out of it. It had proved to be successful in the US, so why not in the Netherlands? That’s how it all began.”

4. How do you offer a sustainable wedding as a wedding coach? (services, products)

“My services extend from an hour advice for a sustainable wedding or a workshop with couples to a full service wedding coach from the beginning until the end. All options are open, dependent upon the requests of the couple.”

“My products:

- *The Sustainable Database full of tips and tricks and addresses on every one of my top 10 Sustainable Tips for a Green Wedding;*
- *The CO2-Scan: a model built to calculate exactly how much CO2 is emitted. This could make a CO2-neutral wedding possible by compensating for the CO2;*
- *Sustainable Susan as wedding coach”*

5. Could you please explain what a 'duurzame rekenmodel' is?

"The Sustainable Wedding CO2 calculator calculates precisely how much CO2 is emitted for a specific wedding. We have used national and international reports from e.g. Stanford University, Milieucentraal and Block Milieuadvies to build the model. The areas include:

- *Transportation (of all guests, bridal couple)*
- *Appearance (clothes, make-up, jewelry, shoes etc)*
- *Food & Drinks (all food, all drinks consumed during the day)*
- *Wedding rings*
- *Decoration (and flowers)*
- *Energy consumptions (electricity, gas)*
- *Media (invitations, photography, video)*
- *Garbage (all left-overs, clean-up)*

After the calculation and coaching of our wedding coach, a certain number of CO2 emission remains. This amount can be compensated through e.g. plantation of trees. This could ultimately make the wedding CO2-neutral."

6. How could you define your customers?

"Customers are believers in a better world, a world in balance. They marry for a loving future with each other and a better future for this planet and all organisms living on it."

7. Does your organization have partnerships with other companies/NGO's?

"We partner with a photographer and some wedding locations. We have no binding contracts though."

8. In which way do you promote your services?

"I write a blog on www.trouwshop.com and www.sustainablesusan.org

I participate in social media.

I sent out notification for the press which resulted in articles in papers like 'De Telegraaf', 'Spitsnieuws' and magazines like 'Bruid&Bruidegom' and 'Elsevier'. We have been mentioned online multiple times.

We do not pay for advertisements yet, maybe in the near future.'

9. A recent field research concluded that most people think that a sustainable wedding is more expensive than a normal wedding. Is this statement true?

"No, absolutely not. A sustainable wedding can certainly be less expensive as well, depending on the couple's wishes. Choosing for example for digital invitations, second-hand decorations, minimal flowers, a vintage dress or suit, vegetarian courses, water from the tap are all more sustainable and cost less. It all depends on the budget, the expectations of the couple and the level of sustainability. You could better state that the more sustainable the wedding is, the less the costs."

Appendix 4: Focus Group

The Focus Group was from a known environment. For instance, a last year student from The Hague University joined the Focus Group and a old friend from Belgium. Moreover, these individuals were contacted via social media. The individuals were women, especially from the Netherlands, which also have a relationship and are planning to marry within five years.

During the focus group, the discussion was recorded on audio and video. This was very important, because it had to be possible to evaluate the discussion session.. After analyzing the discussion session, a summary with remarkable points was set up. This summary could be found below.

Duurzaam trouwen

Yasmine Berrag

FOCUS GROUP

Summary

9 Mars 2013 18.15 till 19.00

There were present:

Madiha, Yasmina, Sara, Khanda, Fatima, Jenna

INVITATIONS SEND BY: FACEBOOK AND CONFIRMED BY TELEPHONE

PART A: BEFORE AN EXPLANATION OF SUSTAINABLE WEDDING AND COMMERCIAL VIDEO

- According to Jenna, wedding planners are able to organize the perfect wedding. Yasmina disagreed, because she thought it would be not personal. However, Jenna explained that

wedding planners focus on the needs and desires of the customer; therefore, the wedding would be personal. The vision of Yasmina finally changed

- Khanda thought that a wedding planner was expensive.
- Khanda and Madiha, both thought that a sustainable wedding would reduce co2 emission; however, it would not be as good as a normal wedding and very expensive.
- Yasmine found the future important, as her children would also live on this planet. However, she found that the media paid too much attention to sustainability. Therefore, sustainable became a trend, but people also became afraid for the consequences of co2 emissions. She asked herself, if she would organize a sustainable wedding, would it really attribute to the environment. Fatima's reaction on her was as follows: a better world starts with yourself.
- After discussing the price, price is estimated higher than normal weddings. Sara and Yasmina thought that a sustainable wedding also could be cheaper, because they could economize on various services.
- Madiha brought another point into the discussion session. She found that weddings are cultural-related. In her culture (Arabic culture) sustainability is not popular in contrary to Europe. Therefore, she thought a wedding planner should know about different kind of weddings, as cultures are involved.

PART B: DISCUSSION SESSION AFTER EXPLANATION OF SUSTAINABLE WEDDING AND COMMERCIAL VIDEO

- Everyone would choose for a rent wedding dress; however, everyone would want a real diamond (which sometimes could not be sustainable at all).
- Food and drinks are found as very important. In this case quality and price play a very important role. They would choose for organic food if it is better in taste and for reasonable prices.
- Flowers are not found as very important
- If a wedding is not confined in quality, image and price, than they would consider to marry sustainable.
- Advice points for Duurzame Bruiloft are as follows: use of wedding bourses, social media, offering cheaper services than without a wedding planner and advertisement. For example, with discounts via social media.

-
- Often used social media: Facebook, Instagram
 - The price, culture-related experiences, empathy incline are important aspects that a wedding planner should have.
 - Yasmina, Jenna, Sara and Fatima would choose for a sustainable wedding. Madiha and Khanda would not, because they still believe in the statement that a sustainable wedding is expensive with low quality.

Appendix 5: Porter's of five forces model

The Porter's of Five Forces model is required to define the Belux market that Duurzame Bruiloft is going to enter. To create this model a tool from Rustenburg Consultancy is used. This tool could be found on the web site www.ruscon.nl.

5-krachten model Porter

Geef duidelijk de rol van de onderneming aan, waarvoor deze bedrijfstakanalyse wordt gemaakt
De rol kan zijn: producent, groothandel, detailist of bestaande speler, nieuwkomer e.d.

1. Bedreiging van nieuwe toetreders

Is het hebben van schaalvoordelen niet belangrijk in deze tak van?

Is er een klein kapitaal nodig om tot uw markt toe te treden?

Is de kans op tegenacties van bestaande aanbieders klein?

Kunnen toetreders gebruik maken van bestaande distributiekkanalen?

Hebben toetreders toegang tot bestaande of nieuwe technologieën?

Zijn klanten weinig loyaal aan merken?

Kunnen toetreders ook over (overheids-)subsidies beschikken?

Bestaan er geen hoge drempels om van leverancier te wisselen?

Geheel niet	▼
Geheel niet	▼
Zeker	▼
Geen mening	▼
Niet echt	▼
Neutraal	▼
Geen mening	▼
Neutraal	▼

2. Onderhandelingsmacht van Afnemers (handel / gebruiker)

Is er sprake van één of enkele grote afnemers(groepen)?

Zijn de producten of diensten homogeen van aard (weinig

Worden de afnemers van uw markt met lage marges geconfronteerd?

Speelt kwaliteit een geringe rol in de koopbeslissingen van uw

Hebben de afnemers van uw markt toegang tot informatie (hoge mate van transparantie) over hun leveranciers en hun aanbod?

Is de kans op verticale integratie aanwezig, bijvoorbeeld handel wordt ook producent?

Hebben afnemers eigen (huis-)merken en toegang tot (internationale) productiebronnen? Hebben zij ook veel kennis van de bedrijfskolom?

Is de onderlinge concurrentie hoog tussen afnemers / handel?

Zeker	▼
Zeker	▼
Geen mening	▼
Zeker	▼
In zekere mate	▼
Geen mening	▼
Geen mening	▼
Neutraal	▼

3. Onderhandelingsmacht van Leveranciers

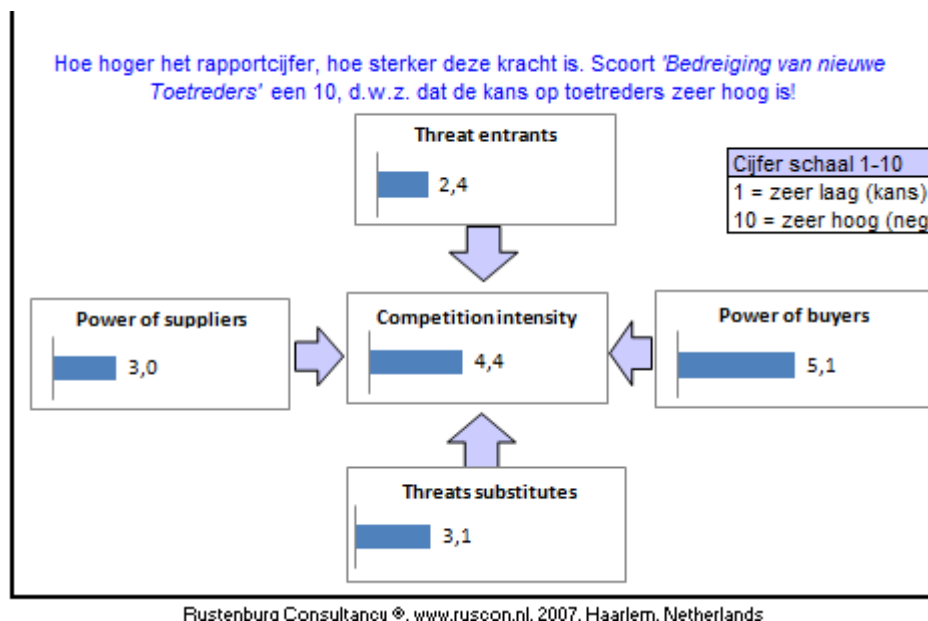
Wordt de bedrijfstak gedomineerd door een enkele leverancier of door een geconcentreerde groep van leveranciers?	Geheel niet
Zijn de merken van leveranciers 'gewild' binnen uw markt?	Zeker
Wordt de productiecapaciteit van de leveranciers in hoge mate benut?	In zekere mate
Dus er is veel vraag.	
Leveren leveranciers een belangrijke bijdrage aan de kwaliteit / bewerking / innovatie van producten binnen uw markt?	Geheel niet
Worden de leveranciers van uw markt geconfronteerd met lage marges?	Geen mening
Treedt de overheid ook op als leverancier?	Geheel niet
Zijn de leveranciers innovatief en hebben zij veel marktkennis?	In zekere mate
Leveren zij strategische producten (Kraljic) en weinig routine producten?	Geen mening

4. Bedreiging van Substituutproducten of -diensten

Is de functionaliteit van de substituten beter/uitgebreider dan de bestaande producten/diensten?	Geen mening
Steekt de prijs / prestatie verhouding van de substituten gunstig af met die bestaande producten? Bijvoorbeeld lagere 'total costs of ownership'?	Niet echt
Is het voor de afnemers gemakkelijk om over te stappen op substituten?	Zeker
Zijn substituten winstgevend en stellen leveranciers zich agressief?	Geen mening
Komen er steeds meer acceptabele alternatieven, imitaties, plagiaten op de markt?	Geheel niet
Zijn/komen er alternatieve technologieën, modellen of materialen op de markt?	In zekere mate
Zijn/komen er alternatieve distributiewijzen beschikbaar, zoals internet, downloads?	Geen mening
Is de productlevenscyclus kort of wordt deze korter én is het aandeel nieuwe producten groot?	In zekere mate

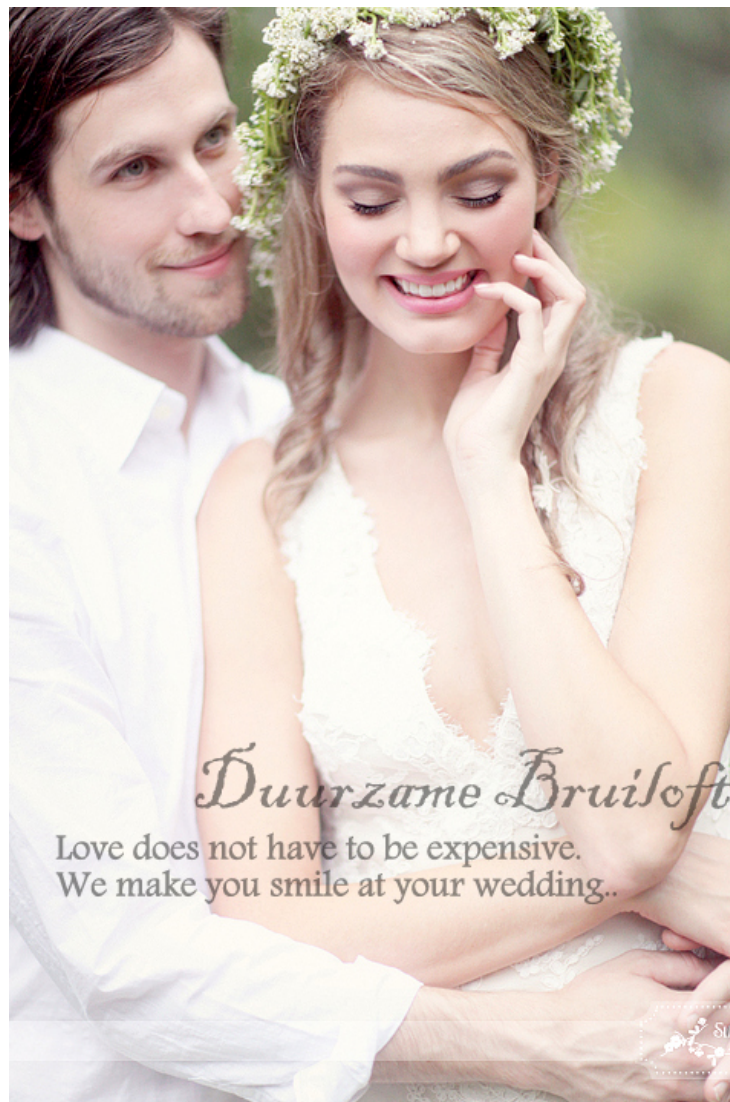
5. Rivaliteit tussen bestaande Concurrenten

Is er sprake van een niet of nauwelijks groeiende marktsituatie?	In zekere mate
Zijn de producten/diensten op uw markt homogeen van aard <u>en</u> worden er weinig complementaire producten aangeboden?	In zekere mate
Zijn er veel bedrijven met dezelfde grootte en gelijke concurrentiepositie?	Niet echt
Zijn uitredingsbarrières hoog? (moeilijk om activiteiten te staken)?	Zeker
Ontbreken er strategische relaties (samenwerkingsverbanden) tussen concurrenten?	Zeker
Is de markt al internationaal gericht, dus nieuwe toetreders hebben zich recent al gemeld?	Geheel niet
Neemt de stroom van goedkope alternatieven, imitaties, plagiaten toe?	Geheel niet
Zijn de aanbieders volume-gericht en minder gericht op winstmarge?	Geheel niet



Appendix 6: Magazine Advertising

Advertising is a mass media tool that is recommended to Duurzame Bruiloft. It is important that the following aspects are visualized through the advertisement: reasonable prices, quality and the USP. The advertisements should be published in the bridal magazines that are often read by the target group. To give a clear view of how an advertisement should be defined, the figures below are designed. The second figure is recommended to the Belux market, because this advertisement is more innovative.



This advertisement visualizes the happiness of two people. The colors and flowers visualize a healthy environment. Furthermore, the text highlights the following aspects: reasonable prices and quality

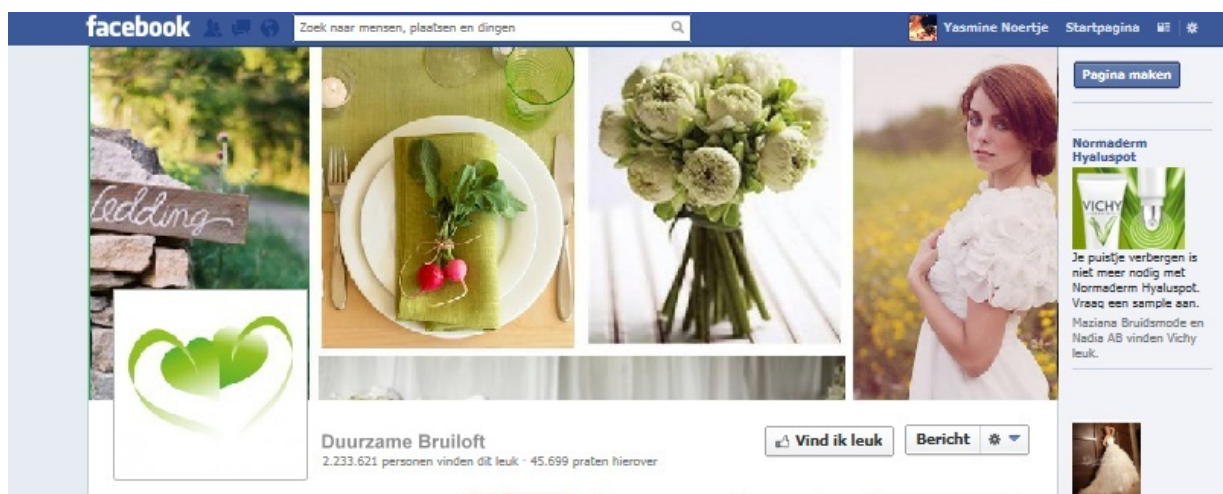


This advertisement is very daring and, therefore, very innovative. People love daring advertisement. Therefore, this advertisement would attract a lot of attention. Furthermore, the text visualize: reasonable prices (less) and good quality (more).

Appendix 7: Social Media

A way to reach the target group is by the use of social media. Facebook is recommended as social media channel. Duurzame Bruiloft could promote itself via this channel and create a relationship with consumers. Some examples could be found below.

Like page

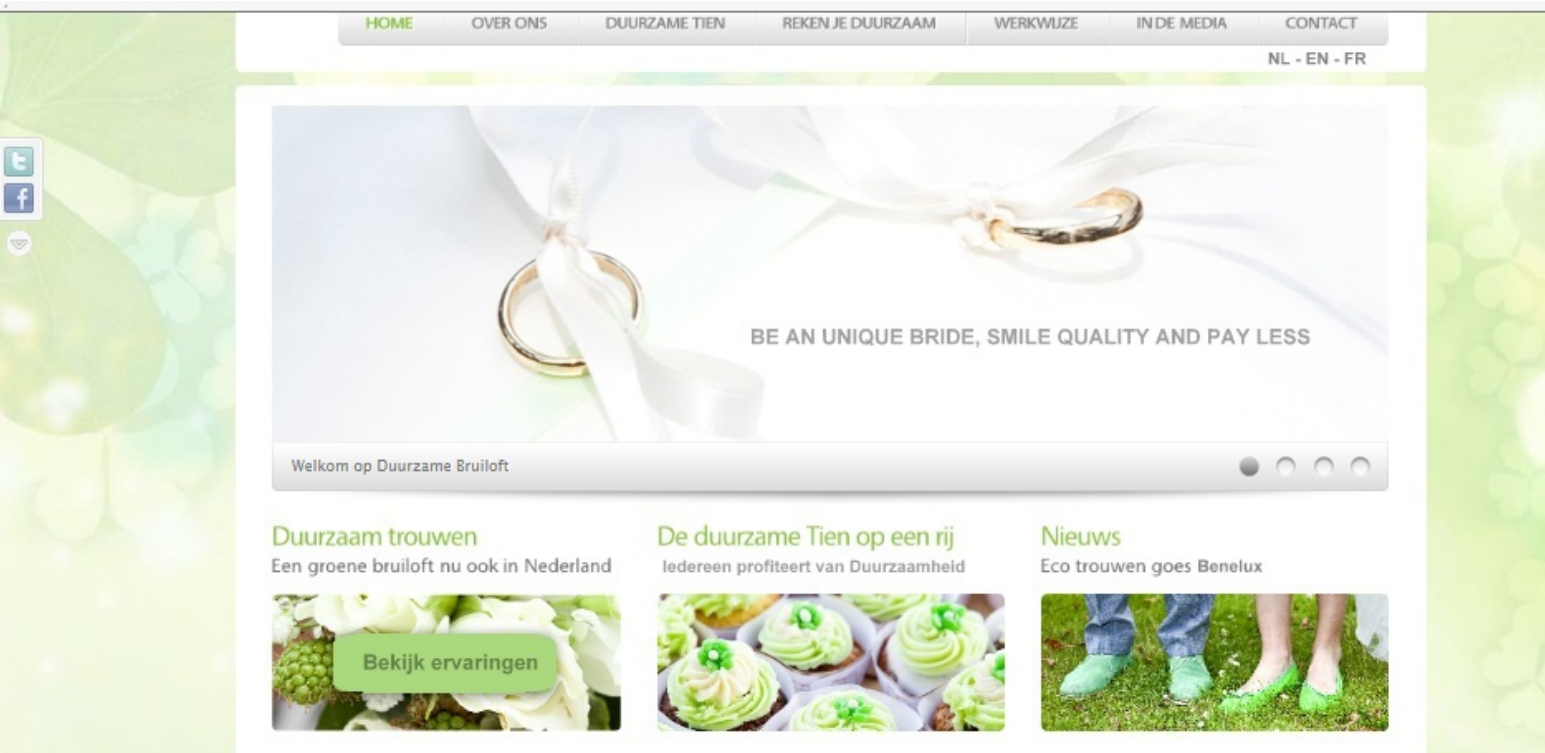


Post on Facebook homepage – Sales Promotion



Appendix 8: Web site

The website is the most important mass media. When individuals search for ‘wedding planner’ or ‘sustainable wedding’, Duurzame Bruiloft should come up first into the search engines. It is important that the web site is attractive enough to trigger the audience to search for more information. Some tools could be used to create an attractive homepage. A design is developed as an example. As could be seen in the design below, the web site includes a slogan, an online video with experiences of consumers, the possibilities to change the language and the bandwagon principle..



Appendix 9: Online Advertising

Online advertising is especially recommended to the Belux market . Nowadays, communication is much easier, because of globalization and innovation. Internet is often used, also via smartphones and applications. Therefore, online advertising on web sites that are often visited by the target group is recommended. An example could be found below

