



Transition towards Sustainable Mobility in the city of Groningen

-the tourist angle-

EnTranCe – Bike Share 050

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Foreword and Acknowledgments

Writing this bachelor thesis has not been easy, which makes me even more grateful for all the support that I have gotten from a great number of people.

I would like to take this opportunity to express my gratitude to the people who have been so supportive over the past 9 months of my studies.

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Finally, I would like to thank all the people that have been, in any way, part of this research and contributed to the results of this bachelor thesis.

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Groningen, May 30, 2016

Executive Summary

Bike Share 050 is an initiative that originates at the Energy Transition Centre (EnTranCe) in Groningen, the Netherlands. The project is invented in order to stimulate the transition towards a more sustainable choice of transport in the city of Groningen, by taking neglected bicycles (orphan bicycles) off the streets, refurbishing them, and putting them back on the street – with a new, fancy look, smart phone application, electronic lock system and a GPS tracker – as a shared bicycles that will be available to anyone in the city. Next to the bicycle and all its fanciness the Bike Share 050 project wishes to establish a community to strengthen the project.

The project is currently in development and is, therefore, depending on the intentions of potential stakeholders to become part of the community and get the message across. These potential stakeholders are defined by EnTranCe as both individual users and businesses. The focus of this research lies on the viability of a relationship with the overnight accommodations in Groningen as potential stakeholders of Bike Share 050. Aspects of the research are Business Network Management, Relationship Development, Brand Management, Message Strategy, Commitment, and Motivation. The research results show that factors like being people-oriented, showcasing reliability and love for Groningen are important key points in the social environment that Bike Share 050 wishes to enter.

The advice for EnTranCe is based on the identification of the needs and intentions of the overnight accommodations and expert views on the topics with the purpose to establish a successful communication plan for the business network. The advice consists of seven substantiated and implementable recommendations divided into three phases.

The first three steps will be a support to the first phase of the advice being to ‘start the conversation’ by (1) addressing the target group, (2) getting together and creating mutual value with the target group and (3) hosting a networking event with all target groups. The second phase of ‘getting the message across’ is recommended to be done by (4) providing information within the network about the decisions made in the first phase and (5) designing a flyer or brochure with information for the guests. The third and final phase of the advice is based on the need to motivate and ‘spark the passion’ with the target group to join the activities above or to join the project by (6) constructing a referral reward scheme and (7) being the norm.

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1. Project Context

1.1 The Organization

EnTranCe, the Energy Transition Centre, is an organization that facilitates a network of students, researchers, and companies with ambitions to change the future of energy. EnTranCe provides the facilities, the technologies, and the best possible network to develop their plans into the energy products and services the market demands (EnTranCe, 2016a).

Within EnTranCe there is an Energy Transition Community (ETC), a multi-level, multidisciplinary environment that encourages knowledge sharing and networking, mostly aimed at students. EnTranCe's goal is to encourage the students to become part of the transition towards sustainable energy, by providing weekly meet-ups consisting of workshops about personal development and lectures in energy transition. Besides the meet-ups, EnTranCe invites students to join one of the Change Agencies. A Change Agency (CA) is a multidisciplinary team of students, professionals and experts who define an intriguing question and find ways to answer it, which EnTranCe named a "wicked problem". The ETC consists of three CA's, Sustainable Households, Sustainable Mobility, and Sustainable Buildings, all with its "wicked problem" (EnTranCe, 2016b). The researcher of this research paper joined the CA Sustainable Mobility. Steven de Boer, the moderator of the CA Sustainable Mobility, states the defined "wicked problem" of the CA Sustainable Mobility is "How to transform the current mobility system in order to become sustainable"? (S. De Boer, personal communication, 2015). De Boer also states that in order to answer this intriguing question, the CA designed a bike share project as a means to transform the current mobility system in the city of Groningen.

The bike share project is called Bike Share 050 and is still in development. Multiple students within the CA Sustainable Mobility are performing research in different fields to shape the project. Bike Share 050, in which 050 represents the area code of the city of Groningen, is designed with the purpose of encouraging people to get involved in the transition towards sustainable mobility (S. De Boer, personal communication, 2015). The project provides a mode of transport that is more sustainable than a car or a bus. Bike Share 050 uses orphan bicycles, neglected by owners, which results in the removal of a great number of unused bicycles, clearing of packed bicycle racks and eliminating the necessity of the production of new bicycles for the

bike share project. De Boer states that Bike Share 050 is a non-profit project and will use the money generated by the project for development and maintenance of the bicycles.

1.2 The Challenge

Bike Share 050 is a project that will be available for the city of Groningen. De Boer emphasizes the importance of the wish to establish a community besides having the physical bicycles spread throughout the city. The project is currently in development and will be entering the market as a start-up with a pilot planning to air in the summer of 2016. Since Bike Share 050 is a start-up, it is depending on the intentions of potential stakeholders to become part of the community and increase the awareness of Bike Share 050. These potential stakeholders are defined by the client as both individual users and businesses.

In February of 2016, the municipality of Groningen decided to remove the buses from the city center (Berg, 2016). This increases the chance of a higher demand for bicycles. According to numbers of the Centraal Bureau voor de Statistiek (CBS) (Central Agency for Statistics), 12.783.000 foreign tourists came to the Netherlands in 2013, of which 137.000 came to the province of Groningen (CBS, 2014). Also according to Kaplan, Manca, Nielsen and Prato (2015), both “domestic and international tourists form a large demand group for bike-sharing”. Tourists appear to be a group likely to use a bike-sharing system while on holiday.

“Tourists from cycling-oriented countries may use the bike-sharing system as a transport mode because of habit, and tourists from non-cycling-friendly countries may use the system due to their enthusiasm to experience cycling as a new activity during their holiday”.

Kaplan et al. (2015)

The Target Group

However, since tourists are only here temporarily, the focus of this research is put on businesses in the tourism sector in Groningen. This research will investigate how to set up a business network with businesses in the tourism sector in Groningen to strengthen the community that Bike Share 050 wishes to establish.

The information found in interviews during the preliminary research phase uncovered an initial insight into the attitude of businesses in the tourism sector in Groningen. Interviews were held with three hotels, one bed & breakfast, two AirBnB's and one tour bus operator. Each of the respondents was positive and sympathetic to the project, but also shared some doubts and concerns. Although the purpose of the research was first to incorporate all of the above name groups, AirBnB's and Tour bus operators appeared not to fit within the context of this research. Since this research is done in a business-to-business context and AirBnB's are individuals renting out a room in their house, the researcher decided to exclude them from her research. Akkermans, owner of High Standard Travel, a touring car operator from Groningen, stated that groups are hard to provide bicycles for and the user of tour busses are usually elderly who do not prefer to cycle.

Hotels and bed & breakfasts were defined as a target group since they fit within the business-to-business context and accommodate individual tourists. The target group of hotels and bed & breakfasts will hereinafter be referred to as potential stakeholders.

More information on the attitude of these parties can be found in the interview section in the appendix (p. 56-72)

After careful consideration of the wish of the client, several topics were identified and the objective of the research was set. In order to establish a successful communication strategy to make potential stakeholders a supportive force in the transition towards sustainable mobility research will be done into:

- ◇ The possibilities and opportunities for Bike Share 050 to set up business relationships with potential stakeholders
- ◇ Management of the potential stakeholders and their willingness to commit to the project by means of brand management
- ◇ How motivation techniques could be used to overcome possible resistance or uncertainties

The objective of this research is to provide EnTranCe with recommendations for a business network with businesses in the tourism sector in Groningen, by providing an overview of the potential stakeholders' (hotels and bed & breakfasts) intentions and needs for a relationship and commitment to Bike Share 050, providing insight into the knowledge and opinion of experts on relationship management and brand management for non-profit start-ups and insight into motivation techniques to tackle resistance expressed by potential stakeholders.

2. Theoretical Framework

The theoretical framework contains the main theories used as a basis for the organization of the research. The wish of EnTranCe to form a community around Bike Share 050 resulted in the decision to also get business in Groningen involved in the project. Porter (1998) describes the importance of local factors, such as knowledge, relationships, and motivation, which will lead to competitive advantage in the global economy. In order to reach the desired goal and take action to achieve it, knowledge needs to be gathered. Subsequently, the gathered information can help identify the viability for a solid business network between Bike Share 050 and the potential stakeholders.

“Paradoxically, the enduring competitive advantages in a global economy lie increasingly in local things – knowledge, relationships, and motivation that distant rivals cannot match.”

Porter (1998)

2.1 Business Network

Since the wish of the client was expressed to have a solid business network, theories were chosen in order to uncover how this can be done effectively. Together with the intentions and the needs of the potential stakeholders and expert knowledge this will result in a valuable advice.

Relationship Networks

According to Håkansson (1987), a network is based on connections between actors, resources and activities in the following manner. **Actors** may range from individuals to groups of companies, however, all aim to increase control within the network. Each performs activities and owns and controls the resources. **Resources** may be human or physical and are often mutually dependent, are owned by the actors and are used or subject of activities. The activities concern the transformation and the transaction. **Activities** use and act on the resources and are performed by the actors. For EnTranCe, the purpose of the network is to get actors involved to bring the resources (information on Bike Share 050 and the bicycles) to their guests through activities.

Model of Relationship Development

Dwyer and Tanner (2006) describe a model consisting of four stages: **1. Awareness, 2. Exploration, 3. Expansion, 4. Commitment.** In the **awareness** stage, the supplier and the buyer recognize the other as an exchange partner. This may last indefinitely, or the parties will engage each other in some form of interaction to move to the next stage. In the **exploration** stage, the parties are probing and testing each other, they begin to consider obligation, burdens and benefits associated with the possibility of exchange. The stage consists of five sub-processes, attraction, communication and bargaining (reciprocation), power and justice, norms development, and expectations. The importance of these processes lies in the ability of each party to test the goal, compatibility, integrity and performance of the other. The outcome of the exploration stage is an initial decision to develop a relationship, where the connection between both parties is relatively weak, and dependence between parties is still relatively low. From testing and probing the association moves to enlarging rewards and the scope of exchange in the **expansion** stage. The dependence of both parties increases since both parties invest in the relationship. In the **commitment** stage, both parties invest in maintaining the relationship, by dedicating resources and support to the other. The four steps can be the basis for the recommendation on how to successfully develop the relationships with the target group.

Theories on Business Network will help to understand how to establish a relationship with potential stakeholders and what the relationship should look like in order to be successful.

2.2 Brand Management & Commitment

The client expressed the wish of an affiliation between the potential stakeholders and Bike Share 050.

Commitment

Dwyer, Paul, and Oh (1987), firstly described commitment as an explicit or implied vow of relationship continuity between objects. Moorman, Zaltman, and Deshpande (1992) defined it as the continuous passion for maintaining a valuable relationship. Gundlach, Achrol, and Mentzer (1995) adopted definitions of commitment into “intentional behavior to maintain a relationship”. “Brand commitment is crucial for successful long-term relationships, as it enables B2B partners to preserve the relationship, avoid alternative relationships, and reduce perceptions of risk” (Davis & Mentzer, 2008)

Brand Equity in a B2B context

Kuhn, Alpert, and Pope (2008) discuss the suitability and limitations of Keller's Customer-Based Brand Equity (CBBE) model and test its applicability in a B2B market. According to Keller (2001), four steps in building strong brand equity are ensuring a proper brand identity, establishing brand meaning, obtain positive brand responses and create brand relationships. Within these steps six brand building blocks are identified. In Keller's consumer-based model, these are salience, performance, imagery, judgments, feelings and resonance. However, in a B2B context, Kuhn et al. (2008) argue that the emphasis on these dimensions change. Brand elements such as product slogans appear to be less relevant in organizational context. Other factors like credibility and usage situations are even more important than suggested by Keller. Feelings are not involved in the industrial marketing context and the top of Keller's customer model, resonance, may need modifications to be more relevant in a B2B context. Company representatives play a role in building brand equity; therefore, a human element needs to be recognized in a B2B brand equity model.

Since EnTranCe wishes to establish a relationship with the hotels and bed & breakfasts in Groningen it is essential to establish a strong brand to which these potential stakeholders can commit.

Theories on Brand Management will help to understand how a brand needs to be managed for a start up to establish trust and commitment with the potential stakeholders.

2.3 Motivation & Resistance

Based on preliminary research, the decision was made to include research on motivation and resistance to this thesis. Respondents in the initial interviews stated that connecting to Bike Share 050 at this moment is not of interest for their organization (Metz, Olinga, Visser). Reasons that were given were: they would firstly like to receive more information, they already have bicycles available for their guests, or they do not believe that it will be used much by tourists.

Several articles write about the motivation for organizations to commit to another organization or to a brand. According to Stratten and Kramer (2014) motives can be the wish to choose something that will set them apart as the best in the industry, or the wish to make a choice that will lower costs. Examples of motives might be to be kind to the environment, or to keep the industry relevant in the face of technological change.

According to Gordon (2013), reciprocity is a common motive for business relationships. However, beyond reciprocity **mutual value creation** is a more valuable relationship. Mutual value creation is based on the potential to work together to create new products, processes, or value chains and then to share in the new business value. Gordon (2013) states that this may mean organizations opening themselves up in non-traditional ways, for instance by providing partners with access to customers or sharing possessed knowledge. Risks for companies that keep themselves closed lie in achieving less shareholder value, while companies that open up and look for new value to create and share will achieve more shareholder value.

Continuing on mutual value creation, the **social exchange theory** is based on the premise that relationships are based upon the exchange of values between two or more parties, in which it is important that equality and satisfaction are felt after any kind of exchange. Exchanges are considered to consist of two elements, the *value exchange* in which resources are exchanged, for example, goods for money, and the *symbolic exchange* where goods are purchased for their utility and the feelings and associations given to the user (Fill & Fill, 2005). Mutual value creation and the social exchange theory could guide the recommendations towards actions that fit both EnTranCe and the potential stakeholders.

Resolving resistance - CASI Instrument

The Campaign Strategy Instrument 3.0 (CASI 3.0) is an instrument by Heemskerk, Renes, Essen, Stinesen, and Gaalen (2014), within the Dutch Ministry of General Affairs. CASI 3.0 is an instrument to support the development of an effective campaign based on behavioral sciences. The instrument consists of three blocks that will guide the process. Block 1 is the policy analysis, which will help with translating the policy challenge into a behavioral issue, which will be formulated into a behavioral ambition for the campaign. In block 2, the behavior analysis, the desired behavior of the campaign is analyzed and examined. Block 3 is the strategic approach in which the policy analysis and the behavioral analysis are translated into a campaign strategy. The instrument provides a number of inspiration cards with methods that influence behavior. CASI 3.0 will help in choosing the correct approach towards the possible stakeholders in the tourism sector in Groningen.

Theories on motivation will help understand how to motivate the potential stakeholders and what to do in specific situations, since several kinds of resistance could require different actions.

2.4 Conceptual Model

The conceptual model, see figure 2.1, consists of independent variables and a dependent variable. The independent variables are based on preliminary theoretical research. The dependent variable is the desired research goal which is influenced by the independent variables. Together, the independent variables and the dependent variable are the focus of this research.

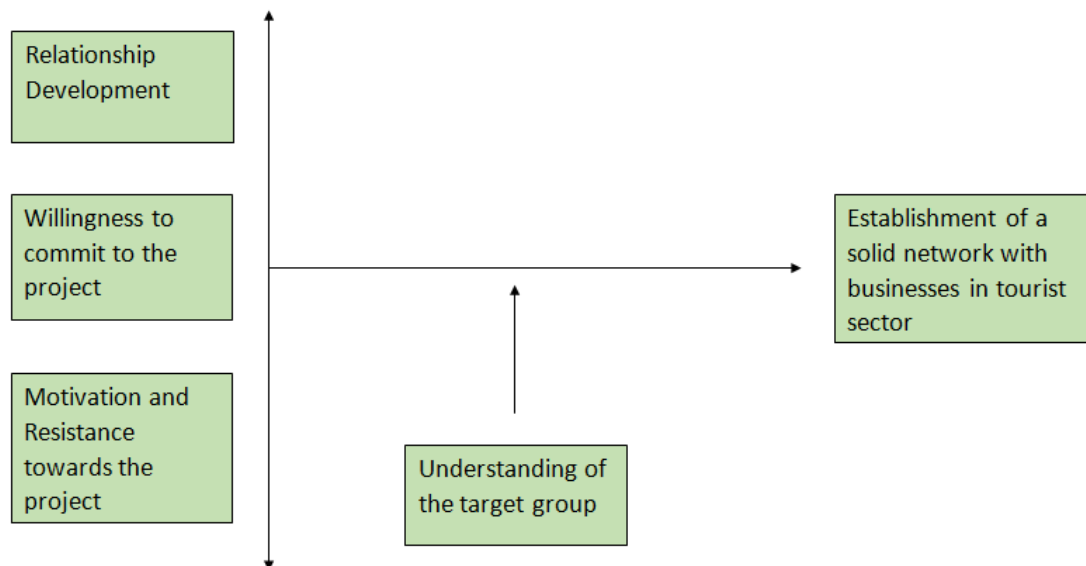


Figure 2.1 – Conceptual Framework

3. Research Strategy

3.1 Research Objective

The research of this thesis is practice-oriented. With practice-oriented research, the context is often placed within an organization in which the research is to take place (Verschuren & Doorewaard, 2010). The aim of this research is to provide EnTranCe with background information and opinion research, which could be used in practice to establish a solid network with businesses in the tourism sector.

The objective of this research is to provide EnTranCe with recommendations for a business network with businesses in the tourism sector in Groningen, by providing an overview of the potential stakeholders' (hotels and bed & breakfasts) intentions and needs for a relationship and commitment to Bike Share 050, providing insight into the knowledge and opinion of experts on relationship management and brand management for non-profit start-ups and insight into motivation techniques to tackle resistance expressed by potential stakeholders.

3.2 Intervention Cycle

Since the research involves a practical problem, the place in the intervention cycle should be defined. Defining the place in this intervention cycle supports the research activities towards solving the issue (Verschuren & Doorewaard, 2010). This research is at the second stage in the intervention cycle, the diagnosis. The problem, or in this case the wish for the network, has already been identified and subsequently the background of this wish will be examined by establishing a diagnosis of the opinions of the target group and expert knowledge.

3.3 Research Framework

The aim of this research is to provide EnTranCe with recommendations for a communication strategy to motivate potential stakeholders to become part of the community of Bike Share 050.

The research will be reflected upon two objects, namely potential stakeholders and experts.

In order to study the objects named above, a research perspective is required. The research perspective 'specifies the angle of approach' and 'roughly indicates which aspects will be studied' (Verschuren & Doorewaard, 2010). As EnTranCe indicated its wish to have a community around Bike Share 050 and the researcher decided the focus for this could be on the businesses in the tourism sector in Groningen, this research is practice-oriented. Diagnostic research helps to examine background information and opinion research on the issue, and determine how this information can satisfy the wish of EnTranCe.

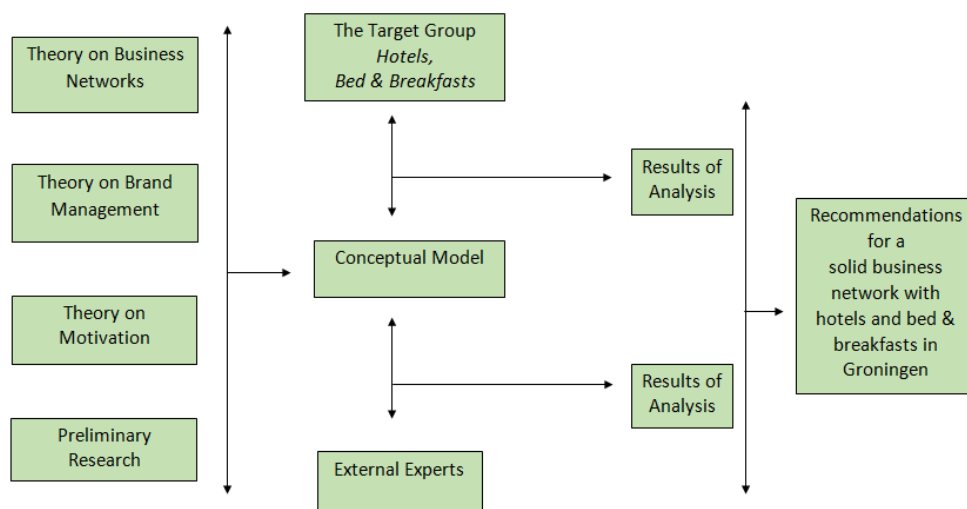


Figure 3.1 Research Framework

The research framework (figure 3.1) shows an outline of the process in order for the research to be conducted effectively. It indicates the structure of the process and the relevant parties involved in the process. Furthermore, the arrows display a so-called 'confrontation' in which the double-headed arrow displays the actual 'confrontation' and the horizontal single-headed arrow displays what can be concluded or deducted from the 'confrontation' (Verschuren & Doorewaard, 2010).

The first column is the start of the framework and gives the research areas and their theoretical foundation. The first research area covers theories on business networks, the second area covers theories on brand management and the third area covers the theories on motivation. Preliminary research is carried out to establish an initial understanding of the project context in which the research is to be placed.

The second column filters the relevant information from the theories to establish the proper information needed in further stages of the research, which can be found in Figure 2.1, the conceptual framework (p. 13).

The third column shows the research objects, the parts of reality on which the theoretical aspects will be reflected. These objects are sources to gather the necessary information. The objects are the overnight accommodations (hotels and bed & breakfasts), and experts on business network management and brand management.

Finally, in the fourth and fifth columns, the research outcomes are analyzed and formulated into recommendations for EnTranCe.

3.4 Research Questions

Questions to guide the research process and outcomes

Central Question 1

What is the viability for EnTranCe to establish a business network with potential stakeholders?

- ◇ What are the prerequisites for a network according to the potential stakeholders?
- ◇ What factors make out the definitions of actors, resources and activities in the network?
- ◇ Which requirements are there for EnTranCe to set up a business network for a start-up project like Bike Share 050?

- ◊ Which of the potential stakeholders show a favorable attitude towards the project?
- ◊ Concerning the model of relationship development, to which stage can the relationship be developed?

Central Question 2

What brand characteristics should be represented by Bike Share 050 to stimulate trust and commitment with potential stakeholders?

- ◊ What do experts say concerning the brand message of a non-profit, start-up project?
- ◊ What is required to establish commitment to the project/brand of Bike Share 050 established?
- ◊ What are reasons for potential stakeholders to commit to Bike Share 050?
- ◊ What role does brand equity play in the B2B setting with the potential stakeholders?

Central Question 3

What kind of resistance is encountered at the potential stakeholders and what is required to tackle the resistance?

- ◊ What kind of resistance is uncovered at the potential stakeholders?
- ◊ What can be suggested to achieve mutual value creation?
- ◊ Which factors are important to consider for establishing value exchange and symbolic exchange?
- ◊ What types of tactics can be used according to CASI when looking at the uncovered resistance?

Central Question 4

What are required actions for EnTranCe to establish a business network, in which companies commit to Bike Share 050 and overcome any resistance that might be encountered in the process?

4. Methodology

4.1 Research Purpose

The purpose of the research is **exploratory**. An exploratory study is a means of clarifying the current situation or problem and clarifying the necessity of further actions (Saunders et al., 2009). The research theme and strategy are defined, however in exploratory research one is encouraged to be flexible, and must be willing to change the direction of the research as a result of new data and new insights. The exploratory purpose of this research is visible in the conceptual model in figure 2.1 (p. 13). The understanding of the target group is a dynamic which requires a flexible attitude towards the research.

4.2 Research Approach

Since the research aims at a strategic solution for the communication needed for Bike Share 050 and the practical relevance of the information, the research is defined as applied research. The research approach combines both a deductive and an inductive approach. A **deductive approach** means that the researcher establishes an understanding of scientific principles and determines which theories are suitable to satisfy the wish determined before. The preliminary research helped determine the theoretical framework and the research questions. The framework, the questions and the objective form a hypothesis for this research (Saunders et al., 2009). An **inductive approach** means understanding the context, in which the research is to take place and especially understanding the individuals involved in the research. This will be uncovered by use of interviews and a survey since it is important to clearly understand the wishes of the target group (Saunders et al., 2009).

4.3 Research Design

The recommendations will be based on deep understanding of factors influencing the business communications of EnTranCe and its potential stakeholders in the tourism sector. Acquiring this deep understanding relies on a depth view of the research objective, qualitative approach in the research strategy, and an empirical type of research (Verschuren & Doorewaard, 2010). Different strategies will be used to in order to gain sufficient data. The research strategies

of the research are surveys and interviews. **Surveys** allow the researcher to gain insight into the target group's attitude towards the project and collect quantitative data (Saunders et al., 2009). Quantitative data is any data, which generates or uses numerical data, while qualitative data is any data, which generates or uses non-numerical data (Saunders et al., 2009). The qualitative data is provided in **interviews**. These interviews are held with both the target group and experts and according to Saunders (2009), the interviews contribute to the research by providing valid and reliable data. The preliminary research interviews, as well as the expert interviews, will be semi-structured, where a list of topics is pre-defined which will serve as a basis for all interviews, though the topics might vary according to the role of the interviewee, states Saunders (2009). Using both quantitative and qualitative data collection is defined as a mixed method approach, and since the data collection techniques are implemented at the same time the research is a parallel mixed method research (Saunders et al., 2009). Using a mixed method approach will help understand the issue from both sides and find solutions within each theoretical subject.

4.4 Links of Research Questions and Methods

In order to achieve clear understanding of the research process, and the information needed to answer the different research questions, a Logical Research Framework Method (LRFM) is made. The LRFM indicates the link between the research area, the research question, and the research method. The LRFM can be found in the appendix (p. 97-98)

4.5 Survey Sampling

The survey will be held with the potential stakeholders, which are all hotels and bed & breakfasts in the city center of Groningen. The list of hotels and bed & breakfasts is retrieved from the online database of Marketing Groningen's Hotels and Hostels (2016) and B&B and private cottages (2016) and can be found in the appendix (p. 53-56). The list consists of 17 hotels of which 3 had already participated in a preliminary interview and 17 bed & breakfasts of which 1 had already participated in a preliminary interview. Both NH Hotel Groningen and NH Hotel de Ville have been excluded from the survey since they both share the same policy and the interview with Hotel de Ville also represents NH Hotel Groningen. After excluding the interviewees, the total number of potential stakeholders lies at 29; this is the population in which the survey will be held.

Since the population is under 50, the target is to collect data from the entire population, as suggested by Saunders et al. (2009), therefore, sampling is not required.

The survey is an online survey and is chosen to be administered in two different manners, physically on a tablet and by email. To ensure a good response rate, the hotels will be visited and asked whether they have time to fill in a short survey on the spot on a tablet provided by the researcher. The bed & breakfasts will be called to ask personally if they could participate in the survey, which will be sent through email. The researcher expects that 50% will participate in the survey, which would be 15 responses to the survey. In the findings below the actual response rate will be addressed.

4.6 Limitations and Feasibility

Every research project has its limitations and feasibility factors to acknowledge to safeguard the quality of the research. The researcher will do her utmost best to bring the research to successful and feasible recommendations in the final chapter. As a junior communication consultant, the researcher will provide EnTranCe with an advice on how they could set up a communication strategy for Bike Share 050 to establish a network with potential stakeholders. The junior consultant will, however, not provide the strategy or the network itself. The advice will serve as a long-term strategy that could be implemented as EnTranCe pleases.

Moreover, in order for the researcher to be able to receive valuable and reliable information through the survey and interviews, it is important to ensure that the contact details are correct and that the objects are available. It might be possible that respondents do not reply due to time limitations, disinterest, or other reasons that cannot be predicted. Some limitations cannot be prevented, although the researcher will try to motivate respondents through personal contact, by means of calling or visiting the objects.

The project, for which the research is done, Bike Share 050, is under development during this research project. The main concept is clear since the start of the project, which is what the research proposal is based on. However, during the research process, new decisions are made, which changes the research continuously. This threatens the relevance of the research since at some point action research had to be done, based on concepts that might have changed over the course of the project.

The basic concept of the bike share system stayed the same; however during the design of the action research, the decision leaned more towards a dedicated bike frame than the use of orphan bicycles which was introduced in the beginning. The use of orphan bicycles was stressed in the preliminary research and left behind in the administration of the survey. Due to insecurities in the decision making of the project, the researcher was unsure about contacting experts and potential stakeholders, which caused a delay in the process.

As a consequence of these factors, the research time frame was delayed from September 2015 / March 2016 to September 2015 / May 2016.

Research limitations that were uncovered in the process will be addressed in the findings.

5. Research Findings

5.1 Data Collection Method

The process of the data collection from which the findings are deducted will be discussed below.

5.1.1 Preliminary research

The interviews with the hotels and bed & breakfast in the preliminary research uncovered their attitude towards the project and were used to shape the research accordingly.

Asgard Hotel: Metz states the hotel has four bicycles available as an additional service, although they are usually only rented when special events are happening in the city. Tourists do not use the bicycles often. Metz explains to doubt whether tourists are the right target group and believes the Asgard Hotel is too small.

Hotel Corps de Garde: Hotel Corps de Garde also has four bicycles available, and they are used, but they are not often short on bicycles, says Olinga. Olinga describes that tourists experience Groningen as a city that is easy to discover while walking. Olinga is, however, enthusiastic about the project and would like to receive more information.

NH Hotel De Ville: Visser, from NH hotel De Ville in Groningen, says they have 5 to 6 bicycles available at the NH de Ville and another 15 in NH hotel Groningen, which can be rented for €5 per day and they have an agency to fall back on when short on bicycles. Visser believes the project is perfect for Groningen and that tourists will enjoy the project. He is very enthusiastic about the project and the idea of the community and would be willing to promote it to their guests.

B&B De 3 Vlasbloemen: Bed & Breakfast De 3 Vlasbloemen has spare bicycles available for guests, but claims to lose €1000-€2000 each year on stolen bicycles, according to owner De Jongh. De Jongh also states the project fits very well to the cycling city that Groningen is. De Jongh is a bit skeptical towards the success of the project, but would be willing to motivate colleagues in the tourism sector to join when the project is really happening.

5.1.2 Interviews

In order to retrieve the information required to answer the research questions, interviews were held with experts. The first expert with whom an interview was held was Ms. Jonker, she is a trend analyst and was contacted due to her expertise on new business concepts and the trends

in business development. A second interview was held with Ms. Nijdam, a lecturer at International Business School, Hanze University of Applied Sciences (UAS) who was interviewed for her knowledge on relationship development and management.

5.1.3 Survey

The survey was distributed to the entire population of 29 hotels and bed & breakfasts and a total of 17 respondents participated in the survey, which is 59% of the population. Of those 17 respondents, 9 were taken in the name of a hotel and 6 were taken in the name of a bed & breakfast, 2 respondents wished to stay anonymous. First, general questions were asked to get an understanding of the bicycle policy of the respondents before asking specifically about Bike Share 050.

To the question whether the respondents had bicycles available to their guests, 53% answered 'yes' and 47% answered 'no' as can be seen in the pie chart of figure 5.1.

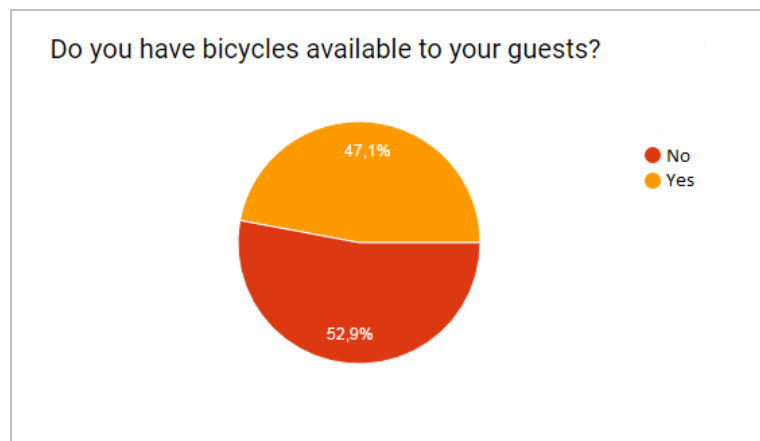


Figure 5.1 – Pie Chart Survey Question 2

The respondents that have bicycles available were asked how many bicycles they had available. Of the 9 respondents, most answered having 2 bicycles available (37.5%), followed by 5 available (25%), 6 available (25%), and 10 available (12.5%).

After investing in those bicycles, 10% answered to get a return on their investment, 60% does not get a return on investment, 20% is not sure whether they get a return on investment and 10% would rather not answer the question, which is shown in figure 5.2.

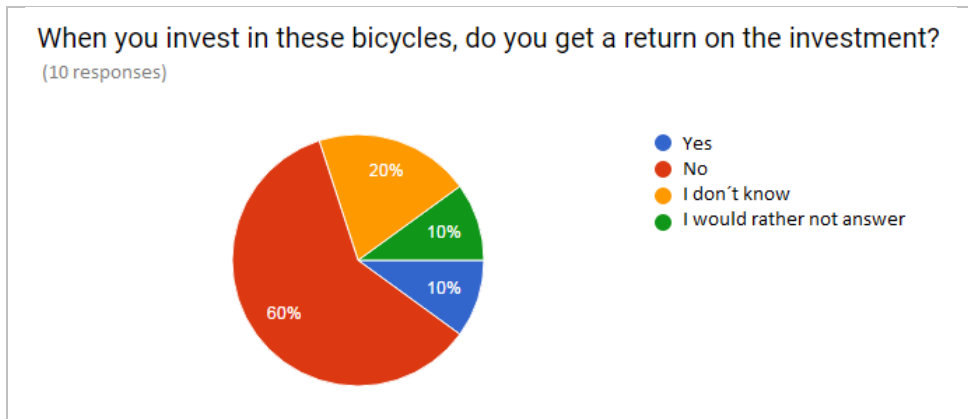


Figure 5.2 – Pie Chart Survey question 4

In order to get a clear insight into the opportunities for a Bike Share project with tourists as a target the hotels and bed & breakfasts were also asked what percentage of their guests uses the bicycle, the options were 'Less than 10%' (41.2%), '10% to 30%' (29.4%), '30% to 60%' (11.8%) or 'I don't know' (17.6%). Another question to determine the opportunity for Bike Share 050 was to know whether the respondents had an agreement with another organization where their guests could rent bicycles, also as a back-up for when their own bicycles were rented out. 47.1% of the respondents said yes and 52.9% of the respondents said no. The results of the questions concerning Bike Share 050 will be presented in the matching theoretical topics. Since the number of respondents is relatively low, the opportunity was taken to specifically look at the hotels and bed & breakfasts and their attitudes to provide an in-depth view of the social environment in which this research is placed. Multiple of the questions were asked in a multiple-choice setting, the options were based on preliminary research interviews with the potential stakeholders and input from the client, which was uncovered during meetings.

5.2 Limitations of the Data Collection

Multiple limitations were uncovered in the process. Due to time constraints, the survey had to be closed before the entire population had participated, this might give an incorrect reflection of reality.

Unfortunately, an expert on brand management was not interviewed. The experts that were contacted were expected to be able to tell more about the subject; however this was not the case. The research was adapted accordingly and a valuable advice is still expected to be given.

5.3 Research Results

In this section information will be given that was acquired in the process of doing primary and secondary research activities. The information is divided according to the subjects as presented in the research framework in figure 3.1 (p. 15).

The findings are derived from surveys with potential stakeholders and interviews with experts.

5.3.1 Business Network

The research on the business network tries to answer the following questions:

1. What are the prerequisites for a network according to the potential stakeholders?
2. What factors make out the definitions of actors, resources and activities in the network?
3. Which requirements are there for EnTranCe to set up a business network for a start-up project like Bike Share 050?
4. Concerning the model of relationship development, to which stage can the relationship be developed?
5. Which of the potential stakeholders show a favorable attitude towards the project?

The Survey

The respondents were asked what their prerequisites are for a connection with Bike Share 050 by means of a multiple choice question. The options were based on preliminary research interviews and input from the client. The purpose is to uncover what the needs of the potential stakeholders are. The outcome is shown in table 5.1 and all respondents answered the question. In order to uncover what the potential stakeholders would be willing to give the question was asked 'in what ways would you like to connect to Bike Share 050?' Results are shown in table 5.2 below and all respondents answered the question.

What are prerequisites for you to connect to Bike Share 050?	
Certainty that bicycles are available always	58.8%
Financial compensation	0%
Be part of the community	17.6%
Promotion of hotel/bed & breakfast on app from which the bicycle can be rented	35.3%
Clear message from Bike Share 050	29.4%
No responsibility for bicycles	76.5%

Possibility to store a bicycle at my location	29.4%
Bicycles in good condition	82.4%
Promotion of hotel/bed & breakfast on website of Bike Share 050	35.3%
Other	17.6%

Table 5.1 – Survey Question 8

In what ways would you like to connect to Bike Share 050?	
Recommend to guests through word-of-mouth	76.5%
Visualization of the Bike Share 050 logo (sticker on a door)	17.6%
Recommend to guests through information provided by Bike Share 050 (i.e. a flyer)	47.1%
Donating the current bicycles into the system	0%
Invest money	0%
Encourage colleagues to also connect to the network in order to strengthen the community	17.6%
Sponsoring a bicycle	5.9%
I would like to share my time and knowledge with Bike Share 050 to turn the project into a success	5.9%
I would rather not connect to Bike Share 050	23.5%
Other	5.9%

Table 5.2 – Survey Question 9

A specific look at each of the entries of the survey shows an indication of the hotels and bed & breakfasts that show a favorable attitude towards the project. Bed & Office 050, Suite 30, Simplon Jongerenhotel, Hotel Prinsenhof, Schimmelpenninck Huys, Hotel Miss Blanche, Hampshire Hotel - City Groningen, Hotel Stee in Stad and University Hotel indicated to be likely (4) or very likely (5) to recommend a shared bicycle to their guests. All of the above-named respondents would see themselves recommending Bike Share 050 through word-of-mouth. An addition of possible activities to connect with Bike Share 050 were visualization of the Bike Share 050 logo (Bed & Office 050, Simplon Jongerenhotel, Hotel Stee in Stad), recommend to guests through information provided by Bike Share 050 e.g. a flyer, (Bed & Office 050, Suite 30, Hotel Miss Blanche, Hampshire Hotel - City Groningen, Hotel Stee in Stad and University Hotel), encourage colleagues to join to strengthen the community (Bed & Office 050, Simplon

Jongerenhotel, Hotel Stee in Stad), and Hotel Stee in Stad also indicated they would be willing to share their time and knowledge to make the project successful. However, to the question what reasons were to not connect to Bike Share 050, which will be elaborated upon more in section 5.3, five answered they would like to receive more information and two indicated their own bicycles would go first.

The Interviews

According to Gerda Jonker, trend analyst, an important factor for establishing any relationship is reliability. Jonker states that reliability eliminates the necessity of bike ownership of the hotels and bed & breakfasts when reliable information is available to demonstrate the location and the availability of the bicycles. This reliability lies with someone who manages the project and manages the bicycles. Gemma Nijdam, Honors Coordinator and Lecturer at International Business School, Hanze UAS, indicates quality as the most important factor in building a relationship. The term quality is to be taken loosely and is intended for quality in terms of reliability of the product or the service and moreover quality in terms of communication, for instance by answering emails within a certain period of time. By having professionals who can come and present the product or the service and by having a product or service that works, one displays quality. Nijdam states that as a start-up the purpose is to reach the 'tipping point' which is when a shift appears from early starters to mass usage.

Nijdam discusses that the tipping point can be worked out with different equations, although the general acceptance for the tipping point is around 35% to 37% of usage. The tipping point is an important factor when one is new to the market and for the market to get to know the product, service or brand one is offering. Since it concerns a non-profit, building a relationship makes it much easier to get the cause or the value of the organization across.

Before the relationship can be established, Nijdam stresses the importance of addressing the needs of the target group; speak to customers, design the product accordingly, then establish the relationship.

Jonker discusses the importance of integrating other, new business models. Jonker suggests the strategies of Uber, a company which mediates passenger transport on an individual level, and AirBnB, a company which mediates accommodation between individuals, as a source for inspiration, since both those concepts, as well as Bike Share 050 are entering a new type of industry entirely. The opportunity for Bike Share 050 lies in the fact that both people and organizations want to have less ownership over things, says Jonker.

According to Jonker, it is not only important to establish the relationship, but also to maintain it. A way she suggests to maintain the relationship is to create a good tool to communicate and monitor everything, by means of making the app great. An important factor that Jonker was referring to on multiple topics was to keep the needs of the people in mind, be people-oriented, not product-oriented. A suggestion for the establishment of a good relationship and dealing with the environment was the Blue Ocean Strategy by Kim. [Products are not yet well defined, competitors are not structured, and market is relatively unknown, with no head-to-head competition, which is when the product finds itself in a 'blue ocean' as opposed to the 'red ocean' where the product is competing within a market of similar products or services, LZ] Although reliability was mentioned as the most important factor in relationship management, the basis for the relationship lies with considering the values of the actors within the hotel sector.

Nijdam advises the building of rapport, to ensure commitment to the relationship. Building rapport happens at the starting stage of the relationship and is expected to massively increase the loyalty and increase the potential revenue streams. [Rapport is a state of harmonious understanding between people which can be built by finding a commonality, developing affiliation and being empathic, LZ]

5.3.2 Brand Management

The research on brand management tries to answer the following questions:

1. What do experts say concerning the brand message of a non-profit, start-up project?
2. What is required to establish commitment to the project/brand of Bike Share 050 established?
3. What are reasons for potential stakeholders to commit to Bike Share 050?
4. What role does brand equity play in the b2b setting with the potential stakeholders?

The Survey

In the survey the respondents were asked how important they consider a strong image or message, which was answered by all respondents. The respondents were asked to rate the importance on a scale from 1 to 5. Of the respondents 11.8% rated a strong image or message 'not important' with a 1, 5.9% rated the importance at 2, 17.6% of the respondents positioned

themselves in the middle rating importance a 3, 47.1% indicated they would rate importance a 4 and 17.6% thinks a strong message is very important with a 5.

The logo of Bike Share 050 was also shown to uncover what the opinion was towards the logo. This opinion was again rated on a scale from 1 to 5, with 1 indicating that they 'would not commit to the logo' and 5 being 'an interesting logo to commit to'. All respondents answered the question. Results show that both options 1 and 2 got a 12.5% response from the respondents. A 3 on the scale was chosen by 37.5% and a 4 by 31.3%. The smallest number of respondents (6.3%) chose 5, being 'an interesting logo to commit to'.

The last question that was asked in the survey concerning reasons for a connection is the content that the message of Bike Share 050 should contain for the respondents to identify with the project. A number of 14 respondents answered this question. The outcome can be seen in bar chart 5.3 below.

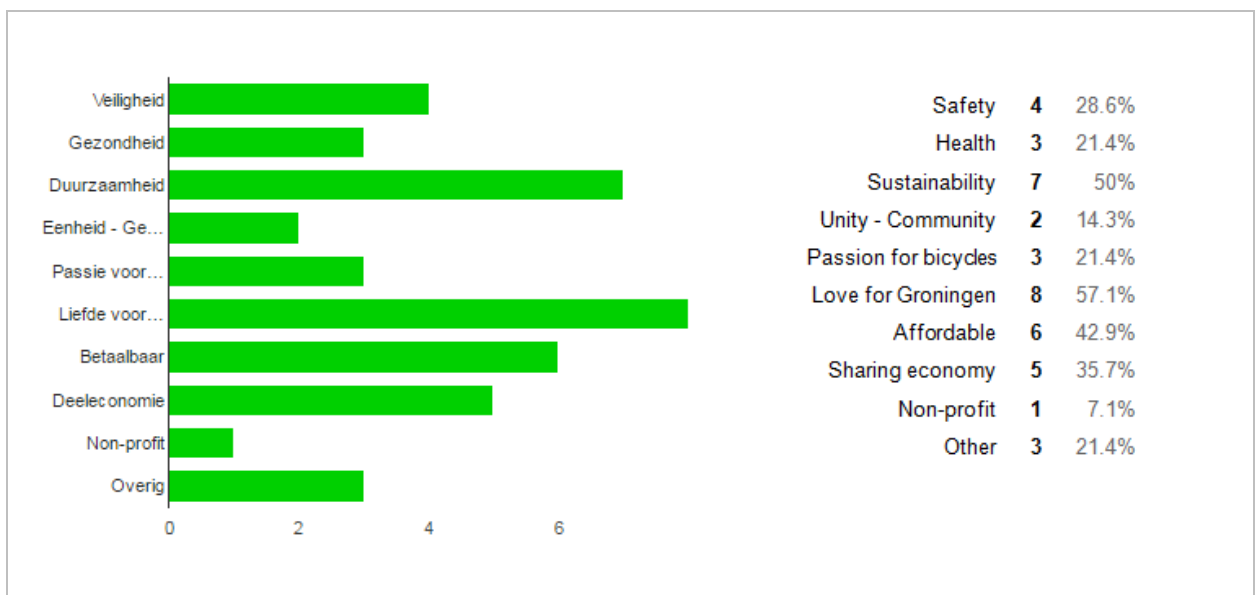


Figure 531 – Bar Chart

Survey Question 11 : What should the message of Bike Share 050 contain in order for you to be able to identify with it?

The Interviews

Both Jonker and Nijdam were asked what type of message would be appropriate for Bike Share 050, taking into account it is a non-profit start-up.

The first step according to Jonker is to look at the values Bike Share 050 wants to express. Determine what it is that Bike Share 050 wants people to identify the brand with, for example, safety. Also, the appearance of the bicycle has to be good, so people can immediately see which bicycle belongs to Bike Share 050.

The important trend nowadays lies with passion. Portraying passion for the use of bicycle will be an important reason for people to commit to the project. The message Jonker suggests in this situation is *End of Ownership, but Passion for Use*.

Jonker suggests that not only for the network but also for the project or brand management Uber and AirBnB can be used as inspiration. Translate those business concepts to Bike Share 050 by putting ownership with the individual. She argues that the strength of new business concepts lie with individuals that cooperate and co-create. Another trend Jonker addresses as important is expressing the shift of organizational control to individuals. Individuals do it out of passion and love for the product.

In the opinion of Nijdam, the message is very culturally dependent. Being in Groningen in The Netherlands, high uncertainty avoidance is an important cultural dimension to take into account [a cultural dimension by Hofstede, which indicates the extent to which people feel uncomfortable with uncertainty and require structure and rules in their lives, LZ]. The high uncertainty avoidance in Groningen makes reliability a key point for the project. Nijdam also states highlighting the benefit of the project for the potential stakeholders is important. The project will be more sell-able when the work the potential stakeholders feel they have to do is minimized, this could be done by creating a full-package in the form of a brochure, which Nijdam also suggests includes safety guidelines for non-Dutch tourists.

Nijdam mentions that since the Netherlands has a very task-oriented culture, the first contact would best be done in a form of an email or telephone call before the time will be taken by the stakeholders to agree to face-to-face communication.

In order to get commitment it is important to express the reason behind the product, Nijdam explains.

Jonker and Nijdam both emphasize on the management of expectations to ensure any type of commitment. Jonker put the emphasis on managing expectations for the potential stakeholders, knowing what to expect will eliminate a lot of uncertainties. Factors of the management of expectations which Jonker identifies are the appearance of the bicycle and the guarantee of a secure bicycle. Nijdam addresses the other side of expectations, namely to indicate the expectations Bike Share 050 has of the potential stakeholders. Important is how to introduce the term of empathy, to try and empathize the needs and wants of the target group.

Again it is important to understand what it is people want, since Jonker doubts whether it is convenient for hotels to have their own bicycle in the future when there is a shift from organizational ownership to individual ownership, and Nijdam argues that outsourcing bike

rental to a shared bike would eliminate a lot of investment of time and money into the maintenance of the bicycles.

5.3.3 Motivation

The research on motivation tries to answer the following questions:

1. What kind of resistance is uncovered at the potential stakeholders?
2. What is needed to create a mutual value exchange?
3. Which factors are important consider to establish value exchange and symbolic exchange?
4. What types of tactics can be used according to CASI when looking at the uncovered resistance?

The Survey

The likeliness of recommending a shared bike to their guests is shown to have a divided response, as can be seen in the bar chart in figure 5.4. The bar chart is a result of the question ‘how likely is it that you would recommend a shared bike to your guests?’ on which 1 indicates ‘not likely’ and 5 ‘very likely’.

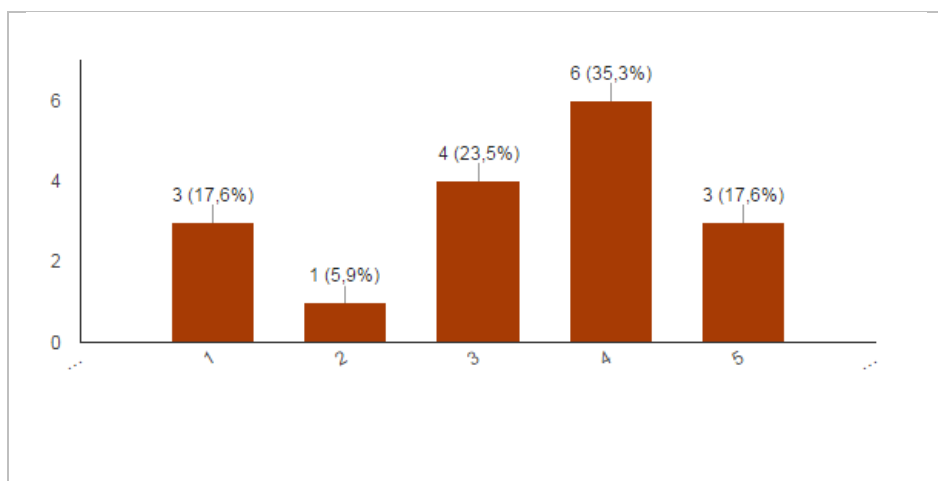


Figure 5.4 – Survey Question 7
Likeliness of recommending a shared bike to guests

One question in the survey was dedicated to reasons why stakeholders would not commit to Bike Share 050. The question was asked in a multiple-choice setting and was answered by 70% of the respondents. None of the respondents thought it was a project that did not belong in a commercial setting; neither did any of the respondents feel that not having financial compensation would be a reason not to commit to Bike Share 050. Reasons, however, that were chosen by the respondents were, the wish for more information (58.3%), not seeing potential in the project (16.7%), or already having own bicycles and choosing them before a shared bike (25%). A total of 16.7% of the respondents indicated other. Specifications of the ‘other’ reason are that guests do not go out of the city center, everything is within walking distance, and

therefore bicycles are not necessary. Elderly would like to use a bicycle, but the respondent states to strongly recommend against this since Groningen is not a very safe city to cycle through.

The Interviews

After discussing the possibilities of emphasizing the benefit for the potential stakeholders to commit to the project, Nijdam says guests who stay in a hotel often ask the staff for recommendations, therefore she believes it would be very sensible to operate on a 'refer and reward'- scheme as a form of an incentive scheme. The incentive scheme can best be defined after looking into a new business model, Nijdam says, since operating as a non-profit eliminates the option of giving free subscription to the bicycles or a bottle of wine. For a non-profit organization a new type of business model would result in a beneficial relationship that is not based on profit, but on other types of benefits, such as skill sharing, information sharing, resource sharing, said Nijdam.

This 'refer and reward'-scheme would be most effective on a personalized level since Nijdam does not believe the people in the organization are motivated when the overnight accommodation benefits from the referral of a guest. The reward Bike Share 050 would have to provide is a challenge, because it is a non-profit organization. Despite the possible commonalities, Nijdam still believes a reason for the potential stakeholders not to get involved would be the concern about using a start-up. The people might feel that they have not established themselves or not proven to be yet a reputable or reliable company.

6. Discussion and Conclusion

After answering the sub-questions of the research in the research findings in section 5, the main research questions will be answered in the discussion below. These conclusions will be used to design the recommendations for EnTranCe.

6.1 Business Network

What is the viability for EnTranCe to establish a business network with potential stakeholders?

The analysis of the attitude of the hotels and bed & breakfasts in Groningen shows a divided insight. The most important prerequisites before a relationship can be established according to the potential stakeholders are 'no responsibility for the bicycles', 'the bicycles in good condition', and 'certainty that bicycles are always available'. The importance of reliability that both Nijdam and Jonker discuss shows in the prerequisites of the potential stakeholders. One can assume it is, therefore, important to establish a relationship built on reliability.

Jonker discussed the business concepts of organizations that are entering a new type of industry, by examples of AirBnB and Uber which are business models where the emphasis lies in cooperation with the individual. A person-oriented approach is a way of addressing the potential stakeholders. Both Jonker and Nijdam state that taking into account the values of the target group is very important. Nijdam states that speaking to the customers and designing the project accordingly are the necessary steps to be taken before a relationship can be established.

Looking at Håkansson's (1987) relationship networks and the attitude of the potential stakeholders towards a relationship indicated in the survey, it can be concluded that when they would become actors in the network, they could provide their knowledge and skills as resources to recommend Bike Share 050 through 'word-of-mouth' (76.5%) and through 'information provided by Bike Share 050' (47.1%) as activities to have responsibility (control) in the network.

The relationship can be developed following the model by Dwyer and Tanner (2006), where it is important to look at which stage the relationship is now and how these stages can be formed. After establishing awareness, which has partially already been done through this research, the exploration stage can be set in motion. Important in the exploration stage is uncovering what the content of the relationship could be. In combination with what both Jonker and Nijdam are

saying about addressing the need of the target group and building rapport, it shows that in the exploration stage the relationship can be developed to ensure that the relationship can move on to the next stage of expansion and later to commitment.

After the target group of this research was set to all hotels and bed & breakfasts in the city of Groningen, a more defined target group of interested potential stakeholders can be made for the initial stage of development of the network. This is based on the attitude displayed in the survey and the preliminary interviews. The hotels and bed & breakfasts which showed a favorable attitude are Hotel Corps de Garde, NH Hotel de Ville, B&B de Drie Vlasbloemen, Bed & Office 050, Suite 30, Simplon Jongerenhotel, Hotel Prinsenhof, Schimmelpenninck Huys, Hotel Miss Blanche, Hampshire Hotel - City Groningen, Hotel Stee in Stad and University Hotel.

When looking at both the intentions of the potential stakeholders and the requirements that were set by the experts for the establishment of a network, Bike Share 050 is a project that requires a lot more decision making to establish a reliable project to which the potential stakeholders can commit. The content of these decisions for the branding of the project will be discussed in section 6.2 below.

6.2 Brand Management

What kind of brand suits the Bike Share 050 project and could establish trust and commitment with potential stakeholders?

The majority of the potential stakeholders indicated that they consider it important for a project to have a strong message or a strong brand before affiliating themselves with a project. A few of the respondents indicated they did not find a strong message important, although it might be because it was a mandatory question and a few of the respondents indicated in earlier questions that they did not want to commit to Bike Share 050, so it might be due to a reluctant attitude.

Jonker indicated the first step in defining the message or the brand is to identify the values Bike Share 050 wants to express and determine what Bike Share 050 wants people to identify the brand with. She believes the message should be about passion. According to the survey, passion for bicycles was considered important by 21.4% of the respondents and love for Groningen was considered important by 57.1% of the respondents. From this can be concluded that passion for

both cycling and Groningen are necessary to be portrayed in the brand of Bike Share 050. Other factors that scored high for content of the message were 'sustainability' and 'affordability'. Considering that both Nijdam and Jonker state the importance of addressing the needs of the target group, this is something that could be important in the branding strategy of Bike Share 050.

Also for the brand message Jonker suggests inspiration from AirBnB and Uber, by putting ownership with the individual, which is hard to link to the B2B environment in which this research is set. Therefore, the responsibility for the bicycles could stay with Bike Share 050 although it is important to indicate that it is not just any organization, but that it is run by individuals who show passion for the product, as Jonker indicated as important.

The high-uncertainty avoidance in Groningen makes it important to manage expectations and provide the potential stakeholders with the information to give to their guests to take the workload out off their hands. Managing expectations makes the brand more reliable and therefore take away concerns the potential stakeholders might have for trusting a start-up like Bike Share 050.

When reviewing the B2B brand equity model by Kuhn et al. (2008) it shows that credibility is more important in B2B than in a consumer-oriented approach. Both the potential stakeholders and Jonker and Nijdam confirm this by indicating factors or reliability as important. Kuhn et al. (2008) do stress the importance of a human factor in B2B brand equity and this is also confirmed by the potential stakeholders and the interviewees since the survey showed that passion for bicycles and love for Groningen are important and Jonker and Nijdam both stress the importance of a people-oriented approach towards the potential stakeholders. Salience is the first step in the brand equity model and when this is linked to the input from the survey, points of salience for Bike Share 050 could be 'Love for Groningen', 'Sustainability', and 'Affordability'. The brand equity model in a B2B context is an important tool that can serve as a guideline for the creation of the Bike Share 050 brand.

After identifying the requirements for Bike Share 050 to portray itself to the potential stakeholders and the attitude of these potential stakeholders, the most important factors are identifying the needs of the potential stakeholders and the needs of Bike Share 050 itself, managing the expectations and have a human approach to it all.

6.3 Motivation and Resistance

What kind of resistance is encountered at the potential stakeholders and what is required to tackle the resistance?

In the business network, the opportunities for Bike Share 050 and their network were analyzed. Though in the survey, to the question ‘in what ways would you like to connect to Bike Share 050?’ a number of 23.7% of the respondents answered they would rather not connect to Bike Share 050. In a question about reasons why not, respondents said they wanted more information (58.3%), did not see potential in the project (16.7%), or already have own bicycles and will choose them before a shared bike (25%).

The notions indicated by Nijdam about creating an incentive scheme based on a referral reward can be associated with the notions given in the theoretical framework. By establishing a referral reward a value exchange happens by rewarding the actors for referring their guests to Bike Share 050. A symbolic exchange, however, is expected to develop over time, since it takes time before trust is established and positive feelings are connected to the exchange. Nijdam and Jonker both confirm the theory of mutual value creation where it is important to work together to create the mutual value that the project might offer.

In the CASI instrument steps are described to develop a strategic campaign plan for behavioral change. In the final step, it describes the matching of the behavioral determinants which cause the current behavior and matching them to a working method to move them to the desired behavior. The behavioral determinants are Knowledge, Attitude, Ability, Intention, Self-image, Emotions, and Habits and automatisms.

Looking at the attitude of the potential target group knowledge, attitude, ability, intentions, and emotions are most relevant. Knowledge Transfer and Concrete Action Perspective (by providing the flyer and the coaching for performing the recommending) are already addressing the knowledge and ability determinants. Based on the other current behavioral aspects and the insights of the experts on the subjects of Network Management and Brand Management as well, other working methods have also been selected for EnTranCe.

The intention, knowledge and attitude of the potential stakeholders could be addressed by use of Interpersonal Communication. This could be done by facilitating a meeting in which the

potential stakeholders can talk about the project together, which connects to what the experts said about being people-oriented. 'Commitment and Consistency' addresses intentions and emotions and can be used to establish commitment to the behavior Bike Share 050 expects from the potential stakeholders by stimulating an emotional bond to this desired behavior. Gamification addresses attitude, ability, and intention and can be shaped by use of the referral reward, which Nijdam suggests.

6.4 Conclusions

Finally, the research can be concluded and the last research question can be answered

What are required actions for EnTranCe to establish a business network, in which companies commit to Bike Share 050 and overcome any resistance that might be encountered in the process?

According to the theoretical insights, input of the potential stakeholders and the beliefs of the experts required actions are:

- ◇ To develop a brand that represents the identification EnTranCe wishes people to have with Bike Share 050, and to develop a brand that represents the expectations of the potential stakeholders.
- ◇ To establish a good first impression that the potential target will feel comfortable exploring a possible relationship with.
- ◇ To demonstrate the people-oriented approach in the research and acknowledge that the wishes of the potential stakeholders are important.
- ◇ To provide the potential stakeholders with information on what is expected of them and what the potential stakeholders can expect from Bike Share 050.
- ◇ To ensure that the benefit is clearly identified and accepted by both parties.
- ◇ To increase knowledge about the project, change the attitude towards Bike Share 050 and define the intentions for actions that fit both the potential stakeholders and EnTranCe.
- ◇ To encourage the potential target group to portray the desired behavior, by an incentive scheme that is based on gaming elements.

7. Advice

The goal of EnTranCe is to establish a community around Bike Share 050 and within this research, the emphasis was put on a relationship with hotels and bed & breakfasts in Groningen. The purpose of this research is to provide EnTranCe with recommendations for the establishment of a relationship and business network with hotels and bed & breakfasts in Groningen. These recommendations are based on the intentions and needs of these potential stakeholders to engage in a relationship with Bike Share 050 which were tested in a survey. The recommendations are also based on insights gained in interviews with two experts, of which one is a trend analyst and one is a lecturer in the International Business School of the Hanze UAS. Another factor that is important to the recommendations for the network is a theoretical insight into dealing with resistance, which is covered using inspiration from a campaign strategy instrument that covers behavioral change.

The objective of this research is to provide EnTranCe with recommendations for a business network with businesses in the tourism sector in Groningen, by providing an overview of the potential stakeholders' (hotels and bed & breakfasts) intentions and needs for a relationship and commitment to Bike Share 050, providing insight into the knowledge and opinion of experts on relationship management and brand management for non-profit start-ups and insight into motivation techniques to tackle resistance expressed by potential stakeholders.

The recommendations are provided for EnTranCe in the form of an advisory report which will shortly summarize the research that was performed and the outcomes of the research, however, the focus will mainly be on the recommendations and the implementation of these recommendations. The content of the advisory report is written below.

Research outcomes

Creating awareness is the first step in establishing a network and therefore important to EnTranCe. Currently, EnTranCe has not yet taken any action to establish awareness for Bike Share 050 with the potential stakeholders in the tourism sector in Groningen. The importance of

awareness is shown in literature and stated by the experts. In order to create awareness the brand has to be developed and a reliable position should be established. Those are also the first two building blocks of the brand equity model, a model which can be followed in order to establish a brand that will be valued by the target group. The model is described in section 2 of the research report.

Exploring the network is the second step in developing the relationships in the network. In this exploration stage, Bike Share 050 and the hotels and bed & breakfasts try to uncover what their obligation, burdens, and benefits are associated with the possibility of exchange. Although the outcome of the exploration stage is an initial decision to develop a relationship, the connection is still relatively weak and both parties are not yet committed entirely to each other.

Motivation is an important factor in stimulating the parties within the network to perform certain activities or to join the community. In all steps, it is important to keep the need of the target group into account. Strategic working methods have been selected to motivate the target group and tackle resistance with the potential stakeholders. The working methods described in the recommendations, come from an instrument that is used to design behavioral change campaigns. This instrument contains a guide with multiple working methods to overcome certain types of behavioral determinants, like attitude and intention.

The recommendations

Based on the research outcomes, an advice for a communication strategy has been set up. The communication strategy consists of seven substantiated and implementable recommendations. Each recommendation contains a description of the method and an indication of planning, costs and staff required to implement the recommendation.

7.1 Start the conversation

Research has shown that it is important to keep the needs of the target group in mind and to be people-oriented. This can be done by getting the target group involved in the process of designing the relationship.

7.1.1 Address the target group

The target group for the first phase of the advice is based on the hotels and bed & breakfasts with a favorable attitude towards Bike Share 050. These are Hotel Corps de Garde, NH Hotel de Ville, B&B de Drie Vlasbloemen, Bed & Office 050, Suite 30, Simplon Jongerenhotel, Hotel Prinsenhof, Schimmelpenninck Huys, Hotel Miss Blanche, Hampshire Hotel - City Groningen, Hotel Stee in Stad and University Hotel. It is important to keep in mind that not all of the hotels and bed & breakfasts have participated in the survey and this list is made up after interpretation of the results, therefore, it is possible that potential stakeholders have been excluded from the target group while they would have been interested. Initial contact should be done through e-mail. The content of the e-mail should be short and to the point. They have already been introduced to Bike Share 050. It is important to stress the possibility of having a say in the matter. The involvement of the target group consists of three steps: 1. Invite them to the TransFuture festival to engage them in a small introduction of the project and the team, 2. Invite them to a co-creation session to establish mutual value creation which is described in section 7.1.2 below, and 3. A networking event in which the term of 'Interpersonal Communication' and 'Role Model' are key in enlarging the target group, which will be described in section 7.1.3.

The first email should contain an explanation a short recap of the purpose of Bike Share 050, and contain an invitation to the TransFuture festival on the 23rd of June, 2016. Bike Share 050 will be presented from 9.30 a.m. till 12.45 p.m. and everyone who is interested can come and visit and interact with the students working on the project. The TransFuture Festival will have music, food and fun, with a program showcasing the latest developments and innovations in the field of energy.

Planning: The invitation should be sent on a short term, the first week of June would be appropriate.

Staffing: Since this still falls within the graduation period of the junior consultant, she can be put in charge of the invitations.

Costs: Since the festival is free, no costs have to be made for this recommendation.

7.1.2 Join in and create mutual value

Gordon (2013) introduced the term of mutual value creation and experts also stated that they believed it was important to speak to the target group and design the product and the relationship accordingly. Mutual value creation is a way of developing a valuable relationship in which both parties work together to create new products, processes or value chains and share the new business value. It is a non-traditional way of doing business, which connects very well to the transition that EnTranCe wishes to set in motion in so many other situations.

By having a co-creation focus group with people from the businesses in the target group to design a relationship and create mutual value. In the co-creation, it is important to be well-prepared. Get supplies; pens, paper, post-its, and pencils and invite the target group. It is important to realize that a session might take up to 3 hours and it would be sensible to provide coffee, tea, and food. The session could be held in one of the rooms at EnTranCe. The participants should be treated as a design team.

Topics that are suggested to discuss during the session:

- ◊ Appearance of the brand (associations)
- ◊ Reliability of the product and how this can be established according to the target group
- ◊ Value exchange, mutual benefit from the exchange (what can be exchanged?)
- ◊ Content of the information provided for the tourists, what information is important for tourists (guideline for the app, payment information, safety guidelines for cycling, languages)
- ◊ Expectations, what do both parties expect from each other?

Planning: The session might take between 1 to 3 hours which is important to indicate to the participants. The invitation should be sent a month in advance and best to be scheduled on a weekday since in the weekends the hotels will be busy with their guests. The week which is suggested for this session is after the summer holiday since the summer holidays is a busy period for hotels and bed & breakfasts.

Staff: Co-creation is a returning theme in studies like Human Technology or Industrial Product Design. Therefore, it would be wise to invite one of the students from those studies who are also working on Bike Share 050 to prepare and lead this session.

Costs: Staffing is free and coffee at EnTranCe is free, however, a small investment needs to be made in the supplies and the food. For supplies a budget should be set at €20,- and for food a budget would be €12,50 p.p. depending on how many people want to join a realistic number would be 6 out of 12 in the current target group which will result in €75,-

7.1.3 Host a Networking Event

Research shows that personal communication and speaking about the subject has an influence on the social environment, the knowledge, the attitude and the intention of the target group. This is why it is recommended to organize an event with all potential stakeholders, including those from other sectors, like the bike repair shops and the restaurants who have been addressed in other research projects within Bike Share 050 this semester. Encouraging these people to talk to each other and to Bike Share 050 about the project and its potential is important in the motivation to display the desired behavior which is to become part of the community. It is important to add something to the event that will increase the chances of people attending the event, for example, a motivational speaker, someone who has an interest in sustainable mobility and love for Groningen. This might be an authoritative figure, for example, Paul de Rook, city councilor, or Jaap Valkema, an employee of the municipality, who are both aware of the project and very interested, but who can tell more generally about the importance of sustainable mobility in the city of Groningen.

Planning: Before sending the invitation for this event it is important to ensure the speaker. When the date with the speaker is set, the other aspects of the event can be completed. The event is best to take place after the co-creation session. In the month, October, for 2 to 3 hours and it would be convenient to use the Energy Barn at the EnTranCe terrain.

Staffing: The creating and planning of this networking event can be outsourced to the minor 'Event Management' at the School of Communication, Media & IT.

Costs: The rent of the Energy Barn €500, Catering €800 and a thank you gift for the speak €25.

7.2 Get the message across

After the conversation is started and a design is made for the brand and the relationship it is important to communicate this to the other hotels and bed & breakfasts in Groningen. It should be communicated to both the initial target group of potential stakeholders with a favorable attitude and to the potential stakeholders that were not yet convinced of the project.

7.2.1 Provide information within the network

Send out an email or a newsletter to the people in your network and explain what is expected of them and what the final decisions are regarding the network. This can be done through email. The information should be about the project, the product, the activities, EnTranCe, the students, the mutual benefits, and the community. In the CASI Instrument, this is referred to as knowledge transfer and will increase the knowledge, and influence the attitude and the ability of the public positively. The knowledge which is to be provided depends on the input from the co-creation session and should be in correspondence with the research performed by other students. The information has to be gathered and put together in a clear and to-the-point document.

Planning: October 2016

Staffing: A communication or business student working on the Bike Share 050 project

Costs: €0,-

7.2.2 Design a flyer with information for the guests

Research showed that many of the respondents would be willing to provide information about Bike Share 050 to their guests, but only if it was provided by Bike Share 050. This could be a flyer or a brochure, depending on the amount of information which is required to inform the tourists. It is important to design the flyer or brochure according to the house style of the website and the other communication channels that are currently being designed by other students. The outcome of the co-creation session will provide more information about the content of the flyer or brochure and what is important for the tourists. Certain things can be expected. Namely, the design of the flyer or brochure should be available in multiple languages of which Dutch and English are certainly important, also for foreign tourists it is important to shortly explain the safety guidelines for cycling in Groningen. The hotels and bed & breakfasts should each be given a certain number of flyers or brochures, of which 200 is expected to be a good start. Since there are 29 hotels and bed & breakfasts in the city this would add up to 5800 flyers or brochures.

Planning: The flyer or brochures should be distributed when all the aspects of the Bike Share 050 project are decided upon to avoid uncertainties. Since this is dependent on too many aspects it is not yet possible to set a deadline in the planning.

Staff: A communication or business student working on the Bike Share 050 project with the appropriate InDesign skills.

Costs: Make 6000 flyers on A5 with Vistaprint and it will cost €280 for double-sided flyers. Make 6000 brochures with Vistaprint and it will cost €545.

7.3 Spark the passion

During the interviews, one of the interviewees stated that an important trend today is passion and the challenge for Bike Share 050 lies in sparking that passion for the project with the stakeholders. It is important to motivate the target group to join in the co-creation sessions and later in the activities designed for the mutual value creation of Bike Share 050 and the tourism sector. What EnTranCe wants to establish is a dynamic and accelerating environment that is constantly evolving in terms of energy. In order to get all the hotels and bed & breakfasts involved in Bike Share 050, it is important to stress that EnTranCe is an open-minded organization that invites everyone to come and think about the possibilities for the future.

7.3.1 Construct a referral reward scheme

In interviews, it also became clear that emphasizing the human approach to the business relationship would be a valuable angle for Bike Share 050. The CASI model suggests gamification as a way of motivating the target group by adding gaming elements where this is normally not done. The purpose for the potential stakeholders, in a nutshell, is to become promoters for Bike Share 050 to the tourists who visit Groningen, which is beyond their regular tasks, making it quite difficult for them to engage. Gamification in this recommendation is based on the suggestion of one of the experts, which is to develop a referral reward scheme, which is a competitive reward system in which the employees of the partners will receive a reward for referring one of their guests to the Bike Share 050 system. The reward, however, has to be chosen carefully since Bike Share 050 is operating on a non-profit earning model. Examples of referral reward systems where no financial reward is given are those of Dropbox, where you can earn up to 16GB of free storage for referring friends and family, and Uber where you can earn credit which can be used to ride more cheaply or even free (Taylor, 2015).

The basic concept of this referral program which could fit Bike Share 050 is described below in a small scenario.

When a guest arrives at the accommodation they will likely ask the person at the reception what they could recommend in terms of what to do while in Groningen. The employee of the accommodation can then introduce Bike Share 050 and hand the guests the flyer and a personal number that is assigned to her account. When the guest decides to download the application and explore the Bike Share 050 project, they are asked to indicate who referred Bike Share 050 and this way the employee can be rewarded. This reward scheme could be applied to other target groups and general users as well, which is why a reward could best be based on a choice given to the people referring Bike Share 050. These choices could be; receiving credits for own use to pay for the rent of the bicycles, receiving credits to save for promotion of the hotel or bed & breakfast on the smartphone application or website of Bike Share 050, or other choices that can be added after co-creation with the target group.

However, this is just a concept and based on examples of referral systems that can be found on the internet and it might be that this referral reward scheme could be shaped differently according to the co-creation session described in 7.1.2

Planning: This referral reward scheme can only be designed properly after more is clear about the design of the application, whether this is possible or not and after input from the potential target group is addressed.

Staffing: The referral reward scheme can be adjusted by a communication or business student at a later stage and implementation will be dependent on the target group.

Costs: €0, although there might be a slight decrease in income when credits are used as a reward.

7.3.2 Be the norm

Displaying the importance of sustainable mobility and how other parties are getting involved might trigger interest with the potential stakeholders that have not been targeted yet. In the CASI instrument, this is explained as a working method using a descriptive norm. Seeing other fellow hotels and bed & breakfasts join the Bike Share 050 community might result in a change of the attitude of the other potential stakeholders. This descriptive norm can be demonstrated by use of a newsletter that should be sent within a year of the launch of Bike Share 050 to update everyone on the progress and successes made. It is then important to stress the added value of the community for all the parties as well as for the city.

Planning: March/April 2017

Staffing: A communication or business student working on Bike Share 050

Costs: €0,-

7.4 Implementation Calendar

Recommendation	Method	Planning	Costs	Staffing
Address the target group	Send an email with an invitation to the TransFuture Festival (23-06-2016)	Week 22	€0,-	Leonie Zomer
Invite the target group for co-creation	Send an invitation to the target group and send a reminder a week later.	Week 36 & 37	€0,-	HT or IPO Student
Have the co-creation session	Have a co-creation session with the potential stakeholders to design the relationship and the product	Week 39	€95	HT or IPO Student
Invite an authoritative figure	Invite Paul de Rook or Jaap Valkema to speak at the networking event at the end of October	Week 40	€0,-	Steven
Host a Networking event	An event with all potential stakeholders, to talk to each other and to Bike Share 050 about the project and have a presentation by a motivational speaker	Week 43/44	€1225,-	Students of the minor 'Event Management' at the School of Communication, Media & IT
Provide information	Give information to the parties that were not yet involved with	Week 44	€0,-	Communication or

	the project, the product, the activities, EnTranCe, the students, the mutual benefits, and the community.			business student
Design a Flyer or Brochure	A flyer or brochure for all the hotels and bed & breakfasts to display to their guests with all necessary information about Bike Share 050	Unknown	€280 / €545	Communication or business student
Construct a Referral Reward program	As a motivator, design a referral rewards scheme	Unknown	€0 ?	Communication or business student
Write a newsletter	Inform the people about the progress of the project	March/April 2017	€0,-	Communication or business student

7.5 Evaluation and further research

This research was performed in order to establish initial insight into the opportunities of Bike Share 050 to secure a position in the tourist industry in Groningen. After implementing the advice given above, this position could slowly be taking form. The risk is still that the target group will not display the predicted behavior and not join the activities stated in the recommendations. To reduce this risk, in this implementation phase it might be important to have a communication professional guide the process since it is also important to establish a sense of responsibility to showcase reliability to the public. A difficult aspect is money, at this point there is no money available, and therefore the networking event of 7.1.3 might need to be organized more creatively to lower the costs. The researcher believes that many of the recommendations described above can be used as inspiration for other target groups in a business-to-business setting as well. It is important to consider the research performed by other students and design a communication plan accordingly. The risk is that some of the recommendations of this advice change in the process of doing the co-creation with the target group and do not correspond with the recommendations given for later stages. Further research is suggested to guide the implementation phase and subsequently also evaluate the effects of the recommendations.

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Appendix

1. Preliminary Research

Bike sharing systems give people the opportunity to share vehicles and is considered to be an innovative inner city transportation mode, with the main purpose to increase the accessibility of a public transport system to get people to their final destination (Lin & Yang, 2011).

Frade and Ribeiro (2014), defined three generations of bike sharing systems. The first generation was introduced to the world in the Netherlands, in Amsterdam. In 1965 the White Bicycle Plan was set up, a free bicycle system (Lin & Yang, 2011). This system, however, failed due to theft and vandalism, since there was no security system to prevent this. The second generation described by Frade and Ribeiro (2014) was the coin deposit system. This was introduced in Copenhagen in the 1990s. The third generation is a more developed version of the second generation, which has an information technology based system (Frade & Ribeiro, 2014).

Although the White Bicycle Plan failed (Lin & Yang, 2011), the cycling culture in the Netherlands is positive and the country has a well-developed bicycle infrastructure (Martens, 2004). The Ministerie van Verkeer en Waterstaat (Dutch Ministry of Transport, Public Works, and Water Management) (2009) states that the city of Groningen with 180.000 inhabitants has held the top ranking in terms of bicycle use amongst Dutch cities for many years, with the share of bicycle use being around 40%. In 2002 the city of Groningen was awarded 'City of the year' by the Dutch cycle association. (Ministerie, 2009)

Tourist information in the Netherlands is an organization which is mostly owned by the municipalities and supported by subsidies. Its main source of income comes from vouchers, which can be used at 23.000 locations across the country. The tourist information offices earn money based on the interest rate over the voucher while it is circulating (Driessen, 2014).

Due to the high level of bicycle ownership in the Netherlands, there has not yet been a bike rental system in any Dutch town. There is, however, a need for bicycle transport in another town, as an extension of the public transport: the OV-fiets (public transport bicycle). Customers appear to be satisfied, especially with the convenience, speed, and low costs. 49% of usage is business-related. The OV-fiets was launched in 2003 and has 156 rental locations (Ministerie, 2009).

According to Ricci (2015), bike-sharing systems seem to attract a user with specific features, namely male, white, employed and, younger, wealthier, higher educated and more likely to already experience cycling in comparison to the average resident of locations in which bike-sharing is implemented. Ricci (2015) shows the same results were found in other studies. In Dublin 78% of the users are male, in London, more than 80% of total bike-sharing trips were accounted for by men. In Dublin 58.8% of the users are young (between the ages of 25-36) and in North American cities the dominant age category was between the ages of 25 and 34. In Dublin, 57.3% of users have a higher income than the resident population. In North American cities most users were white.

List of Hotels and Bed & Breakfasts

Number	HOTEL	ADRES
1	Stee in Stad	Floresstraat 75 9715 HR Groningen T: 050 577 9896
2	Het Paleis Groningen	Boterdiep 111 9712 LM Groningen T: 050 311 8849
3	Simplon Jongerenhotel	Boterdiep 73-2 9712 LL Groningen T: 050 313 5221
4	Hotel Corps de Garde	Oude Boteringestraat 74 9712 GN Groningen T: 050 314 5437
5	NH Hotel De Ville	Oude Boteringestraat 43 9712 GD Groningen T: 050 318 1222
6	Prinsenhof Hotel	Martinikerkhof 23 9712 JH Groningen T: 050 317 6555
7	NH Hotel Groningen	Hanzeplein 132 9713 GW Groningen

		T: 050 584 8181
8	University Hotel	Kleine Kromme Elleboog 7-b 9712 BS Groningen T: 050 311 3424
9	Miss Blanche	Hoge der A 4 9712 AC Groningen
10	Hotel De Doelen	Grote Markt 36 9711 LV Groningen T: 050 312 7041
11	Het Schimmelpenninck Huys	Oosterstraat 53 9711 NR Groningen T: 050 318 9502
12	Hampshire City Hotel	Gedempte Kattendiep 25 9711 PM Groningen T: 050 588 6565
13	Asgard Hotel	Ganzevoortsingel 2-1 9711 AL Groningen T: 050 368 4810
14	Pension Tivoli	Ganzevoortsingel 2-1 9711 AL Groningen T: 050 368 4810
15	Hotel Friesland	Kleine Pelsterstraat 4 9711 KN Groningen T: 050 312 1307
16	Martini Hotel	Gedempte Zuiderdiep 8 9711 HG Groningen T: 050 312 9919
17	Hampshire Hotel Groningen	Radesingel 50 9711 EK Groningen T: 050 316 2955

Number	B&B	ADRES
1	Suite30.nl	Moesstraat 30

		9717 JX Groningen T: 06 51884416
2	Tuinkamer Court en Geertje	Oranjestraat 28 9717 GC Groningen T: 050 314 6307
3	Bed & Office 050	Dillenburglaan 1 9717 CA Groningen T: 050 311 3423
4	Nummer 15	Peizerweg 15 9726 JA Groningen E: nummer15@ziggo.nl
5	B&B Sint Antony Gasthuis	Rademarkt 29-14 9711 CT Groningen T: 06 20722886
6	B&B Dhr Wilts	Prinsenstraat 11 9711 CL Groningen T: 050 527 3939
7	Guesthouse Vannacht	Burchtstraat 9 9711 LT Groningen T: 06 22344420
8	Fam Lanooij	Steentilstraat 19 9711 GJ Groningen T: 050 313 4832
9	Gelkingehof Apartments	Gelkingestraat 46-48 9711 NE
10	B&B Pakhuis Emden	Tuinstraat 11 9711 VA Groningen
11	Bed, Boat & Breakfast	Schuitendiep 1007 9712 KD Groningen T: 050 526 6595
12	City Apartment Groningen	Kwinkenplein 23 9712 GW Groningen T: 0515 232 203

13	Pakhuissuites	Kleine Butjesstraat 1 9712 EX Groningen
14	Gasten in het atelier	Visserstraat 53 9712 CT Groningen
15	B&B De Slede	Sledemännerstraat 32 9718 BZ Groningen T: 050 318 2566
16	De Drie Vlasbloemen	Hoge der Aa 7 9712 AC Groningen
17	Bed and Breakfast Westerhaven	Westerhavenstraat 18 9718 AL Groningen

2. Interviews

1. M. Metz, Asgard Hotel (Hotel)
2. B. Olinga, Hotel Corps de Garde (Hotel)
3. T. Akkermans, High Standard Travel (tour bus operator)
4. C. De Jongh, De 3 Vlasbloemen (B&B)
5. M. Visser Achterhof, NH Hotel De Ville (Hotel)
6. D. Veldhuizen (AirBnB)
7. C. Sala (AirBnB)
8. G. Jonker (Trend Analyst)

Interview No: 01	Year/Semester/Block: 4/2/3
Date: 21-01-2016	Time: 14.30
Location: Asgard Hotel	Duration: 15 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Mirte Metz	
Role of Interviewee: Employee at Asgard Hotel	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
[INTRODUCTION]	
What do you think of the project?	

I'd like to know how you think a hotel could make use of these bicycles.

[short explanation of the individual lock system, the app, and that the bicycle could be an addition to the service hotels could offer] You have bicycles available, correct?

Yes, correct. So do you see that when our bicycles are rented that we say that our guests can make use of it and that we offer those data? As a kind of promotion? Because now I imagine it as the OV-bicycle, but then everywhere in town. And is it true that you get a bike, you pick it up, you drop it and is it then possible that someone else takes it?

[short explanation of the rental system in the app, hotels as a host for the bike, promotional activities with the non-profit earning model in mind, the community idea, and my research purpose]

I think as a hotel you offer a service, just because you want people to have a good time. It is of course a commercial business, so it is about making money, but a guest can have stayed for a long time, but when he doesn't leave happy, I feel unsatisfied. So I think that as a hotel, you have the possibility to offer a service, we have our own bicycles. I honestly think that we are too small, for example during festivals our bicycles will be rented out and the demand is higher, but that does not happen often enough to purchase more bicycles. In those cases this project would be great.

But that would only be when your own bicycles are gone?

Yes, that is when we need it.

Because how many bicycles do you have?

4, but we have 18 hotel rooms, which is really small. A NH hotel or Van Der Valk, would be of more interest, they are often a little further from the city center. For example, Apollo has many rooms and is behind Martini Plaza, for them it would be ideal. Here, people will not take the bus, they might walk or take the bicycle for things that are further away. I wouldn't know if we would be very active in using the product, because maybe the demand is not high enough.

Because that is a matter as well, do tourists require such a project?

Well maybe if you offer it indeed, that they would choose to take the bike a bit quicker. That would be a possibility. But that is of course depending on how we deal with the subject, if we don't mention it no one would want a bicycle. When we would promote it, then more guests will use it.

What I could also imagine is that you donate those bicycles into the system [short explanation of the idea of donating a bicycle, or other ways of commitment like sponsoring]

How would someone be able to recognize the bicycle?

[Short explanation about the research done into the appearance of the bicycle]

By keeping the appearance of the original bicycle, makes that it does not necessarily look like it is part of an organization and still looks like a city bicycle, I like that.

So for me it is just a matter of finding a way into what hotels would like to see.

Well I really like the project, when there is a demand for it. Let's be honest, our bikes go first. It is something we started and that is what it is. But if then there still is demand, then of course we would be open for it. I really like the initiative.

But when you would do promotion, what would you like in return with non-profit in your mind?

I would have to talk to someone about that, I will let you know through email.

[CLOSING]

Interview Nexus

Current bicycle policy

- 4 bicycles available
- Views it as additional service
- Only rented out with special events in city

Attitude towards Bike Share 050

- Thinks larger hotels have a higher need for project like this
- Enthusiastic about the idea
- By keeping bike as original form, avoids that it feels like connected to one specific organization

Tourists as user for Bike Share 050

- Unsure about tourists as user for Bike Share 050, the demand not very high

Possibilities for joining the community of Bike Share 050

- As extra service when own bikes are rented out
- Bike might be used when they promote it

Answer through email:

- When promotion would be done for Bike Share 050 they would like to see the Asgard logo on a number of bicycles.

Interview No: 02	Year/Semester/Block: 4/2/3
Date: 21-01-2016	Time: 16.30
Location: Hotel Corps de Garde	Duration: 25 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Bart Olinga	
Role of Interviewee: Hotel manager of Hotel Corps de Garde	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
[INTRODUCTION]	
The cradle-to-cradle mentality and the sustainability is a really good thing of course.	
<i>What do you, as hotel, do when it comes to sustainability?</i>	
Nothing, although we can't do much about it, single glazed windows, it's a national monument, we rent it.	

The only thing we do is separating garbage, but that's all.

And you offer bicycles for your guests?

Yes, we have 4 bicycles and the times that we were 2 bicycles short can be counted on one hand, because guests really experience Groningen as a walking city. Although the locals do everything by bike. Guests don't often go outside of the 'diepen', which is a 20-min walking distance. However, there are many people who would like to explore the province, or things that are not at walking distance like stadspark or hoornse plas.

[short explanation of research purpose of creating community, sponsoring, and the system of not having to park the bike at specific places]

When speaking of this promotion, and the app, will there be a possibility to see a certain segment? Like shopping or food/drinks? On a kind of map?

Yes, that is supposed to happen indeed.

Because that would make it more interesting to do sponsoring, where you would then only mention the organizations that sponsor Bike Share 050. For example for a nice lunch you can go to Corps de Garde.

Yes, and I think this emphasizes the idea of a community, it's not only the bike but all of Groningen.

But then it would not be all of Groningen, because the app would only show the organizations that paid money.

[short explanation of the non-profit part of the project]

For companies it's of course important to have added value and not to make too many costs. This makes that you can say 'we need money for the maintenance of the bikes etc., but we are non-profit and what you get in return is this community'.

That's the idea indeed, and do you see that it is something for this hotel?

Well, I think it is a really interesting project, but I can only say that when you have more information and clarity. What will the app look like? What will the bikes look like? Because I would not like to have my name connected to an ugly bicycle. I really like the initiative and I am definitely enthusiastic. I would actually like to tie it even more to our organization, I was thinking that maybe we could host a few bikes, but of course everyone chooses where to leave the bike of course. This is something I really like, but I expected it to be more connected to our organization than us having to tie us to Bike Share 050.

[short explanation about gamification]

Yes, that's a way of getting bicycles to me and I could offer them a cup of coffee in return, or a discount on something. That also creates the community.

When thinking about a kind of cooperation, what would you like to see as compensation?

Recommendations on the app would already be really nice, that you can say you have a bike, and what can you do next? And that on the app it shows suggestions for what you can do, just as there are guides right now. That the app triggers you to explore Groningen, maybe also already in the train on your way here.

[explanation of the process from now on]

I really like that you want to cooperate with sheltered workshops, these people are very capable of doing tasks like what you're describing.

I would like you to keep me updated.

[CLOSING]

Interview Nexus
<p>Current bicycle policy</p> <ul style="list-style-type: none"> - 4 bicycles available - Almost never short <p>Attitude towards Bike Share 050</p> <ul style="list-style-type: none"> - Maybe more for citizens, tourists walk more - Sympathetic to the idea, likes the initiative for the city - Expected a different connection (Bike Share 050 to the hotel, not the hotel to Bike Share 050) - Suggests for commitment and the community to offer a cup of coffee or discount on something in return for delivery of the bike. - Likes that app can trigger people to explore the city - Encourages the use of sheltered workshops and likes how this is also tied to the project <p>Tourists as user for Bike Share 050</p> <ul style="list-style-type: none"> - Guests experience Groningen as walking city - Stay within the 'diepen' <p>Possibilities for joining the community of Bike Share 050</p> <ul style="list-style-type: none"> - Requires more information before making decision - Would also like to know what the bike will look like, would not want to tie their name to ugly bike. - Possible mutual promotion, the hotel promotes Bike Share 050 to their guests and would then like to see themselves on the app - Would not mind hosting bikes at their hotel - Recommendation on the app would be proper compensation

Interview No: 03	Year/Semester/Block: 4/2/3
Date: 03-02-2016	Time: 09.45
Location: Aalscholver 19, Groningen	Duration: 45 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Titus Akkermans	
Role of Interviewee: Manager/Owner High Standard Travel	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
<p>[INTRODUCTION]</p> <p><i>I am curious how tour operators work, do you have an agreement with bike rental services?</i></p> <p>What I do, is I organize all sorts of things. Which means, that when transportation is needed then I'll use the bus and basically I use a few fixed freelancers to keep everything in our own hands. Which means, organize it ourselves, drive the bus ourselves, I don't usually outsource a task like that unless the group is really large, but even then I use selected drivers with which I have an agreement. Also personally guide the group, I have a team of hostesses that can arrange coffee or wine when necessary depending on the group. Still basically I Personally organize the trips, these can be far away, I am currently organizing a trip to Northern Germany,</p>	

but we've also done trips to Russia, which is doable in a bus. But it can also be very close, namely the city or the province. I am also a guide for the city and the province. So it often happens that I walk through town with a group, cycling sometimes occurs, it occurs that foreign or domestic busses come to Groningen and ask me to do the talking in the front of the bus. And it would be very possible to have a set part of the tour done by bicycle instead of walking the whole distance. The reach is larger, and I have actually cycled with journalists in the province in cooperation with the VVV, and the city is beautiful, but the province is also really pretty. So I do think that when the material is of good quality that there is a possibility to organize something in combination with bus tours. Next to that I am in contact with multiple bus operators, who basically only rent busses, but who would actually also like to organize other elements of the trip. This would maybe leave openings for Bike Share 050 to have a conversation with these organizations. Bicycles are actually always a problem, because if you have a group in a hotel and you want to use a bike, how do you get 20/30/40 bicycles. There are bike rental shops that could deliver the bicycles, but that is quite expensive. I can imagine this to be a solution, not just for small groups or individual tourists, but also for larger groups. But there will be requirements for the bike. They need to be in good condition, the brakes have to work, and the lighting has to work. That seems very important to me.

That we move more and more towards a sharing economy is something I definitely agree with, sharing cars is quite a common good already. This could be done in many more areas of course. Whether bicycle are the most obvious choice, maybe for people outside the city, although many people still bring their own bicycle.

Is it true that when the bus arrives that the rest of the day is scheduled? Or are people free to do what they want?

That depends on how it is arranged. I personally don't organize trips for people of Groningen to visit Groningen. So what often happens is that I do tours for other tour operators or for Marketing Groningen. Usually the busses that come here, both foreign and domestic, many German busses, but they all have a program already and a city tour could be part of the program. But for example another organization in the Northern of Germany close to Papenburg organizes day trips to Groningen for German tourists and they do not often use bicycles in their program, this could be an opening where you could offer the product.

Also Marketing Groningen, it's not a commercial organization, it is there to promote the city. I can imagine that when they can offer a product like Bike Share 050 that is easy to use, that it will benefit the image of the city.

What I thought was that tourists came here with a bus and were then free to spend the day the way they wanted and the tour operator would then provide the information about Bike Share 050 to their guests.

I would not know if the people that choose to go to the city by bus are the right target group, often they are a bit older, and often they choose to go by bus because everything is arranged. I have to say that I think that there is not enough free time in the program, I try to do this differently, but that is not what happens generally. However, if I would know that bicycles are available here I would certainly recommend it as an option to get around town. Though I would of course have to explain how the app works, but it would definitely be an addition. I can also imagine that I would go to a certain place by foot, but choose to take the bicycle on the way back.

Still I think it would not be an easy task, listening to your explanation, I think the problem is where to leave the bicycle, how do you secure the bike, should it be attached somewhere? And maintenance?

[short explanation of the maintenance of the bicycle]

You probably considered it, but you really do not want storage racks? Because I can imagine that there is a need for that.

[short explanation]

Well, all in all I truly believe this project can have added value to a bus trip. Groningen is more than just the city, which is honestly quite easy to do by foot. But by foot you can't expect to see much of the outer parts of the city like Noorderplantsoen, Stadspark, Hoornse Plas. For this the bicycle would be ideal. And what would the bike look like? And what technical factors will the bike have?

[short explanation, that the bicycle will not change much in appearance and the bikes will have different aspects]

This has a certain charm of course. It makes that the bike stays a bicycle of the city.

When you would add Bike Share 050 to the program of perform promotional activities, what would you like to have in return, keeping in mind the fact that Bike Share 050 will be non-profit?

I don't think it necessarily needs to be compensated financially. Costs for the trip will be calculated beforehand and one element could be the bicycle price. I just need to be able to rely on the fact that the bicycles are available and that they are of good quality. So would need to make sure that for a group of 40 bicycles that these bicycles are available.

But I can't imagine that I would want money for using or promoting Bike Share 050, I think it should be different. You should of course pay rent for the bicycle, to keep the project going, but I can imagine that this would be added to the overall costs for the trip.

It would be very inconvenient if all these tourists had to rent their own bike by downloading the app etc. So it would probably be necessary to help and arrange that the bikes will be unlocked for larger groups. Also since you mention that the people who use bus tours are older and will not have a smart phone, this will also cause problems.

Indeed, it will cost a lot of time as well. Maybe larger group are more applicable in a later stage of the project. Smaller groups or individuals will be easier to manage. So try with hotels first, although they sometimes offer bicycles already.

[short explanation of before acquired results in interview with hotels]

Groningen is eminently a bike city, everything is done to promote the use of bicycles. Look at the traffic lights for example.

I suggest that you initially try to offer the bike to the smaller hotels, but also to the VVV, where you could put a brochure which explains the project. I don't know if you know this, but there are more than 450.000 users of the historical center of the city each week. This includes the locals of course. But it also happens that the people in Groningen are in need of a bicycle, which is of course also a target group.

When I look at it from my perspective I would like to see that I could rent multiple bicycles at the same time, because I work with larger groups, it has to be accessible, and in good condition. Mind also that saddles are adjustable easily.

But you constantly talk about this community that you would like to create, could you clarify that?

[explanation of what I mean by community]

This project is a great motivator in to get people to cycle more often and looking at the sharing economy and sustainability, this project is the perfect link between these factors.

Again, all in all I really like the project and see potential as an added value for the tour operators, I agree that it is an interesting project, but it definitely has the ability to succeed.

[CLOSING]

Interview Nexus

Current bicycle policy

- Arranges everything personally, bicycles not necessarily part of program
- Uses bike rental when bikes are needed

Activities of tour operator

- Organizes both trips abroad as well as in the province
- Is a city tour guide for the city
- Program depends on the group and on the operator, sometimes people have time to explore the city on their own

Attitude towards Bike Share 050

- Has doubts about the added value next to the OV-bicycle, but understands that it is an added value as a Groningen product
- Suggests to consider fixed storage racks, maybe in combination with the freedom to park the bike wherever
- Likes the gamification to relocate the bicycle
- Requires good material, and bikes in good condition
- Good alternative for bike rental, which is expensive
- Trouble for larger group to have 20/30/40 bike available
- Views Bike Share as an addition to trip
- Views it as a complication to have to explain the app to an entire group, would like to see this differently
- Added value to get the parts of the city that are interesting for tourists, but not easy to reach by foot (noorderplantsoen, stadspark, hoornse plas)
- Does not see objections in different appearances of the bicycle, even has a certain charm
- Would be willing to pay rental fees and add it to the price of the trip (suggests to think about group payment)
- Sees project as perfect link between sharing economy and sustainability

Tourists as user for Bike Share 050

- Better option than inhabitants of the city
- Groups hard to provide bicycles for
- Older people, do not always prefer to cycle
- Doubts about bus travelers as target group. Bus travelers usually choose a bus tour because everything is arranged
- Larger group might not be an interesting group for the pilot, but maybe in a later stage

Possibilities for joining the community of Bike Share 050

- Could make Bike Share 050 a part of the program, maybe to go into the province as well
- Thinks it is important that the information reaches Marketing Groningen/VVV, could use it in their promotion for the city and this could be interesting for tourists.
- No need for financial compensation for promotion, other factors more important like safety
- Not interested in sponsoring, rather invests time and knowledge, without any money involved.

Interview No: 04	Year/Semester/Block: 4/2/3
Date: 04-02-2016	Time: 15.15
Location: De 3 Vlasbloemen	Duration: 25 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Christophe de Jongh	
Role of Interviewee: Owner of De 3 Vlasbloemen (B&B)	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
<p>[INTRODUCTION] – unfortunately missing on the recording</p> <p>Answer about the availability of bicycles for guests was that they have spare bicycles from the household available for their guests. One in ten guests uses a bicycle sometimes. He believes that the project could solve the chaos in the city when it comes to the neglected bicycles.</p> <p>– Start of the recording –</p> <p>I really like the subject, why would you buy a bicycle. We have to spend 1000-2000 euros on stolen bikes each year. It is ridiculous that we tolerate the fact that bikes get stolen, and you don't insure them anymore either, it's too much of a hassle. I have the feeling that anything apart from that is already better. We pay €440 euros each year on tourist taxes, I make €15.000 each year, so that's 5% of my revenue. And if the municipality is indeed willing to co-operate or co-invest in your project, then I think I would be willing to maybe adopt 2 bicycles.</p> <p><i>[short explanation of the free location plan of the bicycles]</i></p> <p>OV-bicycle is a comparable concept then, I have been using it for over 15 years, since the beginning actually. I use it in other cities as well, and I have heard that they are working on improvements of the bicycles. They have these boxes now in the outer parts of the city, this would not work in the city. However, now with these technological developments with wireless payments and apps, times really changed in the past 5 years.</p> <p><i>We are using this to establish a bike without the stations.</i></p> <p>It is also city marketing, imagine that this would work, which is quite optimistic, but when things are positive that motivates the stubborn people that grumble about everything. The middle will always be led by good example and positive initiatives. I as a business man and city lover think it would benefit the city and we will have more visitors once this mess is cleaned up. Free bicycles? That would be great, every B&B and hotel can advertise Groningen. I don't know how large you want the radius of this project to be?</p> <p><i>City Groningen at this moment [short explanation about the costs, that there will be rent but this will go into maintenance]</i></p> <p>And the municipality will be involved, I actually wrote a letter to the municipality once, but I never got a reply. I was wondering what they were doing with these specific tourist taxes. I know that VVV and Marketing Groningen have booklets and lists will all the hotels and B&B's. But do you know what a bike would cost on a yearly basis?</p> <p><i>[short explanation of the research being done at this moment]</i></p> <p>But the business angle you are researching is a defined concept. Besides hotels and B&B's, which is quite small, we started 3 years ago and did some market research, in which we found that there are 200-300</p>	

rooms in B&B's, which is peanuts compared to the 2000-3000 hotel rooms. B&B is nice as sport, so if B&B's would promote it individually that would not have enormous effect, but if you would involve city marketing. But then I am also thinking, a really important target group are Vindicat and Albertus, they have to pay. Take it as business-to-business. Not per student. That's where the larger concentration of bikes lies. But when it comes to costs when we talk about adopting, which is a kind of crowdfunding I'd say, and it's important to pay on the nail when one would invest in a start-up. But what you're suggesting is easier, we're almost shareholder.

Well it could be that you would say I'd like to sponsor 2 bicycles of maybe €100 per bike, or that you would donate your spare bikes into the system.

The really nice thing about this is that you get this feeling of being a shareholder to the project.

Yes, because the name of your B&B could be mentioned on the bicycle that you sponsored or donated.

Hmm, well, I think it would be better if you would make a website of some sorts with all the companies that are involved and with a link with a promotion video of Groningen as bike capital. Which is really simple. I can imagine that if Vindicat would want to pay €5 per student, or other large companies. But you cannot keep up with all these small companies like B&B's. But if the name is on it that would be fine, then I would see it maybe once every three years. I would think €100 is quite a lot already. The municipality nowadays has some sort of love-hate relationship with the citizen, but I think it's time they invest more in initiatives that come from the community. Not always everything, but they could use the tourist taxes for example. Hotels pay even double than what B&B's do. It's not something I do heartily, you just don't see what the money is used for. And I pay another €500 membership to Marketing Groningen which hands out folders, which feels like pay on the nail. But if the municipality would support the project it would definitely help clean up the orphan bike mess. They should enforce prohibition of bicycles like that. Just let werk-pro pick up these bikes and people will have to leave their bicycle for a week. Also when you go on vacation, you could easily put your bike in your room. I like how you take away the fact that you don't need to own a bike anymore, especially if you would only use it once a week. For that this project would be a solution too.

[short explanation of the gamification to relocate the bicycle]

But you can imagine that the disturbance is really high. And there is so much damage in the image of the city. If you can solve that per neighborhood, by cleaning the areas on a small scale, this would already be a nice start.

[short explanation of the pilot, 100 bicycles]

100 bicycles? That seems a little short.

[explanation of the expenses that need to be made to refurbish the bicycles]

Just get politics involved, the project has so many good factors also by cooperating with an organization like werk-pro. Eventually it should become an independent organization, and it wouldn't even be a bad thing to make profit because this could be used to develop new technologies and you could even sell the formula. Also sharing a car is becoming more and more normal. For example blablacar, this is good for the mindset of sharing everything and solving a problem.

Keep in mind the price of the OV-bicycle, they just increased their price and the time you can use it, which is now one and a half day. When you pay you have it for a set time. So if you set a price, you should really look into that, they did that for a reason.

But exciting, you can definitely keep me in the loop. I would even speak with some of my colleagues when the time is there.

[CLOSING]**Interview Nexus**

Current bicycle policy

- Has spare bicycles available for guests
- Loses €1000-€2000 each year on stolen bicycles
- Ridiculous that we perceive it as normal that our bikes get stolen

Attitude towards Bike Share 050

- Good for cleaning up the bicycle chaos in city
- Good to use as promotion for 'bicycle city' Groningen
- Not too optimistic about chances of succeeding, but it is a positive idea and people will be motivated by that
- Believes a 100-bicycle pilot is too small, believes that the support would outweigh that number

Tourists as user for Bike Share 050

- 1 in 10 of their guests uses bicycle
- Expects more guests to come to Groningen when this is promoted

Possibilities for joining the community of Bike Share 050

- Suggests money of municipality, tourist taxes will be used, €450 and €500 each year to municipality and marketing Groningen
- Likes the shareholder idea that is created by donation or sponsoring
- Would rather see a website with a link than name on the bike
- Suggests to get investments from larger organizations
- Willing to motivate colleagues in the tourism sector to join when the project is really coming.

Interview No: 05	Year/Semester/Block: 4/2/3
Date: 05-02-2016	Time: 10.00
Location: NH Hotel de Ville	Duration: 20 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Marcel Visser Achterhof	
Role of Interviewee: Assistant Hotel Manager	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
[INTRODUCTION]	
I really like the dynamic idea of being able to leave the bicycle wherever. And on the app you can see where the bike is? So there will probably be someone in an office that has access to those data and can manage the project?	
<i>[Short explanation, the pop-up for when bike is needed, and what my research entails]</i>	
I really love the idea, and for tourists it is really interesting, my business guests also uses a bicycle to get to their appointment, but they don't want to look for a bike. But for the tourists is quite funny. A lot of our	

guests are people that come to Groningen for the first time, and they are quite surprised about how the city works. Which is good for the image of the city. And it is nice to, when this would become a real thing, to offer it. It has a real fun factor. I don't believe that, when a tourist would need a bike, they wouldn't go to the Noorderplantsoen, they want the bicycle closer. They often need it to go to the Groninger Museum. But they don't really leave the city anymore.

We have our own bicycles, in this hotel (de ville) we have 5-6 bicycles and the one across the UMCG we have 15 bikes. For which we ask rent of €5 for a day, to get the investment back and to pay for maintenance. The fee is not very high, but we ask money and let them sign a contract to ensure that they feel a responsibility for the bike. Maintenance is the main expense, especially in winter you need to make sure that lights work, that's your responsibility. We also don't really rent many bicycles on a day or week basis. We have an agreement with an organization to fall back on when we are in need of bicycles. I don't really see now that we would donate the bicycles. Sponsoring of a bicycle, NH sponsors almost nothing, unless there is a mutual benefit. We are a large organization with 400 hotels globally. For example, what we do is put a yearly advertisement in the personnel magazine of the UMCG but this money is used for the children's department. So I don't see that happening. Like I said, we have our own bicycles and they would go first. But I wouldn't mind promoting this, why not?

I think the project is amazing, I really like it, especially the sharing with each other. We already live in a selfish world in which everyone is on their own. For this I really like this initiative. But if you could really create something with your colleague-hotel that would be amazing. And it doesn't fit better to anything but the city of Groningen. Is amazing to do it in this city. But as long as we have our own bicycles, they go first of course.

Do you do anything about sustainability, since that is an important factor in this project?

If a chain is sustainable, then it's us. Do you have a minute? We are in the green key label, which goes quite far, from water-saving showerheads to separating garbage and installing led-lighting everywhere. We also make sure that our supplier tries to put as much products into one van. We made our shampoo bottles smaller.

But all in all you are enthusiastic about the project, but reserved in taking action?

Yes, I just don't see this as our first tool to offer bicycles to our guests. It's just a service, we pay more than we make off the bicycles. But nonetheless I'd like to be kept updated.

[CLOSING]

Interview Nexus

Current bicycle policy

- Rents bicycles for €5 per day
- Has 5-6 bicycles available in the NH de Ville, and another 15 in NH hotel Groningen
- Has an agency to fall back on when short on bicycles
- Invests a lot of money in maintenance of the bike, more investment than revenue

Attitude towards Bike Share 050

- Likes the dynamics of leaving the bike wherever you want
- Likes the sharing, the community with the other hotels etc.
- Perfect for city of Groningen
- Really enthusiastic about the project, just reserved in taking action.

Tourists as user for Bike Share 050

- Believes tourists will enjoy and see it as a fun project
- Guests are often surprised about how the city works, it makes people curious which is good for the city.
- Business guests will not use it
- Tourists will not walk far to get a bike
- Will mostly be used for trips like to the museum
- Not many tourists use a bike on day/week basis

Possibilities for joining the community of Bike Share 050

- Doesn't see that they would donate bikes to the system
- Own bikes would go first
- Sponsoring not a real possibility, only when it's for a charity or with mutual benefits
- Would like to promote it to guests

Interview No: 06	Year/Semester/Block: 4/2/3
Date: 05-02-2016	Time: 12.30
Location: Jozef Israelstraat, Groningen	Duration: 20 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Douwe Veldhuizen	
Role of Interviewee: AirBnB owner	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
[INTRODUCTION]	
I think it is a very positive idea and it has high potential, and I also have an airBnB in the polder. And we consider bicycles there, but since the distances are larger we advertise green wheels, in any form. This can also very well be the car of the neighbor that is not in use at that moment. The same goes for bicycles, they are not always used.	
<i>[short explanation of the goal of bike share 050, to get rid of ownership of bicycles eventually]</i>	
Yes, amongst humans, the fact is that you never have a beautiful lady to yourself. But a bike doesn't have to look pretty to be shared with someone else.	

My target group are tourists, do you have many guests?

Not only tourists, also students, they have an internship here or so. And now I find out, I have always rented it to students without furniture, but that is such a hassle. My plan now is, as soon as a new occupant comes, I will take this person to IKEA and buy for 1000 euros of furniture and then you have a really neat room. I have a student from Japan now, and from China and since last week a boy from India. And there is a lady from Ireland and a guy from France. They all study or take an internship. They don't need much, except some privacy and Wi-Fi. Nowadays you live where there is Wi-Fi. Both Wi-Fi and bicycles are essential needs in life.

I have contacts with a sheltered workplace in the polder, where they refurbish orphan bicycles and I have a horse trailer and I already dreamed that I fill this horse trailer with bicycles and take it to Groningen and sell them from my garden for 100€. Or to rent them, but renting these bicycles is quite laborious.

How many guests do you receive through AirBnB?

Differs a lot, currently a lot of student, because Groningen is simply dominated by students. And in during holidays also from all over the world and also from the Netherlands people come here 2 or 3 nights. But the basis are students.

And do you have bicycles available for these guests?

At the moment not yet, I am upgrading the rent from bare to warm living, which costs a little bit more, but I see that people are willing to pay for that. Then investment is not that high, because the house is here, the heating is already here, sanitary facilities are here, all that's needed is a bed with a proper mattress and a workspace, a mirror and a closet.

But let's talk about those bicycles that you want to pick up, would you be willing to donate them to Bike Share 050?

I guess so, I could deliver both the refurbished ones and the ones that still need to be fixed. But we can definitely talk about it.

And would you be willing to promote the concept to your guests?

Yes, I think this could very well be added to the presentation on AirBnB.

But if you would indeed have these bicycles in Groningen for your guests, or to rent/sell them, would you still be willing to promote Bike Share 050?

Yes of course, I really like the initiative and truly believe that one initiative can definitely exist next to the other. Just as you will still need the bike repair shops at the corner of the street, for a flat tire or so.

Interview Nexus

Current bicycle policy

- Views bikes as essential need in city of Groningen
- Currently has no bikes available for guests

Attitude towards Bike Share 050

- Thinks it's a good and positive idea, sees create potential in the project
- Has AirBnB in the polder of the Netherlands, promotes the idea of using green wheels, sharing a car
- Thinks that bikes can very well be shared, does not have to be pretty
-

Tourists as user for Bike Share 050

- His guests are often exchange students
- Groningen is dominated by students
- Has guests for a few nights during vacation
-

Possibilities for joining the community of Bike Share 050

- Is in contact with sheltered workplace, where they refurbish orphan bicycles, and is planning on transporting these to Groningen. Though renting is perceived as laborious
- Would be interested in donating the bicycles to the system, both refurbished bicycles as well as the bikes yet to be refurbished.
- Would like to see financial compensation for this. That is what this economy is about.
- Not interested in sponsoring
- Would advertise on AirBnB website to offer a service to guests

Interview No: 07	Year/Semester/Block: 4/2/3
Date: 05-02-2016	Time: 14.00
Location: Speenkruidstraat, Groningen	Duration: 20 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Catharina Sala	
Role of interviewee: AirBnB owner	
Topics of Interview: Bike Share 050, attitude towards Bike Share 050, possibilities of cooperation	
Interview was held in Dutch, personally translated into English	
Interview Transcript	
[INTRODUCTION]	
<i>So you have bicycles available?</i>	
Yes, one spare bike and my own, but they can always use mine when it's available. They need work though, the brakes don't work properly and light is missing.	
<i>So it would be great if there are always bicycles available that work?</i>	
Yes, and what would you want to ask in terms of price?	
<i>[short explanation of the non-profit viewpoint]</i>	
That's a really good plan, companies who make profit are very not done, end of story.	
<i>AirBnB is of course a great example of this sharing economy.</i>	
Yes, I personally have some projects as well. I already set up an orchard in the neighborhood, I am in contact with initiator of the 'grulden', the Groningen gulden (guilder), a local currency. You can look it up on Facebook and it fits seamlessly to these kinds of projects. When you pay for things with a local currency you	

exclude large organizations. Bringing back bartering. It's the only answer there is to the multinational absorbing the economy. So this seamlessly fits to me and what I stand for.

My concerns honestly lie with the location, we want to start the project in the city center. The location (Oosterhogebrug) is a bit on the outskirts.

But that is exactly where people need a bike, although most people here have a bike, but I can't imagine that I'm the only one with guests who need bikes. And I can imagine that people with flat tires also need a bike.

The purpose of the project is that eventually people won't need their own bicycle anymore.

You can't expect that from people, maybe in a process of 20-30 years. So you can't expect that, but there is definitely a need for it.

[short explanation of EnTranCe and the pilot]

Well, in this area you could start with 2 or 3 bikes

[short explanation of the relocating challenges]

Do you have many guests?

Yes, quite a bit. The month January I was completely booked, I have 2 rooms, but this month I'm half booked. I receive mostly students, who are here for a few months, or need a place to stay while they are looking for a room. And they all need bicycles, they all need to go Zernike, or to the RUG.

So when they are here, they are in need of bike?

Yes, definitely. Everyone needs a bicycle.

It is so much fun to have all these young people, from all kinds of nationalities here. Vietnam, China, Russia, France, Germany, South-American countries. Everything. But also from the Netherlands. It is a lot of fun having all these people over, but you do share your house of course. I had a really big family, 8 children, they have all just left the house. The youngest is 21 and the oldest is 42, so for 21 years I have had all kinds of people live and visit here. So it feels natural to have all these people.

I really suggest you get in contact with the people from the Grulden, you of course need a lot of people to actually make it work. I was also in contact with the municipality about another initiative. A flower picking garden, where people can take their own bouquet of flowers and I would really like to connect this to the Grulden as well. And to include the health care you could maybe let people with a disability work for these kinds of organizations and they could get paid with the Grulden. And I would also like to connect it to the food bank, I think it is inhumane and with a local currency we can solve this problem.

How do you see that?

That people can pay for food with this Grulden, that they will be paid out initially when people are out of money and that they can use that to buy food at the food bank, but that they can also earn this Grulden by doing things for society. So there are many things that I was planning with this Grulden, but your project could also very well be connected to the Grulden.

[short explanation of the payment plan]

[more information about the Grulden]

But this bike that you have would you donate it to the system?

Well, I would of course still need a bike myself.

And promotion to your guests?

Yes, happy to, that's no problem.
 You can leave some flyers or cards, though I would really suggest to provide that information in English

[CLOSING]

Interview Nexus

Current bicycle policy

- Has 2 bicycles available for guests, one own bike and one spare bike

Attitude towards Bike Share 050

- Is very enthusiastic about the project
- Likes that it is part of the sharing company, no profit is made
- Location is on the other side of the damsterdiep, but she would be very happy if there would be bicycles there.
- Is skeptical about people donating their bike to the system, maybe in 20-30 years.
- Agrees on the fact there is a need for a shared bike

Tourists as user for Bike Share 050

- Guests often need a bicycle
- Mostly students as guests, all need a bike
- Students from many countries, Vietnam, China, Russia, France, Germany, South-American countries

Possibilities for joining the community of Bike Share 050

- Is very committed to developments to establish the sharing economy in the city
 - o Grulden, a 'gulden' (guilder) from Groningen
 - o An orchard where people can pick their own fruit and vegetables and pay with the grulden
 - o Sees a payment with the grulden as a good possibility for Bike Share 050
- Wouldn't mind promoting it to their guests on AirBnB and in person. Would like to receive a folder or card and would like to have that in English.

Interview No: 08	Year/Semester/Block: 4/2/4
Date: 28-04-2016	Time: 10.00
Location: Hanze University – Van Doornveste	Duration: 25 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Gerda Jonker	
Role of Interviewee: Trend analyst, teacher at Hanze	
Topics of Interview: Business Network, Brand Management, Commitment	
Interview was held in Dutch, personally translated into English	
Interview Transcript	

[INTRODUCTION]

For you as a trend watcher, what do you see concerning (non-profit) organizations and their way of network establishment?

I actually don't call myself a trend watcher, I believe I am a trend analyst. I look at what's there and I analyze that, and then I draw conclusions from that. And if that's called a trend watcher, I don't know, it could be. However, I work with an association model and this association model makes that one could see the future, but that's done based on data. It's not just thinking of something, there is an actual scientific model that supports it. It is something one can learn to do, but you need insight to really grasp it. And I followed the Bike Share project a little bit and I find it very interesting. I often work with Steven [Bike Share 050 coordinator] and he works with the project. Your question however, is really extensive, like how you can establish commitment, but that would already be the answer to your question and the egg of Columbus and you could work with that. I do however think that the project has potential. What I think is important is that you start with the idea that people want to have less ownership over things, which also goes for organizations. They will move towards how to do things together? How to borrow things? How to fly things in that do not belong to you. Examples of that which I really like are Uber and AirBnB. And what makes both these companies successful? With AirBnB it's that everyone can participate, which is actually also the case with Uber. So when do you become a professional in that area? That is when you understand what people want. And the most important trend which Uber triggers, and also AirBnB, but I think Uber portrays it clearer, is that they connect to the needs of the people. So what is it people want? they want reliable, safe, and they want a clean cab and a clean cab driver. That is a big difference and that is what Uber responds to, and that it is made up of individuals, which also is the case for AirBnB, is that it is a very successful business concept, without owning any hotels, and the strength lies in individuals that cooperate and co-create. If you would translate that to Bike Share, then you could also look at Bike Share from that point of view. For example, is it convenient for hotels to have their own bicycles in the future? They are often short, or are not fully functional, broken, there are always several defects. The strength could be that there would be a kind of Uber in the bicycle industry that understands what people want, as a tourist, or a student, or whatever type of consumer it is that comes to Groningen. And what is the success of Uber? They have an amazing app, and that app has all components, I think it is almost a superior app, all components you need to work with Uber. Through the app you can request a ride, they come to your door, and you see what cab is coming to you, you see where it is, so it's a way of managing expectations. You see what man or woman it is, you see what their license plate number is. You know all those characteristics, there are no surprises there. You don't have to pay on the spot, it just gets debited from your account. If people are not reliable they will be eliminated from the system. Those are all components that I think would work for Bike Share.

So reliability is very appealing?

Yes, that is appealing, you gain insight. If you translate that to Bike Share; when you know where to rent a bicycle, that is enough, then you don't need to own one anymore. That is what I see as to how an industry like this can develop. And if you would compare that to how Starbucks got really big, they decided to choose one thing in which they are really good; making good coffee and how do we exploit that? Little by little, first we establish a café, we sell coffee there, does that work? Only then we will extend. That is what makes Starbucks successful. And from my point of view on how to set up a business network, you could look at all those factors and combine them. Make a super brand.

Such a super brand requires quite some factors, the brand identity, brand message, how could Bike Share do

that? What is important there?

Well it is about the bicycle, the bicycle is the mode of transport. So the bike needs to be in proper shape, and when it is an orphan bicycle of which the chain rattles, which is simply not solid, or too large, or too small, if it simply doesn't work, then it doesn't work. There you should manage the expectations. How can people see what kind of bicycle they will get? Does it show a certain image on the bike? *Are we sure it works?* No flat tires? So how can you think of such a system? Should you assign a person full time who keeps it good?

Currently we working together with WerkPro (sheltered workshop), trying to get them involved and see if they are willing to assemble the bicycles, but also willing to work on it, concerning repairs. There are also people who are looking at the network from the other side, so see if bike repair shops want to get involved, whether users can go to the bike repair shops to have it repaired on short notice.

You could even go crazier and think; I will involve individuals like Uber; "You can rent/borrow your bike from me" and I as an individual make sure that the bicycle is solid and I have an agreement with the bike repair shop, because I am involved with bike share and that's how I can maintain my bike more cheaply and I am in control.

This does not necessarily connect to my research though, I'm looking for that connection with the hotels. But what you say comes down more to individuals.

Yes, what I see is that the consumer is more involved in business models, so that owned products are shared more. When you say, I am doing a bike share project and I really want it to be about the orphan bicycles in the city for example, because that's what you're planning on doing right?

Currently they are looking into dedicated bike frames as well, because it costs too much time and money to assemble and repair all those different types of bicycles.

Because you know what is really special? For example Uber, the strength of Uber is no possession, though someone still has ownership, which comes with a huge responsibility, same with AirBnB. There are no hotels, but the individual has space. And that also goes for the bicycles, I think. That is why it works, because the individual keeps control. And it's not organizational control, it is done with love, because it is HIS car, or HER home, and it's MY bike, for example. So I make sure that the bike is in proper condition, so when someone used it I make sure that it works again afterwards.

But maybe it could also be for hotels, that they carry the responsibility for a certain number of bicycles, through actions like sponsoring or donating. And when they're short they can use the individuals, for example. Well, because currently the idea is not that the bike belongs to individual, it's just a large number of bicycles will be put in the city and just belong to everyone, like common good. Yes, but you should always keep control, if you want to keep the quality good. Then you need someone who feels responsible. That is what Bike Share 050 will do as a kind of organization, with some people. That is what it will look like initially, that a group of people is responsible for a great number of bicycles.

Would you recommend any type of message strategy for EnTranCe to express their brand identity and their wish to establish a network/community?

What is really important is that you look at the values you want to express, also when it's about such a Bike

Share project. Like Uber, to me it is safety, and comfort. I am a real Uber fan, I've used it in Lissabon. I visited my daughter two weeks ago and she introduced me to Uber, and I was sold immediately. Because she can go home late at night, it are always decent people, because it aren't the cab drivers taking her home, it are people that earn a little on the side and do their work with passion and with AirBnB as well, also people who do it with passion. That's what you want with such a bike project, that's where the important trend lies. Even though it's not property, for that very reason when you borrow something from someone and you are that someone, you should portray a passion for that bike. To me that's not an orphan bicycle.

Well, that's why we're looking into something else, though maybe for the pilot the orphan bicycle would be interesting.

Why don't you turn it around? Do you know the project 'Fiets en Ik' from Utrecht? It's a project by enactus, a voluntary organization of students and they have to generate a bicycle. So what do they do? they take orphan bicycles and they pimp them, and extraordinarily pimped, so it's a special thing. And eventually they can sell those bicycles for around 500 euros. Then you have a new owner, but it's not an ordinary bicycle and it's unique. And that's what you could maybe standardize when you look at the orphan bicycles, with a wooden mudguard, with a sign, or a basket. Turn it into a pretty bike, find a new owner, and put that owner in the Bike Share system.

Then you would indeed go back to someone having ownership over it, or at least is responsible for it, and that they also make sure that the bicycles is proper and available. But that would mean that the bicycle always has to go back to that owner. The concept of Bike Share 050 is that it will be incorporated with a smart lock which makes the bicycles to be left everywhere.

But you should very carefully put the different concepts next to each other, looking at what my earning model is, with what do I earn money and how. If you want a transfer from the train station to the Hanze and people don't feel ownership over such a bike, they will slam it down somewhere, that will give trouble. So you need an app with which you can properly communicate that. When it is about a car those are larger amounts of money, so generally people are more careful with that. Especially because those people are older and have more responsibility. When it's about students, look at how they treat their own bikes. My two kids are students and they don't want a new bicycle, they don't need it. It'll just get stolen, or get broken and they'd rather just stick to their old bicycle.

Investing in a new bike doesn't seem to be worth it indeed, because it will only get stolen.

That's a special cult, and how could you translate that cult into Bike Share? that's of course very interesting. If there is some sort of control, as to who used the bike and that then something gets broken, then it's possible of course. With that you could do something more simple. Like, you can bring the bike and I am going to Zernike, there's GPS in the bike so it is traceable, and it doesn't really work properly, then you can directly use the app to notify the system of a failure. Then it will be taken from the system, it's not available anymore, and someone will go to the bike and fix it. Then you work like Uber, then you translate the business concept of Uber to Bike Share, at least that part. So when we go back to the kind of strategy would be of importance to EnTranCe, I think you need to go back to the values, is it about safety, about always spot on. And you have to work on the ownership, who does the bike belong to, and how do you handle that?

So when the ownership would stay with Bike Share 050, then you would have to make sure that it does not look like an organization, or at least like an organization that people can feel part of.

Or at least show passion, because at the end of the ownership, it is about the extent to which there is a drive behind it. For example, Philips, who joined the lighting project of Schiphol. Schiphol doesn't buy lights from Philips anymore, they buy light. So Philips is responsible for the light at Schiphol. That means that Philips also thinks of; how many lights are necessary, and initially they might want to have placed 20 lights, because Schiphol buys the lights and then buys the energy, those are 2 aspects of the earning model, but Schiphol doesn't want to do that anymore, they want to buy light. And then it turns out that Schiphol has enough with 10 lights. Instead of the 20 that Schiphol initially wanted to buy, and since Philips is also responsible for the energy supply, they will want to make sure that they don't pay more than necessary. That's what you need to grasp (for a strategy). I am too little involved in the project to say something about it, but my tip would be, put those next to and look at that. And what do you portray? what is your message? I would suggest something in the direction of - End of ownership but passion for use - something like that, which would be a nice title for the research.

However, my research is more in a b2b angle, with bike share as the project and hotels and b&b's as potential stakeholders. I understand what you're saying and I like it, it gives me the opportunity to look at my research more critically.

Yes, I think so. Because you are looking into a world in which you find out how those lines are drawn and how the earn model is established and what that means for the relation between the organization. Because your question is really how you can integrate in the network?

Yes the idea is to get hotels and b&b's involved to get them to pass the information on the tourists and that they become part of the community by for example hosting bicycles, sponsoring bicycles, donating their current bicycles into the system, but I believe that that requires a strong message, and that might be the conclusion of this story.

Yes, again, end of ownership, but passion for use. *And then in my research I would have to find a way of sparking that passion with the stakeholders.* Yes, so that requires someone who takes care of the bicycles. That's where the reliability should be.

With that you answered my final question, what you think is the most important factor for establishing commitment to the Bike Share 050 project?

What a lot of people do is look at the project, think of the bicycles being there and wanting to exploit them in one way or another and then we'll put them out there, create an app or put a special lock on it, or GPS tracker and what not and then you're done. But then you're thinking very much product-oriented. And what's important is that you take it to the next level and get in the minds of people, so in the brain. And that you look at what the consumer values are and how to translate that.

[After closing and off record we started talking about the difficulties in setting up a project that is so different, that's when the recording was switched back on, and ms Jonker gave more of her expert view]

Blue Ocean Strategy is a book by a mr Kim, which is about a way of dealing with competition and business models. For 4 years I lived half in Barcelona, so every 14 days I'd fly back and forth and I had a choice. I could fly with KLM for 500 euros, or RyanAir for 50 euros, that's no competition anymore, that's something

different entirely. So I choose RyanAir, I can fly 10 times with RyanAir instead of once with KLM. That's very strange, that it's possible. Competition of KLM lies with other airlines, not with RyanAir. Because RyanAir has a different mindset. They think of; what do I want to do for people? Well, I want to make sure they enjoy themselves, rent a car, get to their hotel and they connect that together and at the end of the line RyanAir could even give away their tickets, and that truly raises the question; what is KLM doing? What it is about is that they look at their competition differently. RyanAir's competition is not with airlines, but theme parks like the Efteling, for example. Because their focus lies on weekend trips. And that is what I see with the students of Bike Share project. They put all target groups on one pile.. the tourist is a whole other type of target group than the student for example. So you can release a whole other type of bike or even business strategy on both groups. And since you are in the hotel-sector it is very important to look closely at what their values are, what they want. Like the convenience, the fact that it works, not the fear of it getting stolen, because they carry a kind of responsibility of a product that belongs to someone else and those certainties are necessary in your project or in the message. And use the app to monitor everything. And maybe you should even look at the possibility of Bike Share 050 owning all the bikes of the hotels in Groningen, make their 'burden' light. Get them a few bikes and whenever they need more they can indicate that. And if you have a good image, people can immediately see which bike belongs to bike share.

[CLOSING]

Interview Nexus

Trends

- People want to have less ownership over things, which also goes for organizations
- Examples of organizations that use that are AirBnB and Uber
- Connecting to the needs of people is an important trend
- Made up of individuals owning the products (cars and rooms)
- Strong business concept lies in individuals that cooperate and co-create
- Consumer as individual more and more involved in business models
- Individuals get control and responsibility

Business Network

- Reliability is very appealing (knowing what the bike will look like and that the service is safe and solid)
- A way of developing the industry is based on the reliability. Knowing where to rent a bike and knowing it's a reliable makes that owning a bike is not necessary anymore.
- A network can be made up of many factors taken from examples like Uber and AirBnB.
- Make the app a good tool to communicate, use the app to monitor everything
- Think people-oriented, not product-oriented
- Blue Ocean Strategy is a way of dealing with the environment
- In the hotel-sector it is very important to look closely at what their values are, what they want

Brand Management

- Translating business concept of Uber or AirBnB to Bike Share 050, put it with the individual (is it convenient for hotels to have their own bicycles in the future)
- Understand what people want
- Manage expectations, what will the bike look like, will it not break down?
- No organizational control: Individuals do it out of passion and love for the product

Message

- Look at the values you want to express
- Do it with passion. That's what you want with such a bike project, that's where the important trend lies. Even though it's not property, for that very reason when you borrow something from someone and you are that someone, you should portray a passion for that bike.
- If people don't feel ownership over a bike, they will slam it down somewhere, give them responsibility
- At least show passion, because at the end of the ownership, it is about the extent to which there is a drive behind it
- **End of ownership but passion for use**
- It requires someone who takes care of the bicycles. That's where the reliability should be.
- Certainties are necessary in your project or in the message

General thoughts for the project

- Turn it [the orphan bike] into a pretty bike, find a new owner, and put that owner in the Bike Share system.
- Translate the cult of bikes getting stolen all the time and people not wanting to invest in bikes into the Bike Share 050 concept.
- Go back to the values, is it about safety, about always spot on? And you have to work on the ownership, who does the bike belong to, and how do you handle that?
- Different products and business models for different target groups
- Look at the possibility of Bike Share 050 owning all the bikes of the hotels in Groningen, make their 'burden' light. Get them a few bikes and whenever they need more they can indicate that. And if you have a good image, people can immediately see which bike belongs to bike share.

Interview No: 09	Year/Semester/Block: 4/2/4
Date: 12-05-2016	Time: 14.30
Location: Hanze University	Duration: 20 min
Name of interviewer: Leonie Zomer	
Name of interviewee: Gemma Nijdam	
Role of Interviewee: Honours Coordinator at Hanze University, Lecturer at International Business School, PhD in Organisational Behavior	
Topics of Interview: Relationships Management, Message Strategy	

[INTRODUCTION]

What is the importance of relationship management for an organization that is a non-profit start-up?

For any form of startup you are wanting to reach what we would class as the Tipping Point, so it goes from the early starters into then more of the mass usage. there are different equations that you can work out what the Tipping Point is but the general acceptance is about 35-37%. At which point then it becomes a recognized brand/service/product. And I would imagine whether your profit or non-profit, being a start-up that's what you want to achieve, because you're new to the market. So, I think relationship management, in particular relation to a start-up is very important, because you want people to start to get to know your product/service/brand. And then with particular relation to the non-profit, because it is not focused then on profit, it is normally because of a cause, or a value that you are trying to promote or secure. And in my opinion it's much easier to bring that message across when you build or establish a relationship with your client.

For establishing a relationship, awareness is in that case quite an important factor to get to that Tipping Point?

For people to understand the why behind what you're doing, so why are you offering this particular non-profit venture..

What are important features in establishing a business-to-business relationship?

Generally, what I view when we talk business-to-business (b2b), traditionally it was often focused on what are the wins for either party, often that would relate to profit margin and that for some reason optimally it would be to find a common approach or a common venture that will be profitable for both companies or businesses. If we're in this case focusing on non-profit, then again we can interchange profit with benefit, mutual benefit for both parties. However, there are some situation where it is not mutual beneficial, if we take a merger or an acquisition, it may not be beneficial to one of the parties, but at least by establishing a relationship you can try to, again I think focus on, finding a commonality, a way of understanding each other, a way of working together.

What I found in surveys for example, is that hotels find it really important that they can offer a service to their guests and providing a bicycle is a service, so that would already be that commonality that you are talking about.

Yes, and if you look at how you can make that mutually beneficial, often for hotels it costs a lot to maintain their bicycles. A lot of storage space, especially and a lot of maintenance time. Which in the high-season when you have most of the problem with the bicycles, in the summer season, here anyway, that would be high-season. Then you have your maintenance team working on many other things normally, because that's also the time when there's a problem with the bed or the wardrobe or the television, so you want to be, at that moment, outsourcing as much of that maintenance as possible. So by establishing relationships with different bike rental companies throughout the region, you're much more able to then secure the bicycles for your hotel if you have a good relationship, that company will hold them for you, rather than giving them to somebody else normally. and you'll be able to Outsource all of your work, where the benefit then also being, that companies getting business, good business, reliable, so it should technically be win-win.

Reliability is a factor I've come across, that the company should establish a situation where they are reliable. So again, a strong message, but also a good product. Would you say that in relationship reliability would be a core factor?

I think it would at that point, become very culturally specific. It might be very high on a list of priorities in the Netherlands, or in what we would call high uncertainty avoidance cultures, whereas in a more relationship focused culture, often synonymous with more collectivist cultures, although not exclusive, then you may well prioritize other factors. But if you are looking at the Groningen market, I would stereotype enough to say yes that could probably be a key point.

Could you indicate a connection between relationship management that we talked about and the commitment to a project or a brand that Bike Share is?

I think it would link very much to the building of a rapport, rapport being at the starting stage of the relationship and consistently studies have shown that by establishing rapport between the buyer and the seller, both parties perceive the deal to have gone normally better on average. They are more likely to make the deal, they are more likely to return back to the other party for future interactions or business exchanges. And so I think with this being consistently shown in social psychology studies, it would indicate to me it will massively increase the loyalty between the two counter parts and very much increase the potential revenue streams.

What prerequisites are necessary to consider before initiating the relationship building with the potential target group?

I think expectations are absolutely key, so what are your expectations as a company, how can you introduce the term of empathy, to really try to empathize what your potential target group wants, needs? Too often businesses make the mistake of thinking they know what the customer wants, and it's not necessarily true. So I think to establish that, to try and use target groups, focus groups, speak to your customers, get out there, speak to your potential customers. What does this target group want? and then you can start to see where the commonality lies again. So what do you need to do strategically to then start building that relationship with that target group? Because if you don't have the product or the service designed or operating in the way that that potential target group wanted, it's lovely to build a relationship, but it's probably not going to go very far. And the basis of forming that relationship, should be, in my opinion often based on what you will be offering them as a product or a service. So have that defined, before you start getting to know your customers.

Would you recommend any kind of message or channel to get these businesses involved? you said something about presenting it and talking to them, would you suggest that it's important to get face-to-face relationship or other channels?

As we're focusing on Groningen, then I say, it's less important, although we find that the richness of the message in communication terms of course is much higher in face-to-face, establishing of a relationship, however you probably find in the more task-focused culture of the Netherlands, where people are more focused on getting the job done or what exactly is it. You may need to establish the very first connection in a form of an email or a telephone call, before people are gonna spend the time to meet with you face-to-face. However I would imagine in the majority or times the face-to-face is time consuming and therefore possibly costly as it may be would be a good way to take the relationship further.

Other types of messages? taking into account that it's a non-profit start-up, what would be a good strategy for a message?

I think again it's highlighting to the company or the hotel, the b&b you're targeting what the benefits for them would be. Because, again, I am simply guessing here a little bit, I would imagine some people would be concerned about using a start-up, in certain situations, because they feel they've not established themselves, they've not proved themselves to be yet a reputable or reliable company. If you basically present it to the b&b or the hotel to be 'look, this is how much we can save you, economically this is the increase satisfaction we could expect from your customers etc.' that might be very good. Or even offering things that they know that the hotel does not offer, so what about presenting it in a way that they say, okay we make up these flyers, which you can use for free in your hotel, we will arrange a tour in Groningen, as part of your welcome package at the hotel, and then people can continue to rent bikes after that. As I would imagine for many non-dutch people, anyway, the concept of cycling around the city would be pretty scary and if people could just go out with a guide first, it might really take away that fear. Show them that they can do it and then they are more like to rent a bike for the rest of the week. I would also recommend that they create a full package, so they say, we put together a whole brochure you can put in the rooms of people with routes, with maps with nice cafes you can stop at, and general guidelines to road safety. So if they Bike Share 050 could offer something like that, then it minimizes the work the hotel feels they have to do and then I think it's more sell-able.

That would then go two ways, hotels already have bicycles and Bike Share could play in on the fact that that is already there and create a new benefit, for example providing the folder, or when a hotel or b&b doesn't have a bicycle yet, it's important to emphasize the advantage of promoting the Bike Share. So it's really about finding or adding to what's already there and what value Bike Share can add.

I think if you wanna be realistic, the majority of guests staying in a hotel or b&b are gonna ask the staff for recommendations of what to do in the city. And so it would be very sensible if there's any form of budget for it to operate on a refer and reward scheme. So you train the receptionist on, 'every time you refer a customer to us, you get a stamp on your name and if you've referred to us 20 customers then we give you a bottle of wine, or something like that'. I don't know how that can work for a non-profit, but there could be some form of incentive scheme. That's often how it works in the hospitality sector.

Bike Share 050 will also have an app, with a map for the location of the bicycle and for routes in Groningen, but then I can imagine that a reward would be to show on the map of the app that this hotel has a great lunch.

You would probably want to personalize it more, like I would imagine if you'd take a typical receptionist, he/she is probably not super motivated by the benefits for the hotel. They would like something for themselves. They are the ones who are absolutely gonna make a difference between that customer hiring from that company or not. So if you make it 'Anne, down at the martini hotel has referred now 20 customers, let's give Anne something', it could well be that you start looking into new business models, for what that reward should be, because as we say with a non-profit you don't have a large budget to be able 100 crates of wine to give everyone a bottle. But then with the new business model you start looking at for example skill sharing, information sharing, resource sharing, so what could Bike Share 050 have that they could offer Anne at the martini hotel that she's gonna want or would consider to be a reason to up-sell the company and the bikes to their guests.

I think that shows the importance of the shift from product-oriented to the people-oriented approach.

Final question, which we have already discussed, in your opinion what would you say is the most important

factor in the building of a relationship.

Again as I've said now multiple times, very culturally contextual. But if we focus on Groningen, the Netherlands, the building of a relationship and business-to-business? Quality, I would imagine, quality, I mean that quite loosely, quality in terms of reliability of the product or the service, itself, does it do what it says it does. By being able to bring that or start to show that, demonstrate that, I think that's probably in my opinion how you would best build a relationship in this market.

So quality as in reliability of the product, but also of the organization, strong message?

Quality in the communication, even silly things like waiting five days to reply to an email is not showing quality, having spelling mistakes in your email is not showing quality. Having professionals who can come and present the product or the service, and having the product or the service that works, having solutions for if it stops working, these sorts of things would for me be the main focus of this relationship.

[CLOSING]

Interview Nexus

Relationship Management

- Tipping Point (35-37%, in usage), for people to start to get to know your product/service/brand.
- When you build a relationship it is much easier to get the cause or value that you are trying to promote or secure across
- In order to reach the Tipping Point it's important to express the why to what you're doing.
- Important features in B2B are, wins for either party, find a common approach or a common venture, profitable for both companies
- For non-profit profit can be interchanged with benefit, a mutual benefit for both parties
- by establishing a relationship you can try to find a commonality, that commonality might be in the bicycle system. Often for hotels it costs a lot to maintain their bicycles (storage space, maintenance time) benefit of the relationship for hotels might be they are getting business, good business, reliable and they can outsource maintenance etc.
- Manage expectations, really try to empathize what your potential target group wants, needs.
- focus groups, speak to customers, design the product accordingly, then establish relationship
- **Quality**, quality in terms of reliability of the product or the service
- Quality in the communication
- Having professionals who can come and present the product or the service, and having the product or the service that works, having solutions for if it stops working, these sorts of things would for me be the main focus of this relationship

Reliability

- Very culturally specific
- High uncertainty avoidance cultures
- In Groningen market could probably be a key point

Commitment

- Build rapport, massively increase the loyalty, increase the potential revenue streams.
- Refer and Reward scheme
 - o personalize it


- not super motivated by the benefits for the hotel
- start looking into new business models (to create reward for non-profit organization)
- new business model you start looking at for example skill sharing, information sharing, resource sharing

Message

- Face-to-face less important in Groningen, task-oriented culture
- Very first connection in a form of an email or a telephone call
- Highlight their benefit
- Usually businesses concerned about start-ups (not established, not proven to be reputable or reliable.
- Create a full package, brochure
- Safety guidelines for non-Dutch
- More sell-able when you minimize the work the hotel feels they have to do.

3. Survey

A. Blank version



Survey Hotels en Bed & Breakfasts Groningen

Hallo,

Uit naam van EnTranCe Groningen doe ik onderzoek naar binding tussen hotels, b&b's en Bike Share 050, en de motieven en bereidheid van deze bedrijven. In de survey zal naar een aantal aspecten over business relaties, binding en uw intenties hierbinnen worden gevraagd. Het invullen van de enquête zal ongeveer 10-15 minuten in beslag nemen.

Ik wil u graag bij voorbaat danken voor uw tijd en deelname aan het onderzoek.

***Vereist**

Naam van het bedrijf

Jouw antwoord

[Dit formulier bewerken](#)

Heeft u fietsen beschikbaar voor uw gasten? *

- ☐ Ja
- ☐ Nee

Zo ja, hoeveel fietsen heeft u beschikbaar?

Jouw antwoord

Wanneer u in deze fietsen heeft geïnvesteerd, verdient u deze investering terug door de huur?

- ☐ Ja
- ☐ Nee
- ☐ Weet ik niet
- ☐ Geef ik liever geen antwoord op

Hoeveel procent van uw gasten gebruiken de fiets in Groningen? *

Kiezen

Heeft u een ander bedrijf waarbij uw gasten fietsen kunnen huren? (denk ook aan back-up voor wanneer uw fietsen reeds zijn verhuurd) *

- ☐ Ja
- ☐ Nee

Bike Share 050

Men is bezig met een deelfiets in de stad en wil graag een gemeenschap rondom het project creëren, ook bedrijven mogen hierin niet uitblijven. De fietsen zullen tegen een lage huurprijs beschikbaar zijn, Bike Share 050 zal dan ook een non-profit project zijn en inkomsten zullen gaan naar onderhoud en ontwikkeling. De fietsen kunnen worden getraceerd en gehuurd op een app. De fietsen kunnen worden achtergelaten waar men dat wil, zonder ingewikkelde infrastructuur.

Hoe waarschijnlijk is het dat u een deelfiets aan uw gasten zou aanbevelen? *

	1	2	3	4	5	
Niet waarschijnlijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erg waarschijnlijk

Wat zijn vereisten voor u om een verbintenis aan te gaan met Bike Share 050? *

- ☐ Zekerheid dat fietsen altijd beschikbaar zijn
- ☐ Financiële compensatie
- ☐ Deel zijn van de gemeenschap
- ☐ Promotie van hotel/b&b op de app waarop de fiets te huren is
- ☐ Duidelijke boodschap vanuit Bike Share 050
- ☐ Geen verantwoordelijkheid over de fietsen
- ☐ Mogelijkheid om een fiets op mijn locatie te bergen
- ☐ Fietsen in goede staat
- ☐ Promotie van hotel/b&b op de website van Bike Share 050
- ☐ Anders: _____

Op wat voor manieren zou u zich willen binden aan Bike Share 050 *

- ☐ Aanbevelen aan gasten door middel van mond-op-mond reclame
- ☐ Visualisatie van Bike Share 050 logo (sticker op de deur)
- ☐ Aanbevelen aan gasten door middel van informatie dat door Bike Share 050 wordt gegeven (flyer o.i.d.)
- ☐ Doneren van huidige fietsen in het systeem
- ☐ Geld investeren
- ☐ Collega's motiveren om zich ook te binden om op die manier de gemeenschap te versterken
- ☐ Sponsoren van een fiets
- ☐ Ik wil graag mijn tijd en kennis met Bike Share 050 delen om het project tot succes te maken
- ☐ Ik bind mij liever niet aan Bike Share 050
- ☐ Anders: _____

Wat zouden redenen voor u zijn om zich niet te binden aan Bike Share 050?

- ☐ Ik vind het een project wat niet thuis hoort in de commerciële wereld
- ☐ Ik wil eerst graag meer informatie voordat ik mijn naam hier aan verbind
- ☐ Wanneer ik er geen financiële compensatie voor krijg
- ☐ Ik zie geen potentie in het project
- ☐ Ik heb al eigen fietsen, en deze gaan voor een deelfiets
- ☐ Anders: _____

Wat zou de boodschap van Bike Share 050 moeten inhouden, waardoor u zich ermee kan identificeren?

- ☐ Veiligheid
- ☐ Gezondheid
- ☐ Duurzaamheid
- ☐ Eenheid - Gemeenschap
- ☐ Passie voor Fietsen
- ☐ Liefde voor Groningen
- ☐ Betaalbaar
- ☐ Deeleconomie
- ☐ Non-profit
- ☐ Anders: _____

Hoe belangrijk vindt u een sterke boodschap / sterk merk wanneer u zich zou binden aan een project?

	1	2	3	4	5	
Niet belangrijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erg belangrijk

Bike Share 050 - LOGO



Wat is uw associatie met het logo?

	1	2	3	4	5	
Zou ik me niet aan binden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Interessant om aan te binden

Hoe waarschijnlijk is het dat u door middel van uiterlijke kenmerken (sticker op de deur) aantoont dat u deel bent van de gemeenschap

van Bike Share 050? *

	1	2	3	4	5	
Niet waarschijnlijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erg waarschijnlijk

 100%: je bent klaar.

VERZENDEN

B. Results

17 reacties

[Alle reacties weergeven](#)

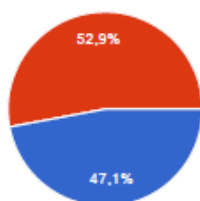
[Analyse publiceren](#)

Overzicht

Naam van het bedrijf

Bed & Office 050
Suite 30
Dhr Wilts
B&Bnummer15
B&B Pakhuis Emden
B&B Sint Anthony Gasthuis
Martinihotel
Simplon Jongerenhotel
Hotel Prinsenhof
Hotel De Doelen
Schimmelpennick huys
Hotel Miss Blanche
Hampshire Hotel - City Groningen
Hotel Stee in Stad
University Hotel

Heeft u fietsen beschikbaar voor uw gasten?

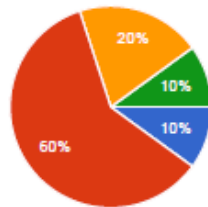


Ja	8	47.1%
Nee	9	52.9%

Zo ja, hoeveel fietsen heeft u beschikbaar?

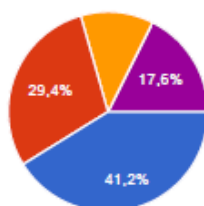
2
5
6
10
-

Wanneer u in deze fietsen heeft geïnvesteerd, verdient u deze investering terug door de huur?



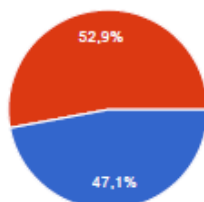
Ja	1	10%
Nee	6	60%
Weet ik niet	2	20%
Geef ik liever geen antwoord op	1	10%

Hoeveel procent van uw gasten gebruiken de fiets in Groningen?



Minder dan 10%	7	41.2%
10% tot 30%	5	29.4%
30% tot 60%	2	11.8%
Meer dan 60%	0	0%
Weet ik niet	3	17.6%

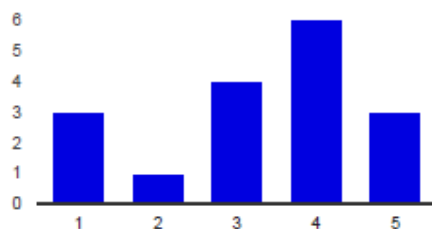
Heeft u een ander bedrijf waarbij uw gasten fietsen kunnen huren? (denk ook aan back-up voor wanneer uw fietsen reeds zijn verhuurd)



Ja	8	47.1%
Nee	9	52.9%

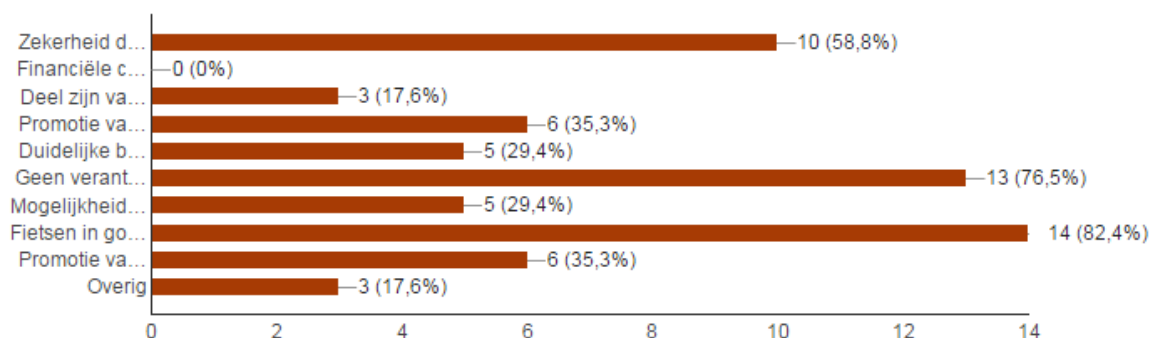
Bike Share 050

Hoe waarschijnlijk is het dat u een deelfiets aan uw gasten zou aanbevelen?



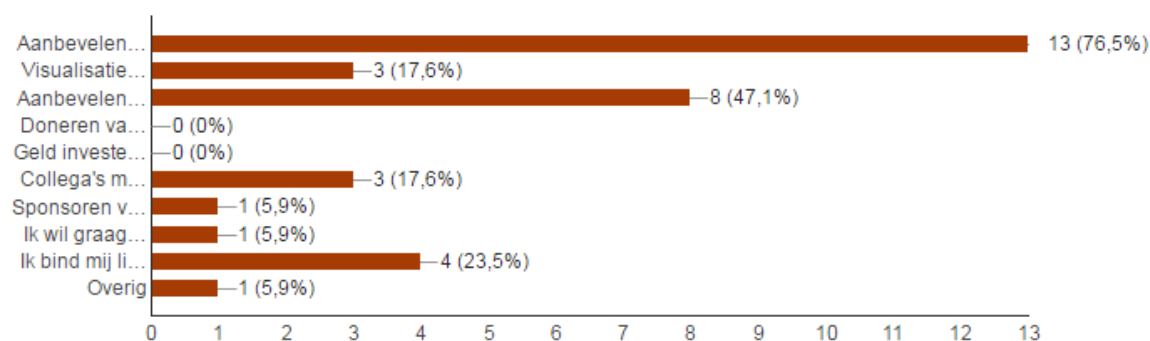
Wat zijn vereisten voor u om een verbintenis aan te gaan met Bike Share 050?

(17 reacties)



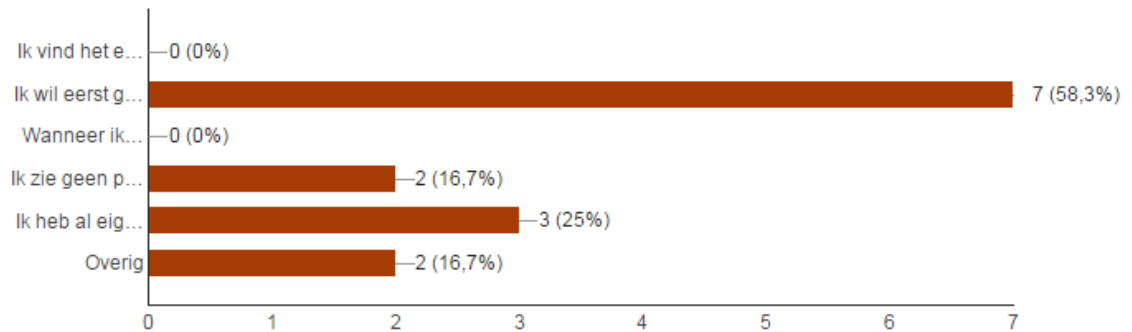
Op wat voor manieren zou u zich willen binden aan Bike Share 050

(17 reacties)



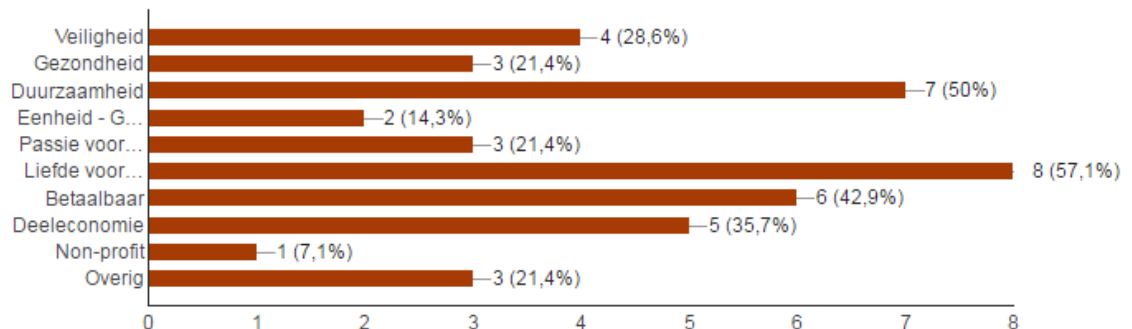
Wat zouden redenen voor u zijn om zich niet te binden aan Bike Share 050?

(12 reacties)



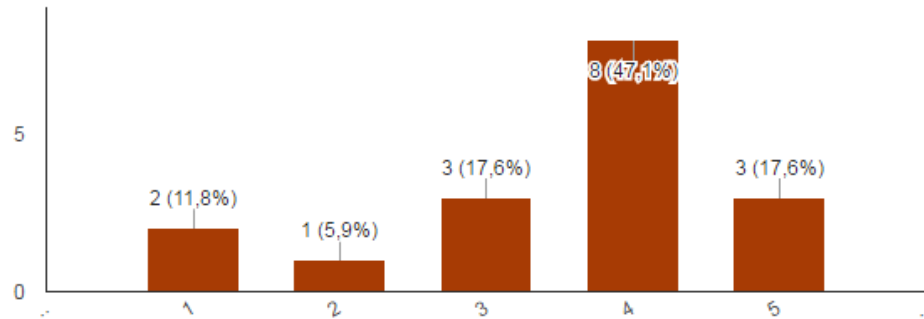
Wat zou de boodschap van Bike Share 050 moeten inhouden, waardoor u zich ermee kan identificeren?

(14 reacties)

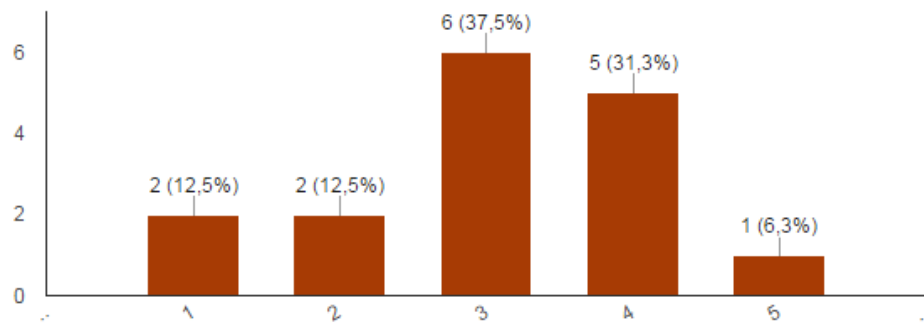


Hoe belangrijk vindt u een sterke boodschap / sterk merk wanneer u zich zou binden aan een project?

(17 reacties)

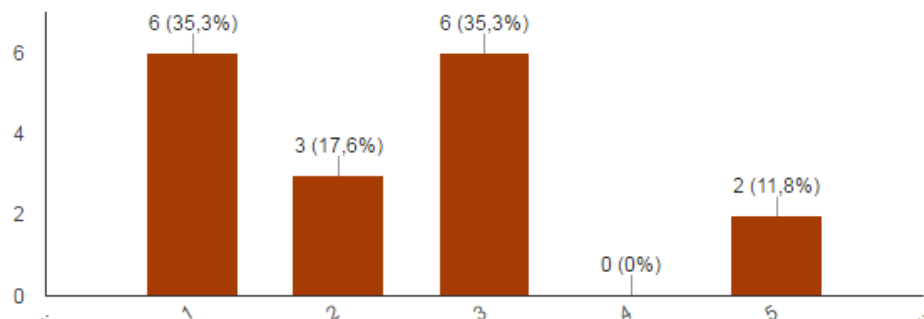


Wat is uw associatie met het logo? (16 reacties)



Hoe waarschijnlijk is het dat u door middel van uiterlijke kenmerken (sticker op de deur) aantoont dat u deel bent van de gemeenschap van Bike Share 050?

(17 reacties)



4. Logical Research Framework Matrix

In order to achieve clear understanding of the research process, and the information needed to answer the different research questions, a framework is made. The framework indicates the link between the research area, the research question, the research method and possibly the question used in communication with the research objects.

LOGICAL RESEARCH FRAMEWORK	
<i>Research Area – Business Network</i>	
Research Question	Research Method
<i>What is the viability for EnTranCe to establish a business network with potential stakeholders?</i>	
What do the potential stakeholders think of a business network?	Preliminary Research Survey
What factors make out the definitions of actors, resources and activities in the network?	Preliminary Research Survey
Which requirements are there for EnTranCe to set up a business network for a start-up project like Bike Share 050?	Secondary Literature Semi-structured interviews
Concerning the model of relationship development, to which stage can the relationship be developed?	Secondary Literature Research Survey Semi-structured interviews
Which of the potential stakeholders show a favorable attitude towards the project?	Preliminary Research Survey
<i>Research Area – Brand Management</i>	
Research Question	Research Method
<i>What brand characteristics should be represented by Bike Share 050 to stimulate trust and commitment with potential stakeholders?</i>	
What do experts say concerning the brand message of a non-profit, start-up project?	Semi- Structured Interviews
What is required to establish commitment to the project/brand of Bike Share 050 established?	Secondary Literature Research Semi-Structured Interviews
What are reasons for potential stakeholders to commit to Bike Share 050?	Preliminary Research Survey

What role does brand equity play in the b2b setting with the potential stakeholders?	Secondary Literature Research Survey
<i>Research Area - Motivation & Resistance</i>	
Research Question	Research Method
<i>What kind of resistance is encountered at the potential stakeholders and what is required to tackle the resistance?</i>	
What kind of resistance is uncovered at the potential stakeholders?	Preliminary Research Surveys
What can be suggested to achieve mutual value creation?	Secondary Literature Research Semi-structured interviews
Which factors are important to consider for establishing value exchange and symbolic exchange?	Secondary Literature Research Semi-structured interviews
What types of tactics can be used according to CASI when looking at the uncovered resistance?	Secondary Literature Research
Research Question	Research Method
What are required actions for EnTranCe to establish a business network, in which companies commit to Bike Share 050 and overcome any resistance that might be encountered in the process?	Conclusions from central questions 1 through 3