

Graduation Assignment Appendices

*A Recommendation for Online Public Relations Tools to Create
an Accurate Image of NAG among the NAG's Clients for the
CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing*

School of Communication, Media and IT

International Communication

Public Affairs Specialisation

Year 4, Semester 2, Block 4

Student: Anna Popova

Student Number: 356705

Supervisor: Eugenie Jessen

Company Supervisor: Fred Oldenhuizing

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Appendix 1. Intake-Interview Questions at NAG Administrateurs & Adviseurs

Questions

Company: NAG Administrateurs & Adviseurs

Date: 06.02.2014

Place: Emmaplein 2, 9711 AP, Groningen

Name:

Position:

1. What is the main activity of the company?
2. What is the market for its operations? (national/international)
3. What is the vision? (who do you want to be (future) and how world looks like)
How would you define the mission of the company? (what it does to achieve its vision) What are the main values in services and in internal operation?
4. Is the company focused on the long-term or short-term relationship? What is the longest/shortest partnership?
5. What are the main publics of NAG in your opinion? Clients, customers, shareholders, stakeholders? What are the main clients? Fields of operations?
6. What are the internal channels of communication? How do you communicate within the company? What are the preferred channels for communication with the clients (external)?
7. How does NAG maintain relations with the regular clients? Does a company need to attract new clients?
8. Do you consider public relations building to be important for NAG's nowadays operations? Why?
9. What is company's online presence? Do you consider it to be improved? Why?
Do you think the website needs to be improved? Why? Any ideas? (suggestions/content/layout/functioning)

Appendix 2. Intake-Interview at NAG Administrateurs & Adviseurs Transcript

Company: NAG Administrateurs & Adviseurs

Date: 06.02.2014

Place: Emmalein 2, 9711 AP, Groningen

Secretary: Erna de Groot and Alida Luttjeboer (about 13 years in the company)

1. Administration, Accounting, Taxes, Reports
2. Companies – Dutch. International – NAG helps to organise declaration for finances and taxation in the Netherlands
3. Vision- to help companies to operate (so the clients do not pay high taxes)
Mission – advise, calculate. Values- quality
4. Long-term relationship, 25 years - the longest: Holtkamp – mobile homes/trailers in Emmen. Shortest cooperation – 1 year (taxation declaration)
5. Agriculture field, small- and medium-sized enterprises (private sector)
6. Face-to-face communication, e-mail, phone, Fred and Bart (Management meetings) Clients on the phone, office, going to clients
7. Presents for clients – in the past. Not common anymore. New clients – the more the better
8. Yes for PR
9. Online bookkeeping - clients, customers and employees – intranet. Read and advise.
10. Website should be improved - as the initial stage of attracting new clients. Content – to be paid attention. Intranet to link with website.

Secretary/Accounting for NAG: Dorothea (16 years in the company)

1. Accounting for clients
2. Dutch companies
3. To give advice – quality, simplicity
4. Long-term relationships. The longest – 16 years. Poelstra Machinefabriek.
5. Small private companies, various fields.
6. Face-to-face communication, e-mailing, every Monday – meeting with management team
7. Loyal – good services, equally treated
8. PR – necessary
9. Not good presence
10. Integrated platform

CEO: Fred Oldenhuizing

1. Accounts annual, bookkeeping, tax declarations, consultancy for companies (business and finances). Networking, attracting new clients
2. Small- and medium-sized enterprises. Dutch. International – Germany, UK, Belgium, Denmark – business and finance.
3. Vision: Large and stable group of clients. Mission: To do most of the activities (all the kinds) for the companies. 5-50 employees companies. Values: Reliability, professionalism, modern way - ICT
4. Long-term relationship. 33 years (Brezan Automaterialen B.V.). Short – 1 year – rare. 5 – 10 years – average. Clients like to have stable constant long-term cooperation with the accounting companies – to know each

other very well. NAG – prefers to change client from time to time.
Preference for short-term.

5. Trade (Shoppers) (main focus – 20 %), Building – Construction Companies (main focus – 25 %), Farmers/Agriculture (15-20 %), Restaurants and Hotels, Medical Care - humans and pets, doctors, Consultancies.
6. Face-to-face – preferred. Phone, e-mail, simple issues – call, in the past – mails. More e-mailing now. More complex issues - meetings, formal meetings. No PR practices and communication department or responsible person for it at NAG
7. Visiting, calling, equal treatment of clients. To attract new clients! To keep current, long-term and short-term clients.
8. PR – large network (competitors). Unemployed people - many. Low price preference of the clients for the services of NAG – to hire cheap agencies – tendency. Do not pay attention to legacy.
9. Online presence - no one use it in the company (website). Interactive system preference – ideas and advices can be shared. In past - cooperation with lawyers and insurance companies – to make common website. To find system to attract new customers via website. Content, functioning and layout – to change. So clients can find all the information on the website. Some special tools. To use social media, Facebook. The fast technological progress as a challenge for future operations (the term of the coming 10 years) – new recruitment. Age categories of clients (20 -70 years old)
10. Integrated system (website + intranet – good, but security threat). Clients and employees are two different and divided groups on the intranet.

Director: Fred Muller

1. Planning, taxes, salary administration, annual financial reports for clients
2. Dutch market.
3. Vision: To get many clients, make profit. Mission: To have clients - operate for them. To get new clients. Quality – reliability – for clients.
4. Long-term relationship. The longest relationship – 10 years (NAG since 2004). Some clients- 25 years. Clients stick to experts in the company (to Fred for example, worked in various companies, brought the clients with him, loyalty of the clients to him) IOC Franchise, Brezan Automaterialen BV. Short – 3 months – financial report/advice
5. Kind of clients – business, ICT, Medical Care
6. E-mail mostly, some phone. With clients - mail and phone, face-to-face – less. Formal meetings
7. Report is ready - delivery. Christmas presents – some clients (500 clients in general, 20 clients - e.g. wine – for most long-term or short-term clients) To attract new clients.
8. PR – not really brings clients. Word of a-mouth – one client recommends to others. PR – for image. (Fred – visited MKB marketing sessions)
9. PR – website – first step
10. Old-fashioned website, no information for clients provide. To provide content regarding what NAG does.

Appendix 3. Intake-Interview Questions with Communication Expert

Questions

Name: Gerrit Brand

Company: Brand Communications

Date: 07.02.2014

Time: 11am

Place: Emmaplein 2, 9711 AP, Groningen

1. How do you see NAG's operations?
2. What did (would) you do to present NAG?
3. How do you see NAG's online/ media planning?
4. Does PR relevant for NAG? What kind of media would be the most applicable and relevant for NAG?
5. What would you change in NAG's representation? (regarding new online media)
6. What do you think about interactive website with intranet for NAG's employees and clients? Social media?

Appendix 4. Intake-Interview with Communication Expert Transcript

Company: Brand Communications

Date: 07.02.2014

Time: 11am -12pm

Place: Emmapplein 2, 9711 AP, Groningen

- Gerrit Brand: NAG's client. Made an advertisement about NAG in the Executive Magazine (Executive Magazine, Editie Noord, Vol. 3, October - December, 2013, p. 19)
- Business in Northern part of Holland (Groningen, Friesland, Drenthe) Communication and Marketing expert. Aims to make national magazine with the presence on the Internet and franchise internationally. Stad Magazine (Facebook page)/ Executive Magazine.
- NAG website - make it easy, as business card.
- MKB (small- and medium-sized enterprises) – 90-95 % of Northern Holland companies with 50-100 employees.
- Companies focus on the short-term relationship instead of long-term.
- To catch companies of 50 employees for whom Ernst and Young is expensive. To switch to NAG – good service, cheaper. ZZP- self-employed without employees tendency – need for accountant companies. Possible target audience - new established companies, artists, freelancers. Big companies split into small companies. All about ambition - to start new, self employed. Accountant plan for starters (many starters at the moment).
- Low-profile, easy website for NAG to provide information to clients with a link to Intranet and social media (Facebook page)
- For NAG - advertisement in media/press. STAD Magazine – advertisement for NAG. To use Facebook – to keep being in mind of clients. Business fairs (means of communication) - 2nd in the North – November (3,000 – 5,000 euros to participate)
- NAG communication – who they are/identity, target groups/whom they want – potential clients – how to reach them. What they have, what they change. House style: not to change much. To modernize logo.
- PR for accountants (e.g. EU has new policies in taxation – they communicate it to targeted publics)
- Newsletter (e.g. insurance companies send newsletter about new approaches, innovations, developments in the industry) Up-to-date - developments - every month to send to clients, to show care, to communicate easier about bills - positive attitude towards accounting. Good relationships with banks and ministries. Accountants - financial heart of a company. Difficult to find new clients (newly established companies – not interesting/do not have history) “You do not change doctor often” G. Brand. Explaining to banks about a client's situation, accountants as financial representatives for clients.
- High profile accountants – expensive; MKB – do not want expensive service. If NAG seems to be expensive for some clients – to convince a client. Important – networking, contacts. Added value – uniqueness, e.g. the bookkeeping.
- Ideas for specific services, fields of clients' operations – e.g. agriculture (one certain sector to choose), construction. To buy addresses of the companies and to contact them, communicating about the expertise of providing accounting services to certain fields of operation.

Appendix 5. Organisational Structure



Tax Lawyer (part-time):

- Sietze Greydamus
Taxation legacy for NAG and clients; twice a week in the office

Amount of full-time employees: 8

CEO:

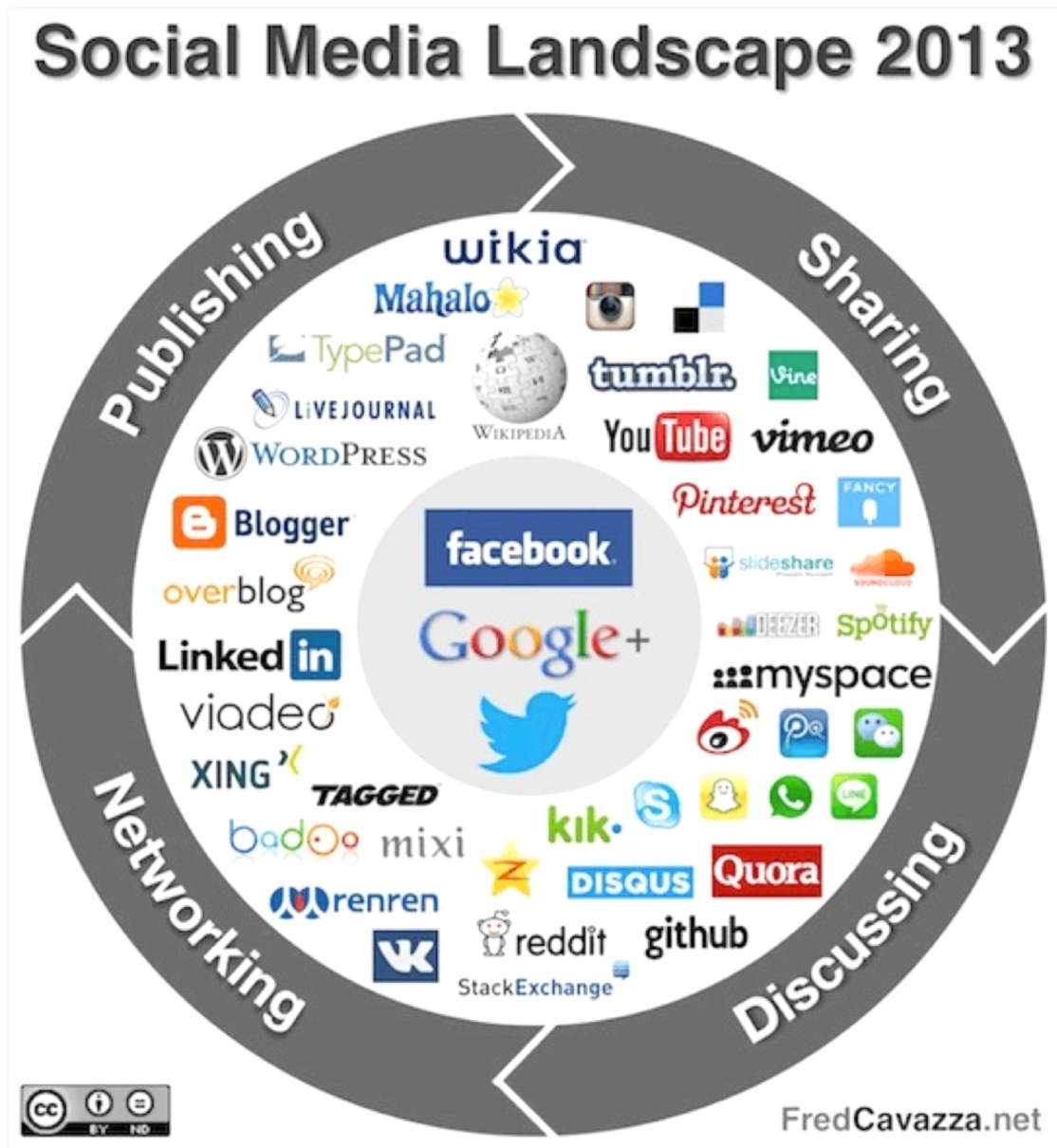
- Fred Oldenhuizing holds 78 % of the NAG's shares
Corporate executive officer at NAG, responsible for the management of NAG and supervises consulting of clients

Management Team (Subordinated by the CEO):

- Fred Muller holds 5 % of the NAG's shares
Office manager; responsible for planning and bookkeeping for NAG and clients; human resource manager for clients.
- Durk Gaastra holds 5 % of the NAG's shares
Office manager; consults two large clients: PaxGroep (logistics) and Schipper Recycling in Groningen
- Bart Sportel holds 12 % of the NAG's shares
Office manager, ICT specialist for clients and NAG

Secretary (Subordinated by the CEO):

- Esther Elsma – bookkeeping, accounting and payroll for clients and NAG
- Erna de Groot – bookkeeping, accounting for clients and NAG
- Alida Lutjeboer – bookkeeping, accounting for clients and NAG



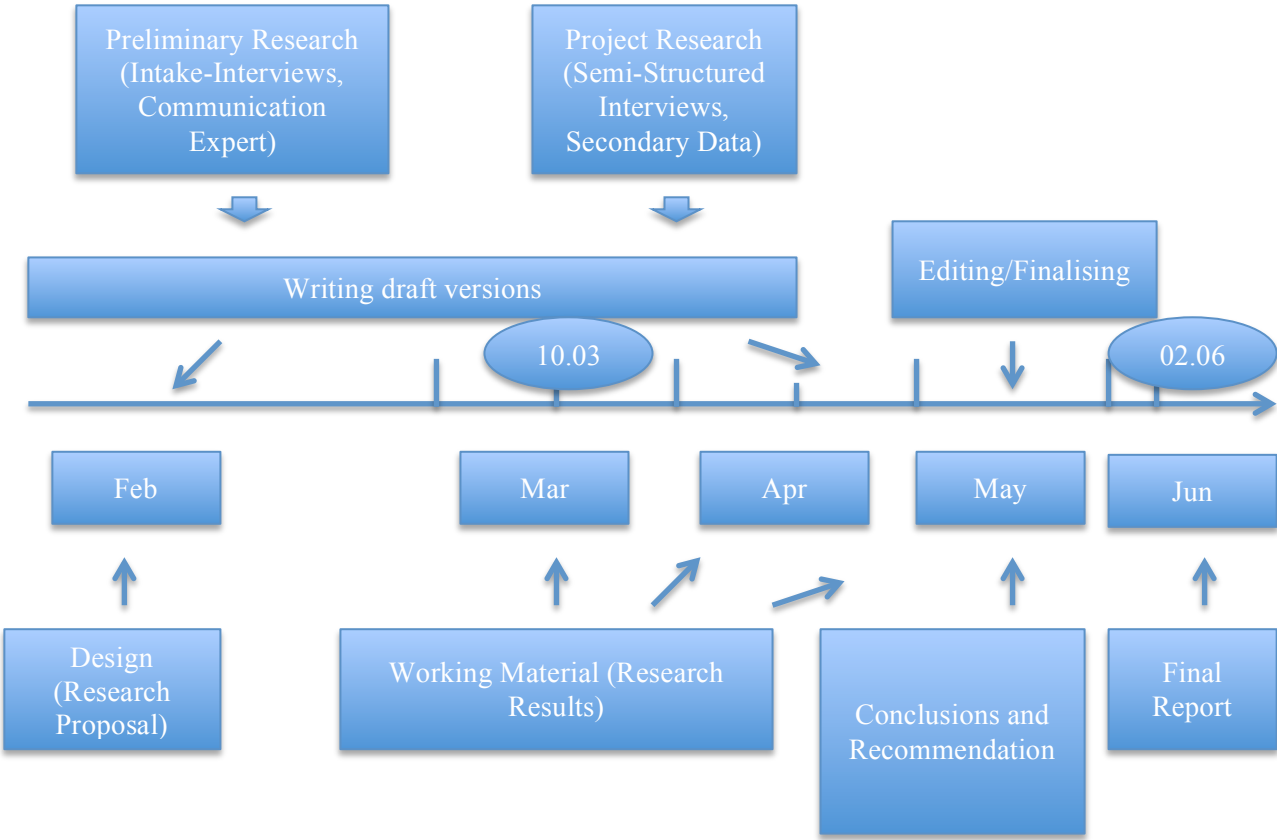
Appendix 7. Research Planning & Feasibility

Graduation Research Proposal Planning						
Weeks - Tasks	1 3.02- 7.02	2 10.02- 14.02	3 17.02- 21.02	4 24.02- 28.02	5 3.03- 7.03	6 10.03- 14.03
Project Context						
Organisation						
Theoretical Framework						
Research Objective						
Research Framework						
Research Questions						
Strategy & Methodology						
Planning & Feasibility						
Supervision	4.02 12pm Eugenie 6.02 In-take Interview NAG 7.02 11am In-take Interview Brand Communications		18.02 DRAFT Eugenie +Fred 19.02 11.45am Eugenie 20.02 11.30am Fred	27.02 DRAFT Eugenie	3.03 11am Eugenie	10.03 FINAL Eugenie +Fred

Graduation Assignment Planning												
Weeks - Tasks	1 17.03- 21.03	2 24.03- 28.03	3 31.03 -4.04	4 7.04 - 11.04	5 14. 04 - 18. 04	6 21.04- 25.04	7 28.0 4- 2.05	8 5.05- 9.05	9 12.05 - 16.05	10 19.05- 23.05	11 26. 05 - 30. 05	12 2.06- 6.06
Research Design												
Interview & Survey												
Theory												
Results												
Conclusions												
Advice												
Executive Summary												
Supervision Meetings	19.03 Feedback Eugenie/ 13.30pm Fred	25.03 11am Eugenie 27.03 DRAFT Questions Eugenie+Fred 28.03 13pm Fred				21.04DRAFT Results Eugenie 23.04 11am Eugenie 25.04 13pm Fred		8.05 DRAFT Conclusions & Advice Eugenie + Fred 9.05 13pm Fred		19.05DRAFT Eugenie+ Fred 20.05 13pm Fred/21.05 11am Eugenie		2.06 FINAL Eugenie + Fred

The research project is implemented with the use of the iterative-parallel process. It allows more flexibility in implementing different research processes with regard to the sequence of tasks and time, depending on what is available to the researcher at a particular moment of the research process. It also gives an opportunity to adjust the previously taken steps. The Time-Axis Representing Planning table below shows the time periods and certain activities of the research project that are executed within the four months. It shows, which products are produced at which stage, including the intermediate and final product-development. (Vershuren & Doorewaard, 2010)

Table 3: Time-Axis Representing Planning



The Time-Axis Representing Planning table reads as follows:

Within the 25 working days the Research Proposal is produced. This stage requested a preliminary research and an orientation on the company. During the further three months, the working material for the research project is collected and analysed. The semi-structured interviews are carried out and the secondary data is collected. The results of the primary and secondary data collection are analysed, compared, and final conclusions are drawn up. The final product, a recommendation for online Public Relations tools, is handed in in June to the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing and the supervisor at Hanze University Groningen Eugenie Jessen.

During the five weeks of the Research Proposal period the university supervisor is contacted the first, third and the fifth week. The first week the employees of NAG and a communication expert are interviewed for an orientation on the company and subject of the research project. The company supervisor is met during the week one and three. The draft versions of the Research Proposal are sent the third week to the supervisors and fourth week to the university supervisor only. The final version is delivered the fifth week to the supervisors. During the twelve weeks of the Graduation Assignment stage the university supervisor is contacted the second, sixth and tenth week. The meetings with the company supervisor are arranged the first, second, sixth, eighth and tenth week. The draft versions of the Graduation Assignment are sent to the supervisors the second, eighth and tenth week, and also the sixth week to the university supervisor only. The final Graduation Assignment is handed in the twelfth week to the supervisors.

Appendix 8. SWOT Analysis of NAG Administrateurs & Adviseurs



Appendix 9. NAG Administrateurs & Adviseurs Website Content Analysis

NAG Administrateurs & Adviseurs Website Content Analysis

Context- Sections/Pages:

- Home
- Bedrijfsprofiel (Company Profile/About)
- Diensten (Services)
- Actueel (Topical/Current)
- NAG Online
- Links
- Contact

Content:

1. Home

This page contains information about NAG's mission, vision and culture in the company.

2. Bedrijfsprofiel

This page is about the personalised approach to each client

3. Diensten

This page describes services NAG delivers to clients and how they do it. It includes the list of partners NAG has.

4. Actueel

This page is to update clients with news. (It is empty at the moment, except the explanation for what this page is)

5. NAG online

This page introduces the NAG's online services for clients. (Contains only description)

6. Links

This page contains relevant for the operations of NAG links and interesting for clients to stay informed about the latest activities of NAG and in the field of accounting.

7. Contact

This page gives information on the location, contact phone numbers and e-mail to reach NAG.

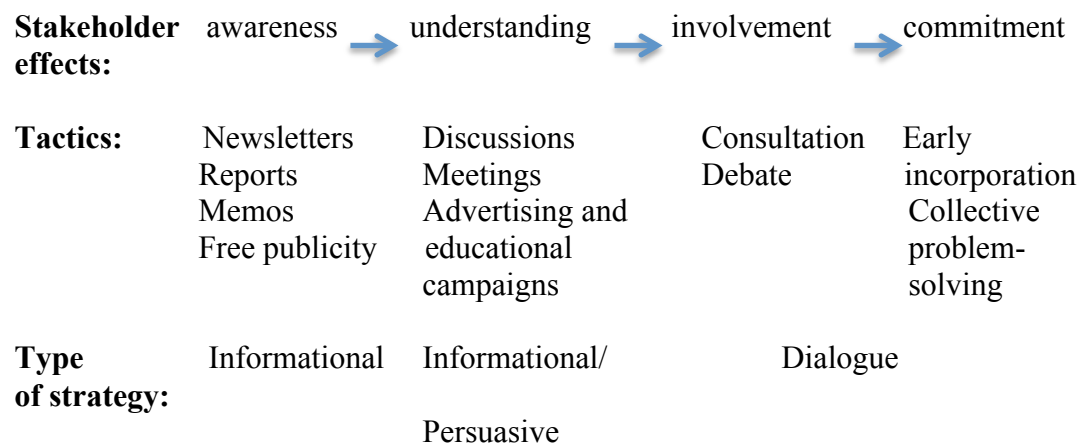
Design:

The design of the website is in the corporate colours (green, light green, blue and white), includes the logo of NAG and the company name. The pictures on the website are all taken within the office. Does not include any video or photo gallery. The employees are not introduced. The website is in Dutch (no option to change language).

Reference:

NAG administrateurs & adviseurs, retrieved from <http://www.n-a-g.nl/>

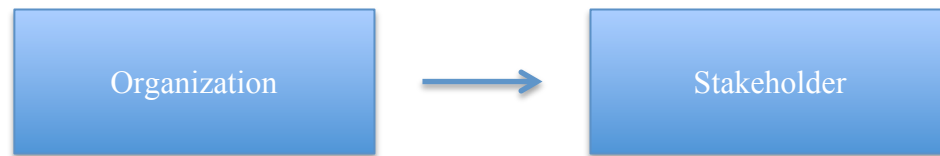
Appendix 10. Stakeholder Communication - From Awareness To Commitment



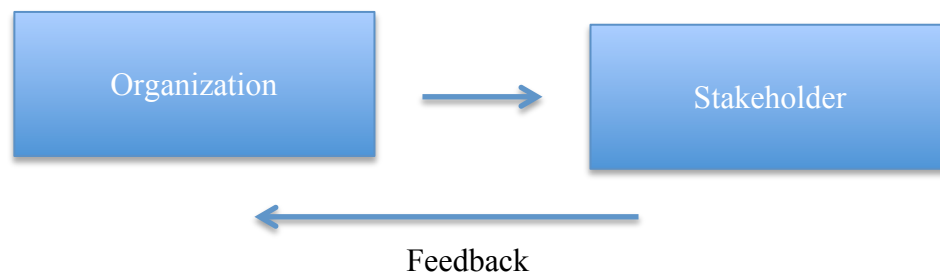
(Cornelissen, 2012, p. 49)

Appendix 11. Models of Organization-Stakeholder Communication

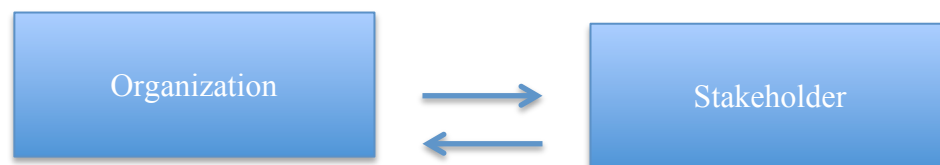
Informational strategy: one-way symmetrical model of communication



Positive strategy: two-way asymmetrical model of communication



Dialogue strategy: two-way symmetrical model of communication



(Cornelissen, 2012, p. 50)

Appendix 12. PR Methodologies

1. News releases issued to the media;
2. Special feature articles, supplements and editorial inserts;
3. News conferences and media briefings;
4. Special events (eg. product launches and openings);
5. Seminars;
6. Conferences and conventions;
7. Newsletters;
8. Circulars and bulletins (either internal or external);
9. Brochures, booklets and other forms of literature;
10. Annual reports and special reports (eg. an Environmental Report);
11. Videos or multimedia presentations;
12. Web sites;
13. Intranets (password protected Web sites or sections for internal staff);
14. Extranets (password protected Web sites or sections for external partners – often containing specialists information such as price lists, distribution details, etc.);
15. Tours and visits
16. Open days
17. School project or information material;
18. Information stands at exhibitions, trade shows or special public shows (eg. a motor show, a technology exhibition, or home show);
19. Direct contact with government (at various levels);
20. Submissions, reports and position papers;
21. Policy documents (eg. White Papers or discussion papers on particular issues).

(Macnamara, 2005, p. 26)

Appendix 13. Rules of Website Communication in Public Relations

- To make sure that the layout and functioning of it, as well as the information on a Website, are all consistently combined to represent the organisation
- The contact information must be paid certain attention as it encourages clients to interact
- An access to information about an organisation must be easy and simple enough to be perceived by the clients
- The clients should be able to identify themselves with the organisation when they access its Website. “Photographs play an important role in communicating to visitors that the website address them” (p. 241)
- The graphics of the Website may play an important meta-communication role: certain colours, designs and location of the pages may influence perceptions of the clients about an organisation
- The organisation should also keep in mind that its clients also appreciate additional activity of the organisation, and thus, the organisation should not only communicate about business, but also about the community involvement or other extra activity it does.

(Vorvoreanu, 2008, p. 240)

Appendix 14. Meeting with Supervisors Transcript

Participants: Fred Oldenhuizing, Eugenie Jessen, Anna Popova

Date: 3.04.2014

Time: 10.00 – 11.00

Place: Emmaplein 2, Groningen

- Crisis – a lot of banks closed their affiliates, not possible to contact general manager, you have to go to the main office or call them.
- A lot of small businesses in Groningen, nothing new is open in the recent years, a lot of companies are bankrupted and closed.
- A lot of old people o the companies, they will sell them then to the large companies, who have more young people, or will hire young people, thus they can use and work with the online media.
- Advertisement for accountants is not good, supposed to create bad image.
- Price Waterhouse Coopers don't have secretary – saves money, don't have to travel to work and seat in the office. Mail and phone calls are not popular anymore, people easier come personally – still important, but prefer to contact also personally via e-mail.
- Online media can help in giving first push, provide contact information and information about the company.
- Social media to be used to represent the company: Facebook as a profile of an organisation and as an advertisement page of a new service, suggestion, offer for a client and potential customers.
- For those who use Facebook and Linked In it is a push to go to the website then, or other way round to connect o Facebook and Linked In. Fred is not acknowledged with Linked In; can be used for business network, professional network, for NAG that combines the workers and interns and clients together.
- For international contacts in the future it is good to start with the online communication, as many companies use it nowadays.
- Commercial club Groningen, entrepreneurs could meet and make contacts. Nowadays getting more popular
- NAG never was in the Commercial Club of Groningen, is only a member of MKB Nederland (for small and medium-sized enterprises). Does not bring any network. ING – used to have 100/200 stuff members; prefers to contact directly. ING affiliate located in Zwolle – e-mailing. When the crises started, the stuff was cut.

Appendix 15. Opinion-Interview Questions for Clients of NAG

Interview

A Recommendation on an Online Public Relations Strategy to create an accurate image of NAG among the NAG's clients for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing

Author:

Anna Popova – graduating intern at NAG Administrateurs & Adviseurs. 4th year student of International Communication Major specialised in Public Affairs

The interview is conducted and held by Anna Popova as part of the thesis research for Hanze University Groningen and NAG Administrateurs & Adviseurs. Your opinion is valuable and help is very appreciated. It will take you 15 minutes to accomplish. The questions are divided topically into the three categories: Introduction, Online Public Relations and Image of NAG. Please feel free to express your thoughts. Thank you for your participation.

Study

Topic:

Technological progress calls most of the businesses to establish relationships with their clients online. This requires a company to be up-to-date with the developments and applicability of online media to remain competitive on the market of its operations, while satisfying information and communication needs of the online media era and generation of clients.

Purpose:

The research project is conducted to develop a recommendation on an Online Public Relations Strategy for the CEO of NAG Administrateurs & Adviseurs Fred Oldenhuizing. The recommendation is to be on how to build relationships with clients with the use of the website and social media communication that does not have a negative impact on the image of NAG among its clients. For this purpose, an opinion overview of the NAG's clients regarding the current perception of NAG and state of their relationship with NAG and what impact online communication can have on these is to be made.

Online Public Relations

1. What makes you trust NAG? You can choose more than one option.
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism
 - assures ability to accomplish
2. What is most important to trust NAG on the Internet?
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?

3. What makes you maintain relationship with NAG? You can choose more than one option.
 - NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

4. Do you agree or disagree that website and social media communication provides:

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

5. What features of online communication would make you maintain relationship with NAG?
 - access to information

- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

6. What means client-orientation of NAG to you? Rank the options given below.

- Satisfying informational needs of a client
- Satisfying service needs of a client
- Satisfying a client with the best result

Why do you think so? What do you think about the rest?

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- sharing of organisational information:
 - 1.background and history of a company
 - 2.service and product description
 - 3.financial and policy information
 - 4.contact information

- sharing of feelings and thoughts:
 - 1.engage you in decision-making
 - 2.take into account your opinion
 - 3.involve you in solving problems

What do you think about this? Would you appreciate it?

What kind of information do you share with NAG?

What would you change or do better?

8. How does NAG communicate with you?

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

How should NAG communicate with you on the Internet?

Image of NAG

1. What do you know about NAG's background and products/services?

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. What are the main values of NAG?

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

What influence does it have on the duration of your relationship?

- short-term (1-5 years) or long-term relationship (5-10 years and more)

3. How does NAG approach you as a client? You can choose several options.

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

4. What is the way of communication with NAG?

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

5. How would like to be approached by NAG?

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Appendix 16. Opinion-Interview with Clients of NAG Transcripts

Interview Transcript 1. Tellus Lighting

Date: 1st April 2014

Time: 12.00 – 12.30

Place: Emmaplein 2, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Tellus Lighting (LED Lighting) / North of Holland / Managing Director August Kuipers

Introduction

1. *How did you get to know about NAG?*
From a friend, colleague
2. *How long is your cooperation with NAG?*
2 years
3. *Why did you choose NAG?*
A good company – first thing to make contact, from a friend, personal contact, how they approach, how it fits with his company

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism
 - assures ability to accomplish
2. *What is most important to trust NAG on the Internet?*
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?

How it works within his own company, never looked at NAG's website before, probably only one time. It is possible nowadays to make the most beautiful sites – not for him, do not make decision on it. On the website – persons, who work and the owner, those who are customers and clients - valuable, reliable, interest from other well-known clients as a reference, a friend's word.

If the website is beautiful – makes first impression.

“I can understand when you have a company who looking for customers on Internet, when you want to have new customers in the website, I can understand they have also to have nice website, because people, I know people say if the website is not good, don’t interest, of the website is beautiful and good, okay then it is interesting. It is valuable. It can be first.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*

- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

Explain your answer.

Started new company 1 year ago. Before, when worked in the other company, knew Fred. NAG gives good advice, the way employees handle taxes, information. Chose because of the previous experience. Gives also advice on entrepreneurship. Personal contact with Fred, trust him. Then learned other people from NAG.

“Because I just started my new own company for a year. Before I was in the other company and they gave a very good and valuable information on how to handle it... Taxes and things like this. So when I started my own new company it was very logical for me to choose it. It was also good to leave them, to work with NAG. They helped also me as an entrepreneur, things how to make a company. For it is also important I always have contact with Fred Oldenhuizing, I always have contact with the same professional, later on I learned other people in the company and for them it is the same.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

“I don’t use Facebook myself.”

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

Information on the website. Front page – news item, to look on the website for news more often.

“It is more important about what information you put on the website than how interactive it is.”

“When everyday there are some news it is always good to look on the website, more often. There are always so many interesting news about accounting, law.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client 3
- Satisfying service needs of a client 2
- Satisfying a client with the best result 1

Why do you think so? What do you think about the rest?

To get the service – accounting

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.service and product description
 - 3.financial and policy information
 - 4.contact information
- *sharing of feelings and thoughts:*
 - 1.engage you in decision-making
 - 2.take into account your opinion
 - 3.involve you in solving problems

What do you think about this? Would you appreciate it?

Important - decision-making, self-decisions; professionals – give good information about the situation, entrepreneurship, and strategy.

“I always have to make my own decisions, but I need information to make them, information about situation, about taxes, accounting, entrepreneurship, strategy, things to think about and information about my won company to make decisions.”

What kind of information do you share with NAG?

First their opinion, then his own. Trust in their services, information on accounting.

“First I will ask their opinion, and then I will tell my own, and then I make a decision, if I have to adjust my own opinion.”

“When it’s about accounting, I always take an advice, I am not specialised in it”

What would you change or do better?

Nothing. Good enough.

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

NAG asks information from him, then work on an issue and provides him with feedback.

How should NAG communicate with you on the Internet?

E-mails – look there for information. Suggestion: Log-in page, where a client can log in with a client number, so NAG can put all the details regarding a client there. He changed e-mail, some e-mail accounts were deleted – all information (messaging with NAG) is gone.

“If you think about this, what can be efficient, if you have e-mails then I have to look something, I have to look to my e-mails for information, so what would be maybe more efficient is log-in page where I log in with my client number, where everything, all the information. They can also send it to my e-mail. If I have that information one year ago, I can check my e-mail, but I changed my e-mail, and don’t have that old anymore, so all information is gone.”

Image of NAG

1. *What do you know about NAG’s background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market; fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)

- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

Did not know a lot about NAG, just Fred Oldenhuizing. For him it is not important to know the past activities of NAG.

“Did not know a lot about NAG, I was interested in Mr. Oldenhuizing, so the company’s history was not interesting for me. But now I know more while work with them.”

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, **professionalism**, ICT technologies

NAG is also specialised and experienced in accounting, up-to-date with the developments in this area

“They know the law, they know the accounting rules, professionals.”

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

Results. A lot of communication with Fred Muller (one of the managing directors of NAG).

What influence does it have on the duration of your relationship?

- long-term or short-term relationship (1-5 years, 5 – 10 years and more)

3. *How does NAG approach you as a client? You can choose several options.*

- **face-to-face communication/meetings**
- phone
- **e-mail**
- newsletters (**preferred**)
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Newsletters

“I like newsletters.”

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity (preferred)
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

“It’s okay.”

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Client log-in system

“What we talked before, having client system.”

Interview Transcript 2. Barteling Buizen

Date: 1st April 2014

Time: 14.00 – 14.30

Place: Aduarderdiepsterweg 14/1, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Barteling Buizen/ Retailer of steal all over the world/ Director Jan Maena Betten

Introduction

1. *How did you get to know about NAG?*

From bookkeeper of his company, NAG did year results accounting – noticed NAG doing this

“My bookkeeper from the company noticed company, cause they did year accounting. Then we grew and started to use other services.”

2. *How long is your cooperation with NAG?*

10 – 12 years

3. *Why did you choose NAG?*

Bookkeeper – knew NAG, results – how NAG dealt with taxation for him, their own bookkeeper could not do this, according to the law necessary to use registered accountant.

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*

- treats clients fairly
- is open in operations
- involves clients in decision-making
- takes opinions into account
- keeps promises
- has experience and professionalism
- assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*

- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

Explain your answer. What do you think about the rest options?

Barteling Buizen does not use Facebook. Colours – does not matter. Background - how old the company is, how many years operate – shows how good or bad the company is. If information is organised – shows that a company put some effort in this, then services are also organised.

“Colours doesn’t interest me. Background says it’s a good a company that exists one year or two. The way they organise things - must be trustful, the way they organise shows the way they organise services.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*

- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

Explain your answer.

NAG advises in the end of the year on what to do to have better numbers (regarding accounting/finances), even if he does not ask for it. NAG - specialised in law, taxation and knows the interest of Barteling Buizen in selling, take it into account.

“Because they advise me. In the end of the year you see the numbers, how you worked and they advise me what to do, even though I don’t ask for it. You can do this better, that do. They specialise of course in numbers, law taxes. My specialism to sell as much products as possible.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

Not a fan of Facebook or LinkedIn. Social Media is not good for a customer – supplier relationship.

“I am not fond about Facebook and LinkedIn for the companies.”

“I was a member of LinkedIn, but my customers want to have contact with me, and my suppliers also.”

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- **contact information**
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

To phone NAG and ask for an advice or a question. To contact personally – more and better information.

“Only contact information for this company, if I have a question, I want to phone them, with the work they do it is not possible to put online, their work is complex.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client **2**
- Satisfying service needs of a client **3**
- Satisfying a client with the best result **1**

Why do you think so? What do you think about the rest?

It is all about the end result. Can be good guys – workers, but bad, not satisfactory and sufficient job. Best result (other two contribute to it also). Information on what they do, for example, is important.

“I don’t have knowledge in what they do, they have to fill me.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.**service and product description**
 - 3.**financial and policy information**
 - 4.contact information
- *sharing of feelings and thoughts:*
 - 1.**engage you in decision-making**
 - 2.take into account your opinion
 - 3.**involve you in solving problems**

What do you think about this? Would you appreciate it?

He prefers to keep it like this. NAG listens to his opinions.

“They listen. When I have a question I can always call them and then I have their opinion and their advice.”

What kind of information do you share with NAG?

All information about the company and issue is usually told to NAG.

“They know everything about my company, it has to be.”

What would you change or do better?

“It is good so.”

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

He prefers to go to the Website, but to contact NAG personally.

“I would still call them. It depends on the question. I ask a lot on the e-mail.”

How should NAG communicate with you on the Internet?

E-mailing or phone at the moment is better than online communication.

“Then they have to sit on the desk service. I don’t think they will do this.”

Image of NAG

1. *What do you know about NAG’s background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market;
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

“I was customer before they NAG. Before this it was AB.”

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

NAG is always well prepared, knows answers to all the questions. The same person from NAG works with him – value this, makes this person know everything about Barteling.

“They know my company, I work always with the same person.”

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?

- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
- Has an influence - know each other better and want to continue cooperation.

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

It is good like this. It is important that NAG is here when he needs it.

“Most important is they have to be there when I need them.”

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

Nothing to be changed

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Will be different on the Internet and not faster. Information on the Website is not relevant for him. Social Media and Website are more for general audience, not to approach a client.

“No, not for my feeling. It wouldn’t be faster or easier. I don’t think they can do more for me if it goes through the Internet. I don’t think I can do something

with it. When I want something from them I ask if they can do it for me personally”.

“It is more to get more customers.”

Interview Transcript 3. De Nieuwelande Groep

Date: 2nd April 2014

Time: 10.00-10.30

Place: Emmaplein 2, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: De Nieuwelande Groep/ Advisors for Integral Management/ Groningen/
Managing Director Eugene Stokker

Introduction

1. *How did you get to know about NAG?*
Worked together in the other company. Knows Fred Oldenhuizing (CEO of NAG) for 25 years.
2. *How long is your cooperation with NAG?*
5 years
3. *Why did you choose NAG?*
He knew Fred Oldenhuizing (CEO of NAG) before becoming a client of NAG

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism
 - assures ability to accomplish
2. *What is most important to trust NAG on the Internet?*
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?
Shows that NAG does right thing.
3. *What makes you maintain relationship with NAG? You can choose more than one option.*
 - NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

NAG wants to have long-term relationship with him. Long lasting connection with Fred – worked together before.

4. Do you **agree** or disagree that website and social media communication provides:

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- **ease of access to information**
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- **ease of access to information**
- constant communication and immediate response
- **level of quality of an organisation (up-to-date, trustful)**

5. What features of online communication would make you maintain relationship with NAG?

- access to information
- **contact information**
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

This kind of information is necessary for everybody, every client.

6. What means client-orientation of NAG to you? Rank the options given below.

- Satisfying informational needs of a client **3**
- Satisfying service needs of a client **2**
- Satisfying a client with the best result **1**

Why do you think so? What do you think about the rest?

NAG has to satisfy all clients. NAG should do the right thing for clients and potentials.

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- *sharing of organisational information:*
 1. background and history of a company
 2. **service and product description**
 3. financial and policy information

4. contact information

- *sharing of feelings and thoughts:*
 1. engage you in decision-making
 2. take into account your opinion
 3. involve you in solving problems

What do you think about this? Would you appreciate it?
Satisfactory.

What kind of information do you share with NAG?
Not every person at NAG is expert. There are two experts – to share company's information with them or to share it with Fred only.

What would you change or do better?
Good and enough. Just to talk about the problem.

8. *How does NAG communicate with you?*
- shows interest in listening to you and is engaged in conversation with you
 - receives information from you only
 - provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?
To be more engaged with NAG, to provide them feedback on the service they do.

How should NAG communicate with you on the Internet?
To respond with the use of online media (feedback)

Image of NAG

1. *What do you know about NAG's background and products/services?*
- accounting and consultancy company
 - established in 2004
 - services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
 - main focus - Dutch market; fields: construction and trading
 - clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media

- business fairs

2. *What are the main values of NAG?*

- **loyalty, trust**, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- **works in close cooperation with clients**, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?

- long-term or short-term relationship (**1-5 years**, 5 – 10 years and more)

Now relations with NAG are more intensive than 5 years ago, when he started using NAG's services. This makes him feel to work further together.

3. How does NAG approach you as a client? You can choose several options.

- face-to-face communication/meetings
- **phone**
- **e-mail**
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

NAG should use more sources: website, business fairs.

4. How do you communicate with NAG?

- **newsletters, reports, memos, free publicity**
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

It is good.

5. How would like to be approached by NAG?

- **Informative messages about developments and news**
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

"The problem is that nowadays it is necessary for everybody to do Internet. It is necessary for everybody, and after that it is necessary to do sms, mail etc. NAG should everything on the Internet. Nowadays it is Internet, sms, mail, Linked In, etc., and Facebook. It's necessary, but it's also very difficult to say everything about Facebook."

“Now it is difficult for older people by NAG do the things about Facebook or there only few candidates, Fred for example, is fond of Facebook.”

“I don’t know Linked In, but nowadays millions of people in Holland do Linked In.”

It is necessary to realise that companies use lots of media, the more they use media, adapting to changes every month bring into it – the more qualitative the company is.

Interview Transcript 4. Cultureel Maatschappelijk Zorgbureau & Stad En Ommeland Zorggroep

Date: 3rd April 2014

Time: 11.00-11.30

Place: Capellastraat 3, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Cultureel Maatschappelijk Zorgbureau & Stad En Ommeland Zorggroep (UW PGB) / Healthcare / Groningen Province / Director Sjoerd Van Der Velde

Introduction

1. How did you get to know about NAG?

He was looking for a bookkeeper/ administration, had different meetings with various companies. Rick Muller (employee within his company) is son of Fred Muller (NAG Director), told about NAG.

2. How long is your cooperation with NAG?

4 years

3. Why did you choose NAG?

It feels all right. Good to work with those, who know company and show interest in it.

Online Public Relations

1. What makes you trust NAG? You can choose more than one option.

- treats clients fairly
- is open in operations
- involves clients in decision-making
- takes opinions into account
- keeps promises
- has experience and professionalism
- assures ability to accomplish

2. What is most important to trust NAG on the Internet?

- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

Explain your answer. What do you think about the rest options?

Prefers phone towards website. Website does not say anything about the company. People choose what to put on the Website, to show what they are doing. Prices are important to be seen on the Website.

“It is possible that they something how they are, they choose what they put on the Internet, I am not sure if theta true.”

“Most important is service and product description, so we know what they are doing” I don’t like it when they are no prices on the website.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

He is not sure whether to maintain relationship with NAG. He would like to know what is the cost for the services for the next year, and to talk about what to expect. Most of the contact is with Fred Muller, don’t see that NAG tries, does not have a lot of experience with other employees of NAG.

“We are not 100 per cent sure if we are going to maintain relationship. We would like to know what will be the cost next year. We ask for it about more than a year ago and it still keeps going, but we never seat around the table and talk what it will cost.”

“We want to talk about what we can expect. We want to make choices, we want to choose, but we want to know what we are going to choose.”

“It is difficult to value something if you don’t know how others do this.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

With regard to website: it is important how the work is delivered and what is the quality of the work itself, website does not say anything about the quality. With regard to social media: to have persons who work on it and those who likes to use social media agrees with the use of it in the company.

“Quality is more than if it is up-to-date or trustful.”
“You need people to watch that process.” (Social Media)
“You don’t know the level of quality of information.”

5. *What features of online communication would make you maintain relationship with NAG?*
- access to information
 - contact information
 - pictures and general graphics
 - ease of use
 - client-orientation of the website and social media page

Why do you think so?

Online communication will not have an influence on the maintenance of relationship. Prefers personal approach with Fred Muller.

Aligned texts are also important - pictures and graphics. Navigation must be easy – ease of use, this gives first impression. He is not a user of Facebook – no links to Facebook.

“I don’t think if they change anything on the Website will influence if we are going to maintain relationship with them or not. It is only important if we are looking for a company to work with.”

“I like when the website is...not different things, but aligned texts, cursive, bold, the way of navigation on the website, I don’t like to click it ten times. I like it when it not too many different pages on the Website. But that’s my opinion.”

“I don’t like to Facebook, some people find it important. I have a profile, but I don’t know my password.”

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client 2
 - Satisfying service needs of a client 1
 - Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?

Considers it all to be equally important. The best result is important, but it is not possible to say whether it is the best or not, it is necessary to compare then. Service is more important – how quickly they respond, how long the service will take.

“Important thing is response time. Sometimes it is informational, sometimes it’s service. Most important I find the time I have to wait for the result, for the service. I need sometimes information, sometimes it’s service but most of time I need it quick. It is the most important how long I have to wait on the information, on the service.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 1. background and history of a company
 2. service and product description
 3. financial and policy information
 4. contact information
- *sharing of feelings and thoughts:*
 1. engage you in decision-making
 2. take into account your opinion
 3. involve you in solving problems

What do you think about this? Would you appreciate it?

When he started to work with NAG there was little known about them, now he knows more about NAG. NAG do not answer on questions about service (to know what is going on, the amount of work, time for it, price).

What kind of information do you share with NAG? What would you change or do better?

He prefers to meet and discuss it with NAG with regard to the service itself and the price for it.

For NAG it is better to do the work and then to say how much it is, for him - he would like to control the situation to some extent. NAG are the experts, employees, they plan the work for him. He wants to control the agreement and price. However, this is at low priority, more important that things are done.

“It is better if we get around the table and talk about it. To meet and discuss service and prices. We want to know what is amount of work, what the price per hour, so we can do the math, but we don’t know how many work they are going to do, and for them it is easier not to tell amount of work, it’s easier for them to do amount of work and then to give the price, and we want to control how many work it’s going to be. They need to plan it, but we want to control it.”

“Most important the things are done, the things that have to be done.”

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

He prefers to come to a table and discuss – action/response/feedback. He would like to have the results. The process between the result and agreement is important to have a possibility to be happy about agreements. For him it is important that the price is not too high, for NAG – they are paid enough. He knows the price list, wants to know in the beginning how many hours it can take NAG to make certain

work for him. He wants to be sure in their expertise, to see that and receive it from them.

How should NAG communicate with you on the Internet?

On the Internet it is more general information, as the price list and services varies for each client. To communicate such information so the client knows what to expect.

“We need some input to know what the price will be. The process starts when we seat around the table ... Action and response and feedback. I want to have the result, the process in between it's important to have a possibility to be happy about the agreements. It's important for us that the prices not high, and it's important for them that we will pay enough, that they are not going to ... they want to make money, that's important for them, and that's important for continuance of existence.”

“I want to know at the start how many hours it will take to do certain job. They have this expertise, and we need that expertise to make certain choices. We have to make money ourselves. If we do so, and we have to pay accountant more than our profit, that's not what we want to do. ”

Image of NAG

1. *What do you know about NAG's background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market; fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

There was certain problem in the company, Fred Oldenhuizing (CEO of NAG) found an account in Germany for him that took administration for his company. Fred did not take part in finding a solution.

How are these values shown in their behaviour towards you?

- **works in close cooperation with clients**, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

Fred Muller has a weakness - does not like to tell bad news.

What influence does it have on the duration of your relationship?

- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
This does not have an influence on the longitude of the relationship. Fred Oldenhuizing did not take part in finding a solution for him. He was uncertain with having a German account, there was not enough explanation given why it was necessary to have that account and to do certain activities. Another accountant he had, had a different perspective on that issue. He wants to take control over the solution.

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- **phone**
- **e-mail**
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Newsletters – when there are important things for him to know.

“Only when there are important things for us it’s important”

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- **consultation, debate**
- early incorporation, collective problem-solving

Phone/E-mail. He prefers to contact NAG, when there is an issue.

“More communication is when I tell I need those or that. When I need something done.” “They know what they can expect from me.”

What should be changed or done better?

Fine like this.

5. *How would you like to be approached by NAG?*
- Informative messages about developments and news
 - **Persuasive, expert communication of NAG with you**
 - Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

It is good if NAG shows expertise and knowledge about the developments and news in accounting. He wants to receive newsletters if NAG searches something for a client before a client knows it himself. NAG does expert communication with him. It is important to have cost-benefit balance. On the Internet e-mail and messaging should be more informative.

“I gather information myself, but I think it’s good for them that they show probably more often that they have the same knowledge and it’s showing you expertise, when they do it, it enhances the level of trust, they are closely watching what’s going on. It would be better if they’re earlier, first telling me, and not I am asking them. But I also realise if they are doing much work, more information and newsletters cost money, some person has to do, and if they do it much often then the price can get higher, they need to find balance. I also don’t like it when they send me every month a lot of newsletters, and I don’t want to pay for newsletters.”

“When we have an expertise question we approach them. I want to feel that they are experts. But I think they do that.”

“When I want to send an e-mail, I don’t use possibility of e-mailing through Facebook I don’t want to discuss things on forum.”

Interview Transcript 5. Paddepoel Fietsen

Date: 4th April 2014

Time: 10.00 – 10.15

Place: Eikenlaan 318-320, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Paddepoel Fietsen / Bicycle and Repair Shop / Groningen area /

Directors Peter Oest & Martin Haijkens

Introduction

1. *How did you get to know about NAG?*

From Martin, did business together, used services of NAG.

2. *How long is your cooperation with NAG?*

6 years

3. *Why did you choose NAG?*

Looked for an accounting company in this area, was the closest.

Before had a company on the other side of the Netherlands, it's easier to be able to come to the office.

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*

- treats clients fairly
- is open in operations
- involves clients in decision-making
- takes opinions into account
- keeps promises
- has experience and professionalism
- assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*

- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

Explain your answer. What do you think about the rest options?

"If you can reach them easily by phone or e-mail, it's always good." Peter

3. *What makes you maintain relationship with NAG? You can choose more than one option.*

- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

Explain your answer.

“Communication is better than we had before.” Martin

“It’s short, short lines.” Peter

4. Do you **agree** or disagree that website and social media communication provides:

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- **ease of access to information**
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- **ease of access to information**
- **constant communication and immediate response**
- level of quality of an organisation (up-to-date, trustful)

5. What features of online communication would make you maintain relationship with NAG?

- **access to information**
- **contact information**
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

To check it only for contact information once

6. What means client-orientation of NAG to you? Rank the options given below.

- Satisfying informational needs of a client **2**
- Satisfying service needs of a client **3**
- Satisfying a client with the best result **1**

Why do you think so? What do you think about the rest?

That’s what they need

“The end result is what matters.” Peter

7. How open is NAG in the relationship with you? You can choose several options from both of the categories given below:

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.service and product description
 - 3.**financial and policy information**

4. contact information

- *sharing of feelings and thoughts:*
 1. engage you in decision-making
 2. take into account your opinion
 3. involve you in solving problems

What do you think about this? Would you appreciate it?

Yes, it's okay

What kind of information do you share with NAG?

Only issue, request

What would you change or do better?

Nothing

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

No

How should NAG communicate with you on the Internet?

"It will take too long." Peter

Image of NAG

1. *What do you know about NAG's background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market; fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally. "If you ask something you get always response, most of the time the same day." Peter

What influence does it have on the duration of your relationship?

- long-term or short-term relationship (1-5 years, 5 – 10 years and more)
"Not for the long term, but it's always looking one, two, three years ahead. Not only for relationship with them, but just in general." Peter

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Nothing

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

None. Telephone – telling the issue/request. Face-to-face communication.

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Special problem - in a dialogue. Informative communication on the Internet.
"In general is the first one, I think. Concerning our company in a dialogue."
Martin

"We hope to stay in business with them." Martin

Interview Transcript 6. Brand Communications

Date: 4th April 2014

Time: 14.00 – 14.30

Place: Westerkade 18a, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Brand Communications / Communication / Groningen / Director Gerrit Brand

Introduction

1. *How did you get to know about NAG?*

Long time ago. He knows Fred for 30 years, before NAG, from another company, where he was doing accounting for himself. He always stayed with Fred. (Fred Oldenhuizing– CEO of NAG)

2. *How long is your cooperation with NAG?*

10 years

3. *Why did you choose NAG?*

It happened so. “It was not very much really deliberately chosen.”

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*

- treats clients fairly (2)
- is open in operations
- involves clients in decision-making
- takes opinions into account (1)
- keeps promises
- has experience and professionalism
- assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*

- visual aspects: graphics, layout, colours, pictures (2)
- background and values of an organisation
- product/service description and contact details
- how information is organised (1)

Explain your answer. What do you think about the rest options?

“I would say what is important to trust them is how information is organised, what kind of information they give, how they present themselves. Like they have to have a good story, for an accountant it’s important, and because I know them. If I wouldn’t know them I would say okay very important is the visual aspect. Sometimes you get impressed by the very nice website, you think wow it’s a good company, and they get to know there is only one guy running it.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*

- NAG wants and tries to build long-term relationship with you (2)
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG (1)

Explain your answer.

"I have a long lasting relationship. One you are in hands of an accountant. You don't break it easily, cause they know everything about you."

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach (3)
- ease of access to information (1)
- constant communication and immediate response (2)
- level of quality of an organisation (up-to-date, trustful)

"It's mostly about the words, the language. In Dutch we have U and Je. If you make with U it's more distance than if you start with JE. In past years it's more that they use JE in the Netherlands."

"You decide what you put on it. Let's talk about Facebook and LinkedIn. But you don't know what other people do with it, maybe they will send it to your enemy or competitor."

"Ease of access is very good. I use Facebook for approaching people. Like for example I send messages through Facebook and you have a feeling that people accept it better than if you send an e-mail. If I send you a message on Facebook, you think as a friend, but if I send you an e-mail, you feel as a client."

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

“I think it would be good for them to be on Social Media, because of these, of interaction between a client and a company. Although they are quit good in maintaining contact with a client.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client **2**
- Satisfying service needs of a client **1**
- Satisfying a client with the best result **3**

Why do you think so? What do you think about the rest?

“You expect them to do the best. Service means sometimes they know the bank, so you drop it to them and they drop to the bank. Cause the bank doesn’t believe you, but if they give it to the bank, then it’s more official. Informational needs that is sometimes that comes automatically.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1. **background and history of a company**
 - 2. **service and product description**
 - 3. **financial and policy information**
 - 4. **contact information**
- *sharing of feelings and thoughts:*
 - 1. **engage you in decision-making**
 - 2. **take into account your opinion**
 - 3. **involve you in solving problems**

What do you think about this? Would you appreciate it?

Good. Yes

What kind of information do you share with NAG?

“What I share with them? I share my everything. I get a long well with Fred. But normally you share everything about a company. What projects you are working on, how you expect it will go, how much money you expect to make or not to make, the trouble you have.”

What would you change or do better?

Nothing

8. *How does NAG communicate with you?*

- **shows interest in listening to you and is engaged in conversation with you**
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

“These things depend on you as a client. I can imagine there are people that are really closed.”

How should NAG communicate with you on the Internet?

“It won’t change much, because the mentality of the client will stay the same. It would be good that a client could find some more information on the Website, isn’t. But what, it’s the question.”

“I think that every company has to have a human face. You know like, that’s why they have this advertisement with everybody standing in front of the building on the picture and that is also done to show: “Look we are people”. These are the people who work for you. And I think it’s important for making the website, the people can find information about them. Imagine a girl who is working for them is pregnant, so put on the website, or if Fred is on the business trip to China or Bangladesh, it’s nice to see. You can also put on Facebook. But you always have to be careful.”

Image of NAG

1. What do you know about NAG’s background and products/services?

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. What are the main values of NAG?

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivers modernised services, treats each client equally

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship
- "The have to work in close cooperation."

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

"For me it's the best. Newsletter is not that important for me. I never read them."

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

"I have meting with Fred or Alida, she is doing my thing."

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

"I think there are certain things it's better to sit and discuss around the table. I am in a lucky situation, that I am not really far from them, so I don't have to take far to visit them. So I can contact Fred or Alida and then we get a message: I can drop by, and we make a decision. So we are very quick in taking decisions."

Interview Transcript 7. BBA experts in bedrijfsverzekeringen

Date: 8th April 2014

Time: 9.30-10.50

Place: Emmaplein 2, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: BBA experts in bedrijfsverzekeringen / Insurance / Groningen / Director
A. Bert Bos

Introduction

1. *How did you get to know about NAG?*
Worked in ING. Fred Oldenhuizing (CEO of NAG) was a customer of ING, got to know him from there.
2. *How long is your cooperation with NAG?*
1 year as a company; 13 years knows Fred.
3. *Why did you choose NAG?*
Last year started his own company and left from ING. Asked Fred if he can help him, he needed some room for his office (in the building of NAG Fred gave it to him) and also with accounting and new company (BBA).

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism
 - assures ability to accomplish
2. *What is most important to trust NAG on the Internet?*
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?

"It is stated on the Website of Fred, of NAG. I am not looking so often on the sites. I look on it, in the beginning I look, after that no more."

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
 - NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not

- I have a long-lasting relationship/connection with NAG

Explain your answer.

“I know Fred for many years.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

“I have LinkedIn too, I use it. I have no Facebook. Our generation is not so fond of Linked or Facebook. Young people look more on social media than me. We have to have more face contact, our generation.”

“I have no opinion about Facebook or Linked In. I don’t use it.”

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

“My communication is by telephone, with NAG, or by phone. Face is important, and by mail with Bart.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client 2
- Satisfying service needs of a client 1
- Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.service and product description
 - 3.financial and policy information
 - 4.contact information
- *sharing of feelings and thoughts:*
 - 1.engage you in decision-making
 - 2.take into account your opinion
 - 3.involve you in solving problems

What do you think about this? Would you appreciate it?

“You have a good relationship when you have face contact with your client and that he will inform me about things what to do and what not to do.”

What kind of information do you share with NAG?

“Information about my company, and we have to pay tax, everyone in Holland has to pay tax and he tells me how to do that.”
Shares financial information.

What would you change or do better?

Nothing

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

No

How should NAG communicate with you on the Internet?

“Communication with Internet. No, only just by e-mail. Two-way communication.”

Image of NAG

1. *What do you know about NAG's background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

“From my last job at ING.”

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Nothing

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
 - discussions, meetings, advertising and educational campaigns
 - consultation, debate
 - early incorporation, collective problem-solving
- “I phone them.”

What should be changed or done better?

Nothing

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

“Mail. I go to the website, yes. Social Media... We are not a generation of Social Media.”

Interview Transcript 8. Noveka

Date: 10th April 2014

Time: 16.10 – 16.40

Place: Emmaplein 2, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Noveka / Trade company – professional cleaning and maintenance supplies / Groningen / Sales Manager Rick Ratjes

Introduction

1. *How did you get to know about NAG?*

Doing accounting with NAG for 15 years for Noveka

“They’ve been our accountant for over 15 years, so when I went to the company they were already accountant.”

2. *How long is your cooperation with NAG?*

15 years

3. *Why did you choose NAG?*

NAG was already an accountant of a company he works in

“I can’t decide on them, NAG was already accountant of the company I worked for.”

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*

- treats clients fairly
- is open in operations
- involves clients in decision-making
- takes opinions into account
- keeps promises
- has experience and professionalism
- assures ability to accomplish

2. *What is most important to trust NAG on the Internet?*

- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

Explain your answer. What do you think about the rest options?

“Because visual is not interesting. It is marketing. It is how the information is organised then you can trust somebody, especially for a company like NAG it is important how they do it. It should very professional, very minimalistic. It is in my opinion.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

NAG is an accountant for Noveka for 15 years.

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

“Information flow is what is important, and not the graphics.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client 2
- Satisfying service needs of a client 1
- Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 1. background and history of a company
 2. service and product description
 3. financial and policy information
 4. contact information
- *sharing of feelings and thoughts:*
 1. engage you in decision-making
 2. take into account your opinion
 3. involve you in solving problems

What do you think about this? Would you appreciate it? What would you change or do better?

“I would suggest them to do bench marking. Because they have a lot of clients, which means they have a lot of general information, but they don’t have enough information ready for competitors.”

What kind of information do you share with NAG?

“Basically we share everything.”

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

No

How should NAG communicate with you on the Internet?

“Yeah. More distant relations. I don’t think that’s better.”

Image of NAG

1. *What do you know about NAG’s background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication

- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship
YES!!

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings (once in a while!!)
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

“I’m quite okay with e-mail, and once in a while - face-to-face.”

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

Nothing

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Normal cooperation – dialogue

Internet – informational feeds / news feeds

“I would split it in half. Normal cooperation - in dialogue, and Internet - informational feed, I would use a sleek newsletter, so they provide me with what innovate in financial information, general market information.”

Interview Transcript 9. Poelstra machinefabriek

Date: 10th April 2014

Time: 14.00 – 14.30

Place: Atoomweg 11, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Poelstra machinefabriek / Technical service, repairing, machine building
/ Groningen region / Director Bert Poelstra

Introduction

1. *How did you get to know about NAG?*
Old relationship
2. *How long is your cooperation with NAG?*
15-20 years with Fred Oldenhuizing; 10 years with NAG, before he came here in the business, had relations previously with Fred Oldenhuizing
3. *Why did you choose NAG?*
NAG was already there in the company, when he came here

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism !
 - assures ability to accomplish

“Experience, professionalism, it’s important, but if they are not friendly (laugh).”

2. *What is most important to trust NAG on the Internet?*
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?

“I am not using Facebook, I never looked at their Website. I am using LinkedIn, but not very much. I am not a fan of that...It takes a lot of time, I don’t see the benefits yet.”

“Product service, what they are doing, Form it must be practical. When I see all the news about Twitter and Facebook. When I see that tweet it doesn’t bother me, it takes time. But that’s my opinion.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
- NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

Knows Fred Oldenhuizing for 20 years, NAG – for 10 years.

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

“When I don’t want it. You don’t must use it. When I put something on Facebook, I know it’s public. You have to know what to put on Facebook or LinkedIn and what not. That’s my opinion.”

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

“The information they use, the information that I can use.”

6. *What means client-orientation of NAG to you? Rank the options given below.*
- Satisfying informational needs of a client **1**
 - Satisfying service needs of a client **2**
 - Satisfying a client with the best result **3**

Why do you think so? What do you think about the rest?

“At first you have to know what the needs of a client are. I think the all three are very important.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.service and product description
 - 3.financial and policy information
 - 4.contact information
- “I never asked them, because we have long relations.”

- *sharing of feelings and thoughts:*
 - 1.engage you in decision-making
 - 2.take into account your opinion
 - 3.involve you in solving problems

What do you think about this? Would you appreciate it?

“It’s normal job they do with us, they advice us. That’s the strong thing about them. I think this is more (the first) in the beginning of the relations, but if you already have relations – this decision-making, opinions, they are talking about, this important.”

What kind of information do you share with NAG?

“Financial information, long-term information, about the possibilities to expand, ideas, because what I say, they make, they can advice financial problems – whether it is possibilities or not.”

What would you change or do better?

Nothing

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

“They receive monthly financial information, once or twice a year, we talk about several things, we have conversation, face-to-face, and the third – providing information, not often. Sometimes we receive newsletters, but it’s not very often.”

Do you want to change it? If yes, how?

“They can advice not only personal, in face-to-face, they can advice with Internet newsletter, about changes on laws.”

How should NAG communicate with you on the Internet?

Internet – newsletters.

Image of NAG

1. *What do you know about NAG's background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

“A lot of face-to-face conversation, telephone, e-mails. That's how we communicate.”

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies
- “It's a combination of things, mostly combination, not one.”

How are these values shown in their behaviour towards you?

“It's a combination of parts I need from them. I am a small company, and mostly we talk to Fred. They know a lot of about one person. It's not only one person about one subject. The main reason why I am working with NAG, they are a small company, there are one or two contact persons, everybody knows about your situation, they have a variety of knowledge about your company. It's not like if I ask about something else, they need to contact another person.”

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Newsletters

“Some new subjects. Changes in law, changes in financial things, they can send newsletters. Normally when we need each other, we do it by e-mail or phone.”

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

Nothing

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

“What I talk about, information message, about news, about developments, it’s always interesting to get to know about that from their point of view, they are professionals”

How would you like to be approached on the Internet?

Internet – information

Dialogue - face-to-face

“I am not a person of e-mail or Facebook, I prefer face-to-face communication. I am not going to the Website (to up-date myself with the news). I prefer newsletters.”

Interview Transcript 10. IT Next

Date: 16th April 2014

Time: 10.30 – 11.00

Place: Emmaplein 2, Groningen

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: IT Next / Mobile Software / Groningen / Director Harry Wagenaar

Introduction

1. *How did you get to know about NAG?*
From colleague
2. *How long is your cooperation with NAG?*
4 years
3. *Why did you choose NAG?*
Tax specialist recommended it to him. Knew Fred, made a list of a few names of accountants. Close to his office

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*
 - treats clients fairly
 - is open in operations
 - involves clients in decision-making
 - takes opinions into account
 - keeps promises
 - has experience and professionalism
 - assures ability to accomplish
2. *What is most important to trust NAG on the Internet?*
 - visual aspects: graphics, layout, colours, pictures
 - background and values of an organisation
 - product/service description and contact details
 - how information is organised

Explain your answer. What do you think about the rest options?

“I am a soft engineer. Probably for a lot of people things are emotional – colours. When I go to a website or mobile, the information should be clear, the information should be right there. Should be functional.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*
 - NAG wants and tries to build long-term relationship with you
 - I value relationship with NAG more than with other organisations
 - I prefer to work with NAG rather than not
 - I have a long-lasting relationship/connection with NAG

Explain your answer.

“I am working 4 years with NAG, seems okay. We don’t want to change too much.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client 1
- Satisfying service needs of a client 2
- Satisfying a client with the best result 3

Why do you think so? What do you think about the rest?

“When I go to the website of NAG I want to get information as soon as possible. Service need is what I need. But best result is too general.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*
 - 1.background and history of a company
 - 2.service and product description
 - 3.financial and policy information
 - 4.contact information

- *sharing of feelings and thoughts:*
 1. engage you in decision-making
 2. take into account your opinion
 3. involve you in solving problems

What do you think about this? Would you appreciate it?

What kind of information do you share with NAG?

What would you change or do better?

“Last time I got a folder, a brochure, but I didn’t read it, I don’t know what to do with it.”

“They do our account, they know everything about the company.”

He shares his opinions with NAG

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

“If there is kind of a lack, I would like them to be more proactive. Usually if we have question, we go to NAG and ask. But it would be good if they come and tell us something, advice.”

How should NAG communicate with you on the Internet?

“Usually information goes on a phone or e-mail. It’s okay. We don’t need social media. Usually what we communicate it’s privacy things, they don’t go on Social Media. If it goes on social media – it should be something general.”

Image of NAG

1. *What do you know about NAG’s background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail

- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally
- “We have a relationship on trust, of course, but also not everything goes good, sometimes there are mistakes, and we are not always happy with it. If something happened, and decision is made, how they react. What’s important, when something goes wrong we can talk about it.”

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

Nothing

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

Nothing

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

“I am an IT man, I am not sure if I will use it. One way. I shall be honest, I don’t have time for this.” Informative messages.

Interview Transcript 11. Van der Loo Optiek

Date: 17th April 2014

Time: 10.00 – 10.30

Place: Rijksstraatweg 178, Haren

Topic: Relationship with NAG and influence of online communication on it

Interviewer: Anna Popova

Interviewee: Van Der Loo Optiek / Haren / Optic Shop / Director Jan H. van der Loo

Introduction

1. *How did you get to know about NAG?*

By a friend

2. *How long is your cooperation with NAG?*

11 years (Started when NAG was called AB, for 2 years)

3. *Why did you choose NAG?*

First conversation with Fred Oldenhuizing, was satisfied, knew Fred when NAG was called AB

Online Public Relations

1. *What makes you trust NAG? You can choose more than one option.*

- treats clients fairly
- is open in operations
- involves clients in decision-making
- takes opinions into account
- keeps promises
- has experience and professionalism
- assures ability to accomplish

“Lately, especially yesterday, for the third time I have to pay too much tax. I pay a lot of money for this company for a year. They do my administration, but also taxes and income. And also each year I don’t know how much tax I have to pay. But also Fred is a very good friend of mine. I don’t understand why I have to pay, why you don’t have within some limit.”

2. *What is most important to trust NAG on the Internet?*

- visual aspects: graphics, layout, colours, pictures
- background and values of an organisation
- product/service description and contact details
- how information is organised

Explain your answer. What do you think about the rest options?

“Don’t use any social media. “I don’t think I can help you much here. It’s not important for me. I have a shop, I have to look into my own, if I can look into my own account and if I have a nice overview, it’s an option for me. I don’t have time. I want you to have in the shop, to assist it all, it’s very handy to have a girl like this. It’s important if you want to get bigger. I don’t need that.”

“I want to have a company NAG. When I have a trouble or a question, I want to call and to talk to the right person, who can advice me, I don’t want to look for information myself.”

3. *What makes you maintain relationship with NAG? You can choose more than one option.*

- NAG wants and tries to build long-term relationship with you
- I value relationship with NAG more than with other organisations
- I prefer to work with NAG rather than not
- I have a long-lasting relationship/connection with NAG

Explain your answer.

“I don’t know other organisations. The thing with a tax happened third time since 2011 and it might be a break point.”

4. *Do you agree or disagree that website and social media communication provides:*

Website:

- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- level of quality of an organisation (up-to-date, trustful)

Social Media (Facebook and LinkedIn):

- lack of control over communication
- lack of control over spread of information
- lack of quality of information
- personalised approach
- ease of access to information
- constant communication and immediate response
- level of quality of an organisation (up-to-date, trustful)

“I don’t trust Internet. Only direct contact with banks. I don’t take risks in life. I don’t like Internet.”

5. *What features of online communication would make you maintain relationship with NAG?*

- access to information
- contact information
- pictures and general graphics
- ease of use
- client-orientation of the website and social media page

Why do you think so?

“I don’t use it yet. Access to information is important, but access to my own information, to my own account. Ease of use, it must be easy to use. I want to be known by Fred Oldenhuizing, he must know everything about my company

and advice us this or that, what is better and he should say. 3 or 4 times we meet each other in a year and I would like to have some kind of information.”

Internet

“I get a feeling I have to pay for this. Probably Mr. Oldenhuizing spends much money for this. I don’t need this. I need it simple, I don’t like fancy things.”

6. *What means client-orientation of NAG to you? Rank the options given below.*

- Satisfying informational needs of a client **1**
- Satisfying service needs of a client **3**
- Satisfying a client with the best result **2**

Why do you think so? What do you think about the rest?

“I need information that makes me happy, and after that I need a good result, and the service needs, of course it’s important.”

7. *How open is NAG in the relationship with you? You can choose several options from both of the categories given below:*

- *sharing of organisational information:*

1. **background and history of a company**
2. service and product description
3. **financial and policy information**
4. contact information

- *sharing of feelings and thoughts:*

1. **engage you in decision-making**
2. **take into account your opinion**
3. **involve you in solving problems**

What do you think about this? Would you appreciate it?

“They don’t share anything. I don’t need that, I know Fred Oldenhuizing for a long time. It’s always good to get to know how things are going. When Fred is coming we always have a nice conversation.”

“At this time everybody has computers, Internet. I almost have double administration. NAG has a computer system, we also have computer system here, so everything is double. And I think: does it worth money? But you might know how to do job easier. I am traditional. I like traditional quality.”

What kind of information do you share with NAG?

“They don’t have secrets from me. I have a very good relation with Fred, and if I have question I can always ask them.”

What would you change or do better?

“I am not specialist in finances, I am a hard worker in the shop. So I need to be cared of, to have good administration. Every client, small or big, is important for me, cause every client brings new client.”

8. *How does NAG communicate with you?*

- shows interest in listening to you and is engaged in conversation with you
- receives information from you only
- provides information to you and is not expecting to hear from you in return

Do you want to change it? If yes, how?

No

How should NAG communicate with you on the Internet?

“Sometimes I get newsletters. But it’s average. It’s nice if I have newsletters for my shop. Tailor-made advice is better. To feel they’re working for me, personal.”

Image of NAG

1. *What do you know about NAG’s background and products/services?*

- accounting and consultancy company
- established in 2004
- services: accounting, consultancy management, audit, advice on taxation, subsidy, legacy and finances
- main focus - Dutch market
- fields: construction and trading
- clients: ICT, medical care, restaurant and hotel business, agriculture and consultancy

How did you get to know about it?

- website
- face-to-face communication
- word-of-a-mouth communication (from friends, business partners, networking)
- media/press
- phone
- e-mail
- newsletters
- letters
- social media
- business fairs

2. *What are the main values of NAG?*

- loyalty, trust, quality, reliability, simplicity, professionalism, ICT technologies

How are these values shown in their behaviour towards you?

- works in close cooperation with clients, guarantees maximum control and attention to data and analysis, delivering modernised services, treating each client equally

“I know he has a quality in the house, so I want to feel it more, I miss it somehow, miss that they are concerned about me.” “I think they should give the good advice so I have to pay more. They have to tell upfront that we have

to pay a little bit more tax. Professionalism is questioned, they are accountants, should tell if I have to pay a lot more in advance.”

What influence does it have on the duration of your relationship?

- long-term (5-10 years) or short-term (1-5 years) relationship

3. *How does NAG approach you as a client? You can choose several options.*

- face-to-face communication/meetings
- phone
- e-mail
- newsletters
- letters
- media/press
- website
- social media
- business fairs

What should be changed or done better?

E-mail.

4. *How do you communicate with NAG?*

- newsletters, reports, memos, free publicity
- discussions, meetings, advertising and educational campaigns
- consultation, debate
- early incorporation, collective problem-solving

What should be changed or done better?

E-mail communication

5. *How would like to be approached by NAG?*

- Informative messages about developments and news
- Persuasive, expert communication of NAG with you
- Dialogue - possibility to provide feedback and evaluation to NAG

How would you like to be approached on the Internet?

Not a user