

The Key to SharePeople's Branding Strategy



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Date: June, 2012

Title Page

Title:

Creating a branding strategy for SharePeople

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Date:

June, 2012

Foreword

June, 2012

This thesis is written as completion of the bachelor study International Business and Management Studies under teaching supervision of lecturer and PhD. candidate Edwin Weesie, University of Applied Sciences Utrecht, and Marketing and Communications Manager Jonne Zweers, SharePeople. The research was executed during a 20-week internship at the Dutch organization SharePeople.

The study International Business and Management Studies provides students with an insight in all the different aspects of an international business and how these aspects are interconnected. Marketing subjects have always had my preference and SharePeople was in need of advice on a new branding strategy. I hope this thesis will help SharePeople as much as it has taught me writing it and conducting the research.

I would like to thank my supervisors, Edwin and Jonne, for being of great help during the development of this thesis and colleagues at SharePeople for being so supportive and letting me be part of the team. Finally, I am indebted to my parents and my boyfriend, who rendered me much help and great support throughout my study and during my research.

Liza Heykoop

Executive Summary

SharePeople is a partly subsidized organization in Utrecht which connects social entrepreneurs in developing countries with experts from companies in Europe. The organization is in need of a new branding strategy in order to increase sales and therefore the research question for this thesis is; “What branding strategy should SharePeople follow in order to increase sales with 14 percent from companies in the Netherlands within one year?” To form the branding strategy the Brand Key Model, a branding model developed by Unilever, will be used. This model highlights the eight most important aspects of branding; competition, target market, consumer insight, values and personality, reason to believe, discriminator, and the brand essence. These eight stages are also the sub questions for the research questions.

For the description of SharePeople’s competition and target market, desk research has been conducted. In order to collect input from SharePeople’s customers and non customers and employees, qualitative research has been conducted in the form of semi-structured interviews. The Rokeach Value System (RVS) typology was used to collect information about the customer’s values. In order to draw conclusions from the interview data, qualitative analysis was performed to gather necessary input for the branding strategy. Quantitative analysis was used for the analysis of the RVS lists.

A few restrictions were faced during the research. First, the amount of interviews and face-to-face encounters with the customers and non customers was limited due to planning restrictions. Second, answers from the interviewed customers and non customers show a bias towards CSR programs and related topics due to SharePeople’s previous branding strategy. Third, due to the fact that SharePeople performed little or no research concerning branding in the past and the fact that the conclusions are based on opinions which cannot be found on the internet or in databases, there was no opportunity to triangulate the findings. Therefore, the findings are not universal, but tailored to SharePeople’s situation.

The most important findings of the research in this thesis is the fact that SharePeople’s unique selling points are the combination of CSR and personal and professional development of employees, SharePeople being a young and modern company, with a modern vision on development aid, and SharePeople provides a tailor-made service. Another important finding is that SharePeople should use testimonials and guarantees in their marketing in order to give their customers Reasons to Believe.

It is recommended to conduct additional research that should be performed in order to make this research even more complete. Recommendations are to perform more interviews with customers and non customers, monitor sales after implementing the branding strategy, update branding strategy after internal transition by continuously asking feedback from customers and non customers, and perform a more extensive competitor analysis by conducting more field research.

The theoretical implication of the findings in this research is the fact that the Brand Key model has been successfully applied to a service company, which was not its original application. On the other hand, this research also has a practical application. The aim of this research is to advise SharePeople to apply a specific branding strategy that is tailor made for the organization. The findings in this research are not solely informative when creating a branding strategy; customer insights are also important when setting a price, developing a product or service, and when writing a complete marketing plan.

The recommended brand essence for SharePeople's branding strategy is;

- ❖ SharePeople is to ShareSuccess
- ❖ SharePeople is to ShareDevelopment
- ❖ SharePeople is to ShareVision
- ❖ SharePeople is to ShareTogether

Additional recommendations are to use this brand essence in the organization's marketing and all other manners of communicating to the target market. It is also recommended that the new branding strategy is clearly communicated internally and that SharePeople's employees can relate to the new strategy. Finally, it is recommended to SharePeople to create more focus within the organization.

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Glossary of Terms

This section explains important definitions used throughout this thesis.

Ambassadors: experts that already participated in a SharePeople program, one or more times. These ambassadors are often very loyal to the organization and are sometimes deployed during promotional presentations about SharePeople and sales meetings.

Business case and program: Business case and program refer to the period (two to six weeks) that the expert will be in a developing country empowering a social entrepreneur.

Corporate Social Responsibility: is very broad term and used by many different companies for many different purposes. According to the Commission for the European Communities CSR is “a concept whereby companies integrate social and environmental concerns in their interactions with their stakeholders on a voluntary basis”. (Girod & Bryane, 2003) hold a different view on the concept and describe CSR as “a key tool to create, develop, and sustain differentiated brand names”.

In this research CSR refers to undertaking projects whereby the companies want to share the company’s success and give back to society, and/or to improve engagement of the employees.

Experts: the people that go on a business case through SharePeople. These people are called experts because they will go to a developing country to empower a social entrepreneur there, by sharing their knowledge and expertise. These experts can decide to go on a business case on their own initiative but are also the people that are chosen by their employer to go on a business case.

Non customers: relevant companies that have shown interest in SharePeople and its services, and had personal contact with SharePeople’s employees to discuss the possibilities to work together. These companies have not chosen for SharePeople and, in most cases, have chosen to work with a competitor.

Social entrepreneur: an entrepreneur that either makes an impact on society with his or her core business by providing jobs, energy, clean drinking water, etc., or is an entrepreneur who invests time, knowledge, and/or money to make a positive impact on society.

1. Introduction

"A brand that captures your mind gains behaviour. A brand that captures your heart gains commitment." (Talgo, 2012)

The American Marketing Association's definition of a brand was "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler, 2000). This definition was created before a major shift in the view on branding occurred. Before the shift, brands were just another part of the marketing in order to sell goods and services. Aaker and Joachimsthaler (2000) state that short-term results were the main goal of the traditional branding model. Kapferer (1997) discusses that the different approach towards branding strategies became clear when firms started to buy a place in the mind of the consumers, rather than buying production capacity (p. 23). Branding shifted from being purely a sales tool, to a much more valuable asset created through brand value perceived by the customers. Saunders & Watters (1993) believe that "branding is about identifying a target market and then developing a product and a brand personality with which the target market will identify and will prefer". Since every company and organization is different, so are the branding strategies.

The objective of this thesis is to answer a research question and to deliver an advisory report that is useful for the company and will also help me, as a student and future young professional, to develop myself personally and professionally. This question is formed with the input from the internship organization, SharePeople, and from the Hogeschool van Utrecht. The research question that will be answered during the internship at SharePeople is: "What branding strategy should SharePeople follow in order to increase sales with 14 percent from companies in the Netherlands within one year?"

SharePeople is a partly subsidized organization in Utrecht which connects social entrepreneurs in developing countries with experts from companies in Europe – mostly in the Netherlands and Belgium. The companies work together on a business case, which is focused on optimizing the social enterprise in the developing country. The entrepreneur in the developing country is empowered purely by exchanging knowledge, not money, and for the European experts the whole experience is a way to develop themselves personally and professionally.

The organization is in need of a new branding strategy due to an internal strategic shift. SharePeople has previously been focused on matching individual experts, with or without the support of a

company, with individual social entrepreneurs in developing country. For 2012, the organization has shifted its focus to attracting European, but mostly Dutch, companies that want to adopt SharePeople in their CSR and/or their talent program. This shift in strategy is mainly due to the fact that SharePeople is not meeting their previous set targets. Meeting these targets is essential for the organization, since they form the basis for the decision of the Dutch Ministry of Foreign Affairs to assign subsidies. This governmental funding is a current issue, since SharePeople is very likely to lose these subsidies in 2015 – a result of financial cuts at the ministry. Therefore it is crucial that the organization develops a strategy in order to increase sales and become self sufficient. According to SharePeople's financial documents this increase must be at least fourteen percent. The percentage is based on SharePeople's budget for the next five years that states that sales from corporate deals must increase from €70,000 in 2012 to €80,000 in 2013. The recommended branding strategy should lead to an improved brand image and that will eventually lead to increased sales.

To form the branding strategy, the Brand Key Model, a branding model developed by Unilever, will be used. This model highlights the eight most important aspects of branding; competition, target market, consumer insight, benefits, values and personality, reason to believe, discriminator, and the brand essence. The chapter 'Methodology' explains all the different methods of research used in this thesis. This chapter will also elaborate on the analysis and restrictions, and the justifications of these restrictions. The findings of this research are placed in the Brand Key Model and are to be found in the chapter 'Findings'. Recommendations for further research, the most important findings, and how this research fits in a broader context are explained in chapter 'Discussion'. Finally, in the chapter 'Recommendations' the brand essence is explained and the recommended branding strategy will be presented.

The employees at SharePeople and the International Business and Management Studies lectures at the Hogeschool van Utrecht are the audience of this thesis. It may be assumed that both groups of people already have generic knowledge on branding, gained during their working experiences in business and/or the classes that they teach.

2. Methodology

This chapter will describe the research questions and sub questions, which methods are used for research, the restrictions during the research, and the justification of these restrictions.

2.1. Research Question

The research question for this thesis is; “What branding strategy should SharePeople follow in order to increase sales with 14 percent from companies in the Netherlands within one year?”

2.1.1. Sub Questions

To form the branding strategy the Brand Key Model, a branding model developed by Unilever, will be used. This model highlights eight most important aspects of branding; competition, target market, consumer insight, values and personality, reason to believe, discriminator, and the brand essence. These eight stages are the sub questions for the research questions and will be answered in the chapter ‘Findings’. The intention of the model is to take stock of all relevant information for the eight stages. The input for the different sub questions is collected through desk and field research.

The model also does not include a distinction between product- and service brands. Since SharePeople is a service brand and this fact is of influence for its branding, this is added as a sub question.

2.2. Methods

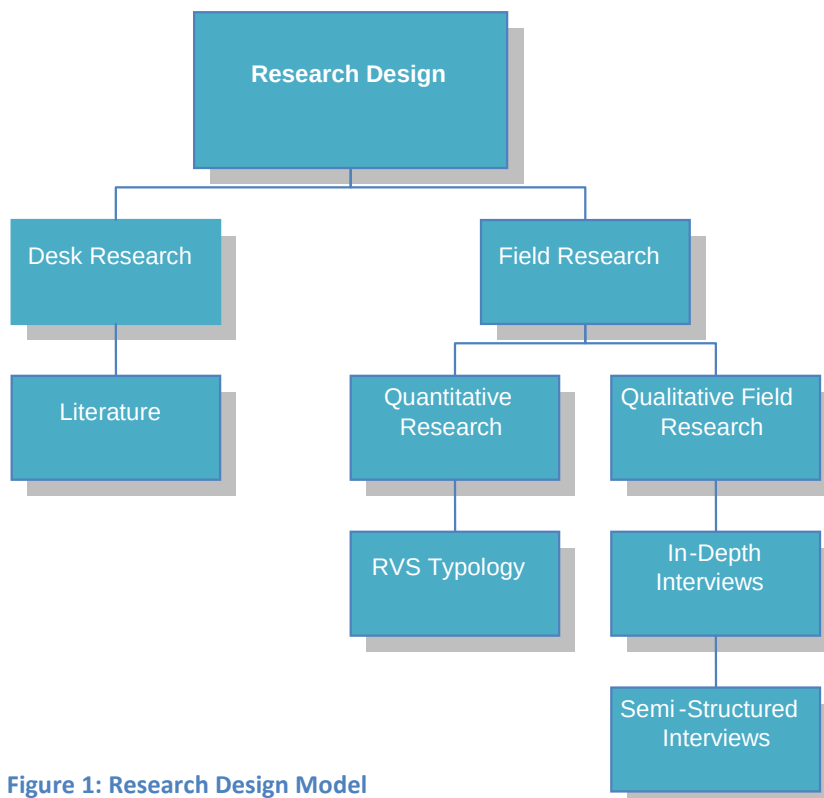


Figure 1: Research Design Model

2.2.1. Desk Research

For the description of SharePeople's competition and target market, desk research has been conducted. This means that the information for these sections was retrieved from websites, journals and articles. In addition, internal documents were used as input.

2.2.2. Field Research: Interviews Customers and Non Customers

According to Denzin, Norman, and Yvonne (2005) qualitative research is a method for data collection employed in many different academic disciplines, traditionally in social sciences, but also in market research. In order to collect input from SharePeople's customers and non customers, qualitative research has been conducted in the form of interviews. The type of interviews is chosen to be appropriate for the research is a semi-structured interview. Semi-structured interviews are non-standardized; there is a list of key themes, issues, and questions to cover during the interview, but there is also space for additional questions and there are no pre-set answers for the respondent to choose from (David & Sutton, 2004). This type was chosen because according to David and Sutton (2004) this type of interview is not used to test a specific hypothesis, but as Gray (2004) adds, to give the interviewer opportunities to explore views and opinions of the respondent.

The interviews were carefully designed with the input from SharePeople's employees and with the Brand Key model in mind. First the interviewees were asked to introduce themselves. Second, they were asked to elaborate their first contact with the organization. Third, questions were asked about why or why not they decided to work with SharePeople, about competition, budget, opinions about the service, and the future plans of the company. All interviews were taken in Dutch so that the interviewees could speak more freely in their mother tongue, and can be found in appendix 7.2.

2.2.3. Field Research: Interviews SharePeople Employees

The interviews with SharePeople's employees were also semi-structured interviews. These interviews also began with the opportunity for the employees to introduce themselves. Then they were asked what their exact role and function is within the organization, and what they think the USPs, target market, competition, etc. of SharePeople are. The interviews can be found in appendix 7.3.

2.2.4. Field Research: RVS Typology

"The Rokeach Value Survey (RVS) is a classification system of values" (Rokeach, 1973). The method consists of two sets of values; terminal and instrumental values with 18 individual value items in each. The typology is often used as a simple method to find out what the values of a target group are. All of SharePeople's six corporate customers were asked through an email to place the values in the RVS lists in terms of personal importance. The response to this email was 60% and those results are used for this section. The RVS lists can be found in appendix 7.4.

2.3. Analysis

In order to draw conclusions from the interview data, qualitative analysis was required to gather necessary input for the branding strategy. During the qualitative analysis the data from the transcribed interviews that was relevant for the Brand Key Model were highlighted and compared. Conclusions were drawn on the information of how often several aspects were mentioned in the different interviews.

For the quantitative analysis of the RVS lists the values were assigned points; the highest rated item received eighteen points, the least important item received one point. This was done for every RVS filled out by SharePeople's customers. Subsequently, the respective points per value were added. The three values with the highest score were regarded to be most important to SharePeople's customers. The documents for this analysis can be found in appendix 7.4.

2.4. Restrictions and Justification

Conducting multiple interviews for this research was a challenge due to planning restrictions, as well as the large amount of qualitative data that had to be processed. The amount of interviews for this research was ten in total; five interviews with the organization's customers and five with the organization's non customers. This amount was based on time restrictions and the restricted number of SharePeople's customers and non customers.

Three of the five interviews with customers and non customers in this research were taken during a face-to-face encounter, while the other two was taken via telephone. It would have been preferable to take every interview face-to-face encounter, however some customers and non customers were not able to give a face-to-face interview due to planning limitations.

What is not taken into account during this research is the fact that the organization's current customers have responded to the former CSR-focused branding of SharePeople. Therefore it can be assumed that the answers from the interviewed customers and non customers show a bias towards CSR programs and related topics.

Another major restriction in this research is the lack of opportunity to triangulate or cross check the information with other data in order to check its credibility. This is due to the fact that SharePeople performed little or no research concerning branding in the past and the fact that the conclusions are based on opinions which cannot be found on the internet or in databases. In order to secure the validity of the data without triangulating, different groups of people are being interviewed and different methods are used.

3. Findings

In this chapter the findings of the research will be explained. Data retrieved from literature and the interviews with customers and non customers are used as input in this chapter.

Review of the available literature reveals several important factors for successful branding:

- ❖ Identification of a target market, to understand their needs, beliefs and values (Kotler, 2000).
- ❖ Development of a product and brand personality that match the target's preferences (Saunders & Watters, 1993).
- ❖ Extensive research into the needs and desires of customers and non customers, as well as analysis of how the competition views these needs (Sowder, 2006).
- ❖ Extension of the brand identity beyond the logo; incorporating the organization's values, personality, and defining attributes representing the company and its products (Faust & Eilerton, 1994).

A review of the literature also revealed a lack of comprehensive models regarding branding strategies. However, one model combines all the important aspects of branding mentioned in the literature; the Brand Key Model. The European Institute for Brand Management describes the Brand Key as a model “that can be used to position brands” (EURIB, 2011). The model has been developed by the Dutch/English consumer goods multinational Unilever and is used by small to large sized companies in widely varying sectors for determining branding strategies. After studying the literature on branding and the fact that the Brand Key is developed and used by Unilever, and is recommended by The European Institute for Brand Management, the Brand Key Model was chosen to be most appropriate for this research.

The intention of the model is to take stock of all relevant information for the eight stages. This can, and should, lead to differentiating and relevant brand positioning.

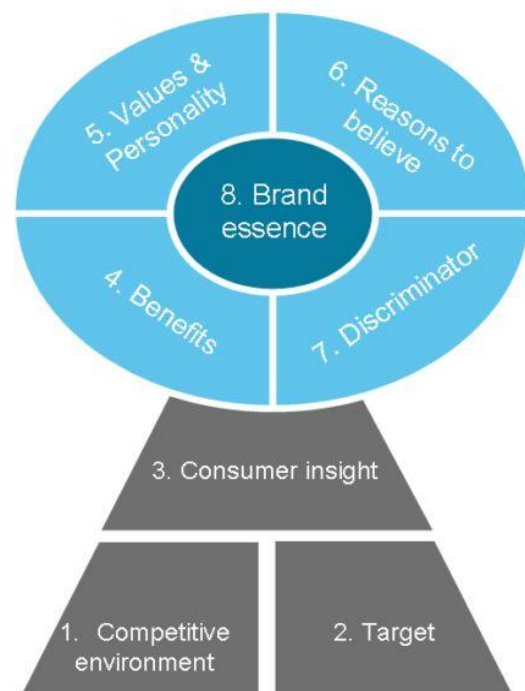


Figure 2: Brand Key Model

3.1. Service Branding

According to Zeithamel, Parasuraman, and Berry (1985) service branding consists of four unique features: (1) intangibility; (2) inseparability of production and consumption; (3) heterogeneity and (4) perishability. Due to the fact that the differences between different service products are difficult to determine because of their inherent features, the consumer seems willing to pay higher fees for services from companies with a strong reputation (Firth, 1993). Many experts, e.g. Thomas (1978), Knisley (1979), and Onkvisit and Shaw (1989) add that recognizing the company as a brand, characterized by a distinctive corporate identity, and image and personality, is considered to be a critical service-branding strategy. When implemented correctly, this strategy will provide endorsement, recognition, acceptance, and will make the service more tangible by creating a strong brand image.

Not only is a strong corporate brand attractive for customers, according to Peklo (1995) “a corporate brand gives coherence to employees’ behavior”. Gelb and Gelb (1991) believe that this coherence will lead to a more homogenous service. Chernatony and Riley (1997) add that making branding an external as well as an internal activity “may help ensure consistency across time and differing situations, without imposing inflexible codes of practice”.

The same authors made the point that “regardless of whether they are goods- or service-based, brands are a blending of rational and emotional components, that they can thrive by building a relationship with customers, based on trust, and that both goods and services brands symbolize an ability to satisfy consumers’ needs”. However, Chernatony and Riley (1997) claim that strong service branding, unlike product branding can work as a virtuous circle; a strong brand provides a focus for both consumers and employees, the employees will be more motivated and will deliver consistent and better services, which will make the consumer more satisfied, this will differentiate the brand from its competitors, finally favorable word-of-mouth spreads that in the end should also help making the brand image stronger.

3.2. Brand Key Model SharePeople

Key findings with regards to the eight stages of the Brand Key model can be found in Figure 3. This model provides a clear overview of the most important findings for SharePeople and will lead to the brand essence and a custom-made branding strategy for SharePeople. Following the model the different stages will be further elaborated upon and supported with literature.

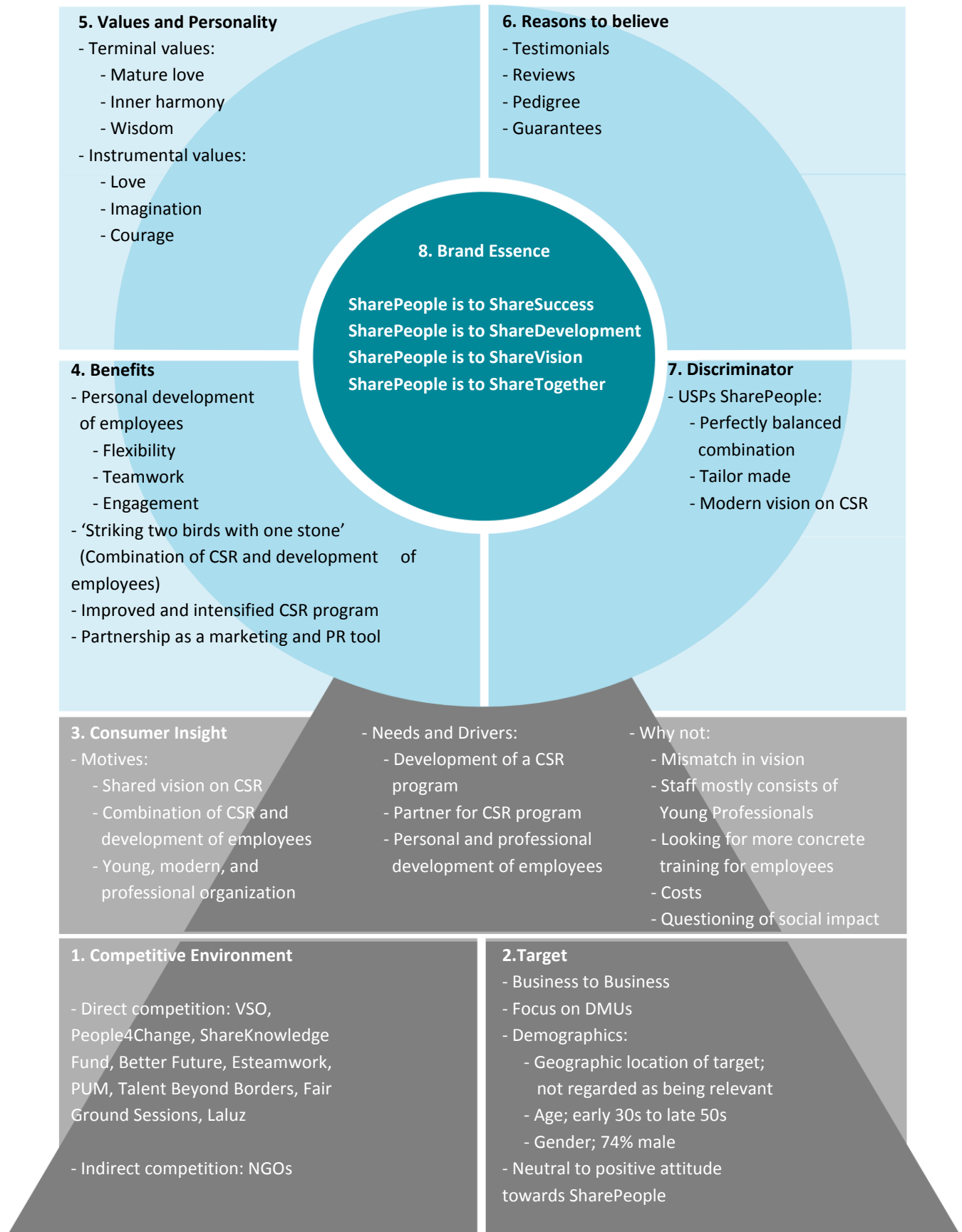


Figure 3: Key Findings SharePeople in Brand Key Model

3.2.1. Competitive Environment

Analyzing the competitive environment is this first step in the Brand Key Model. This means taking stock of the brands/products that a customer can consider when making his/her purchase decision (EURIB, 2011). Kotler *et al.* (2008) add that a competitor analysis is “the process of identifying, assessing, and selecting key competitors”. Competition can either be direct; a business offering the same product or service to the same market, or indirect; a business offering the same product or service to a different market (Delaney (1994) and Pinson and Jinnett (1996)). At this stage it is not only important to identify the competitors, but also consider how they position themselves in the market and what their target market is. Porter (1991) claims that especially small organizations cannot rely on the inertia of their market place for their survival and must map their competitive environment with a particular clarity so that they can protect their position. According to Kotler *et al.* (2008) a company must find out all it can about its competitors in order to plan an effective marketing and branding strategy.

None of SharePeople’s nine identified direct competitors (see figure 3 and appendix 7.1.) offers a service that is entirely similar to SharePeople’s service. NGOs are the organization’s most important indirect competitors. Even though none of SharePeople’s organization offers exactly the same service, the organization should constantly compare its strategies, products, promotions with its close competitors, and find areas of competitive advantage and disadvantage.

3.2.2. Target

A target market is a group of customers that an organization has decided to aim its branding efforts and ultimately its marketing towards (Kurtz, 2010). One of the most important aspects of successful marketing is to know who your target market is in order to know to whom you are communicating, what appeals to them, what their opinion about the organization is. Therefore, the second step in the Brand Key Model is to identify the target. The target thus describes “the person or situation for which the brand is always the best choice” (EURIB, 2011).

SharePeople’s perfect target customer is a male or female manager with strategic decision making authority and works at a company that is either interested in developing its employees personally and professionally, is looking for a partner for its CSR policy, or is looking for a combination of both. The companies where the managers work must have employees who are 25 to 64 years of age and who have at least five years of working experience in his or her expertise. It does not matter whether the company is located in the Netherlands.

3.2.3. Consumer Insight

Consumer Insight explains the motives for customers to work with SharePeople, the needs that drive customers to go to the market place and look for a partner like SharePeople in the first place, but also the motive for people to not work with SharePeople. It is crucial to know what the needs, wants, and demands of your target market are (Kotler, 2000). For this section the information obtained during the interviews with SharePeople's customers and non customers is analyzed, and are compared with internal documents.

The main motives for working with SharePeople mentioned by the interviewed customers were: a shared vision on CSR (60%), a well-balanced combination of CSR and development (80%), and a young, modern, and professional organization (60%). The needs indicated by the interviewees for looking for a partner like SharePeople were: the need for a CSR program (30%) or a partner for an already existing CSR program (40%) and the need to develop employees personally and professionally (50%). The main reasons indicated by the interviewed non customers for not working with SharePeople were: not enough overlap with the needs of the customers and the service offered by SharePeople (60%), no programs for young professionals (40%), trainings are not concrete and specific enough (40%), high costs (40%), and the fact that some of the interviewed non customers are not convinced by the social impact SharePeople makes (20%).

3.2.4. Benefits

The first three steps of the Brand Key model were outward focused. The next four steps of the model have a more inward focus. In this chapter all benefits that SharePeople's interviewed customers can and have experienced will be explained. A benefit answers the question raised by every customer before buying a product or service; "what's in it for me?", and can have a purely functional or practical nature as well as a psycho-social nature (EURIB, 2011). Communicating the benefits of a product or service is often mistaken for describing the features of the product or service. Even though features are also important to communicate, it will not be the ultimate driver for the actual purchase.¹ Inputs for this section are internal documents, interviews with SharePeople's employees, and customers.

The interviewed customers have indicated the following main benefits perceived from making use of SharePeople's service: personal and professional development by employees, the fact that the customers kill two birds with one stone with the combination of CSR and development, and that the customers can use a SharePeople program for their own PR and marketing.

¹ <http://www.entrepreneur.com/article/34942>

3.2.5. Values and Personality

The RVS typology is applied to find out what the most important terminal and instrumental values of SharePeople's customers are. These values can be seen as the mission and vision of the customers and will be compared with the mission and vision of SharePeople to identify similarities and differences. SharePeople's current mission is: "Empowering social entrepreneurship in the world". The organization's current vision is "The end of worldwide poverty, driven by social entrepreneurship powered by availability of business knowledge". It must be noted that SharePeople has already decided to adjust this mission and vision.

The four customers asked to fill out the RVS list have mature love, inner harmony, and wisdom indicated as their vision. They want achieve this with the values of love, imagination, and courage. Except for mature love, these values match what SharePeople can offer their customers and should be used in the branding strategy.

3.2.6. Reasons to Believe

Hall (2001) created a list of "Reasons to Believe" for customers. This list can be used by organizations as tools to promote their product or service as successful as possible. The main reasons to believe are kitchen logic, personal experience, pedigree, testimonials by third parties, and guarantees.

Testimonials and reviews are the best reason to believe SharePeople should use when communicating with the target customers. Together with the emphasis on pedigree and guaranteed success, SharePeople can create valid and trustworthy reasons to believe for its branding.

3.2.7. Discriminator

This section will clarify the SharePeople's Unique Selling Points (USPs). According to Reeves (1961), a USP is a specific benefit for the customer, something a competitor cannot do or does not offer, and can attract new customers. The input for this chapter will be the interviews with SharePeople's customers and employees, and the chapters on the competitive environment and consumer insights.

SharePeople's USPs are the perfect combination and balance between CSR and development of employees, tailor-made programs, and the fact that the organization shares the same modern vision as its customers. These aspects are unique, credible, and relevant to the consumer insights, and therefore form SharePeople's unique selling points.

3.2.8. Brand Essence

The Brand Essence is an integral part of the marketing strategy and recommendations, and will therefore be further discussed in the chapter 'Conclusions and Recommendations'.

4. Discussion

This chapter will explain the key conclusions, related to expectations and literature, any contradictions and exceptions, and advises on the additional research that is needed. It will also clarify how the findings fit within the bigger picture.

4.1. Key Conclusions

The first and most important conclusion is the identification of SharePeople's three USPs. These USPs are directly connected to the customers' needs and drivers, reasons to believe, and their values and personality.

- ❖ The combination of CSR and personal and professional development of employees: While there is currently no research on the success of a combined approach to CSR and employee development, research on the importance and success of CSR and development of employees for a company is readily available. This result is a contradiction to SharePeople's employees' view on the main benefits of the organization's service.
- ❖ SharePeople being a young and modern company, with a modern vision on development aid: This is mentioned by the organization's interviewed customers and connects to the first USP.
- ❖ SharePeople provides a tailor-made service: It is connected to a strong Reason to Believe; a guarantee that the project will fit the customer's needs. None of the competitors seem to offer a similar tailor-made approach, but it is not currently emphasized by SharePeople.

The second important conclusion is that SharePeople should use testimonials and guarantees in their marketing. Theory supports testimonials and guarantees to be two of the most successful Reasons to Believe for customers in general, and are tools that SharePeople has been successfully applying over the last few years.

4.2. Additional Research

The chapter explains the additional research that should be performed in order to make this research even more complete. This additional research is in different fields.

During this research five customers and five non customers were interviewed. This amount is due to limitations discussed earlier. A larger number of interviewees will help creating a more substantiated view of SharePeople's Customer Insight. It is therefore recommended that SharePeople conducts additional interviews with future customers and non customers.

SharePeople's strategy states that sales must increase with fourteen percent within the following year. Unfortunately, it is impossible to accurately and quantitatively estimate the effect that

branding will have on sales. However, since branding is an integral part of SharePeople's new strategy, it is advised to keep better track of sales after implementation. This will aid in the qualitative assessment of the newly implemented strategies.

SharePeople is going through a major internal transition and the mission and the vision, the values, the organization's services, etc., are being analyzed and revised. This affects the data because SharePeople's customers have given their opinion about an organization that no longer exists in the same form. Even though the organization's service is still very similar and the research and recommendations in this thesis are still valid and valuable to SharePeople, the organization should continue researching the motives, needs, etc., of the customers to keep their branding updated after the transition.

Since SharePeople performed little or no research concerning branding in the past and the fact that the conclusions are based on opinions which cannot be found on the internet or in databases, there was no opportunity to triangulate the findings. The additional research recommended above is also essential in order to create the opportunity to triangulate and to validate the data.

The information about the competitors indicated by SharePeople's customers and employees was retrieved from the competitors' websites and a list created by SharePeople in 2006. Even though two sources were used that are assumed to be reliable, it is recommended that the organization performs field research regularly to make the competitor analysis more complete and up to date.

4.3. Broader Context

The theoretical implication of the findings in this research is the fact that the Brand Key model has been successfully applied to a service company, which was not its original application. This is due to the fact that the branding strategy is tailor made for SharePeople and should be adapted when applied to any other organization. However, the different aspects of the branding strategy are all in general supported by theory. This research also has a practical application, namely to advise SharePeople to apply a tailor-made branding strategy. The model could be used by similar organization as inspiration but must be adapted with information from own customers. Yet, the Brand Key model can be used by any organization as a tool to create its own branding strategy.

The findings in this research are not solely informative when creating a branding strategy; customer insights are also important when setting a price, developing a product or service, and when writing a complete marketing plan. Since SharePeople is going through an internal transition and is adapting the aspects mentioned above, the organization could use this report with additional research to support any revisions.

5. Recommendations

5.1. The Brand Essence (Point eight in the Brand Key Model)

The brand essence is, according to the Brand Key Model, “the distillation of the brand’s generic code into one clear thought”. In other words; the brand essence characterizes what the brand stands for in the mind of the consumers and should be viewed as a long-term positioning.

❖ *SharePeople is to ShareSuccess*

Sharing success acts upon the mentioned needs for a CSR program or the need for a CSR partner. It also matches the value of love and inner harmony, and the motives of ‘giving back’. To prevent potential customers from doubting the actual impact made in the developing countries, testimonials and reviews of customers while being on a program should be used.

❖ *SharePeople is to ShareDevelopment*

Emphasizing that SharePeople is a way to share knowledge refers to the win-win situation; helping social entrepreneurs in developing countries to be more successful while engaging and developing employees. Engaging and developing employees responds to the benefits and the customers insights, but also to the value of imagination and courage. For this aspect of SharePeople’s service testimonials and reviews of other customers should be used.

❖ *SharePeople is to ShareVision*

Customers have indicated to think of SharePeople as a young, modern, and professional organization with a modern vision on CSR and especially development aid. The fact that SharePeople’s offers a service were social entrepreneurs in Europe can empower social entrepreneurs in developing countries as part of this modern vision this should be empathized towards potential customers. For this aspect of the service testimonials and reviews should also be used in the communication.

❖ *SharePeople is to ShareTogether*

One of SharePeople’s USPs is that its services are always tailor made and ShareTogether refers to creating a service together, SharePeople and the customer. Guarantees should be used to convince and ensure potential customers that the program will only take place when they are satisfied. Pedigree should also be used to communicate that the organization is experienced and the employees are experts in this field.

5.2. Additional Recommendations

The brand essence for SharePeople should be used in the organization's marketing and all other manners of communicating to the target market. It is important for an organization to be consistent with communication and therefore it is recommended that SharePeople should update its entire media like flyers, presentations, and promotional material.

The next recommendation connects to the fact that SharePeople is an organization selling a service. It is of great importance to get the organization's employees engaged to the branding strategy. It is recommended that the new branding strategy is clearly communicated internally and that SharePeople's employees can relate to the new strategy. They are the ones that have direct contact with the customers and they determine the quality and consistency of the service.

It is also recommended to SharePeople to create more focus within the organization. SharePeople's target market is currently very broad and that makes it difficult to create a branding strategy appeals to such a large market. If SharePeople would decide to focus on one or a few branches or on specific Decision Making Units it would enable a branding strategy to also be more specific and is likely to be more successful.

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7. Appendix

7.1. Competitor Analysis

This table provides an overview of all the different competitors indicated by internal documents, SharePeople's employees, customers, and non customers. It also shows which competitor has been indicated by whom and with what frequency.

Competiton mentioned by:	SharePeople's Internal documents	SharePeople's Employees	SharePeople's Customers	SharePeople's Non Customers
Direct competition:				
VSO	X			X
People4Change	X	X	X	
ShareKnowledge Fund	X			
Better Future	X	X		X
EsteamWork	X	X		
PUM	X	X		
Talent Beyond Limits	X	X		
Fair Ground Sessions	X			
Laluz	X			X
Indirect competition:				
- NGOs:	X		X	X
Cordaid			X	X
the Red Cross				X
the Fund for the Mentally Disabled				X
WarChild				X
ICCO			X	
- Training companies		X		

7.2. Interviews Customers and Non Customers

Customer Interview 1

Voorstellen

- Bedrijf: Talent & Leadership programs at Capgemini
- Functie: Talent & Leadership programs at Capgemini
- Sinds 2000
- Werkervaring: Spanish teacher, Spaans at Universiteit Utrecht

Leren kennen van SharePeople

- Eerste contact SharePeople: 2010, wilde een programma oprichten als initiatief van een consultant, Capgemini had het bedrijf BAS (?) overgenomen en daar hadden mensen mee gedaan aan de kerstpakket actie van SharePeople
- Eerste informatie SharePeople: Vond de website heel prettig en uitnodigend, maar dat verschilt erg per persoon, SharePeople uitgenodigd voor een pitch

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople:
 - De consultant wilde dit programma oprichten zodat de consultants at Capgemini meer betrokken zouden zijn bij goede initiatieven
 - Ze wilde oorspronkelijk naar India omdat dat het grootste gedeelte van de mensen van Capgemini zitten, maar dat de eerste business case in India is geweest was meer toevallig
 - Programma past bij kernwaarden Capgemini: Veerkracht, Flexibiliteit, Pro activiteit
 - Mensen voor dit programma wilde graag iets op het gebied van MVO doen (ook mensen waar Capgemini iets extras voor wilde doen > talentpool) en andere zijn gekozen omdat ze op één punt bleven hangen en moeilijk verder kwamen met hun competencies
- Budget: Learning and development programs
- Programma waar SharePeople binnen past: MVO, Ontwikkeling eigen mensen, Als onderdeel van Learning and development “met een MVO tintje”, Niet veel gebruikt als PR voor Capgemini
- Competitie: VSO , Capgemini steunt de Naandi foundation in India
- Waarom SharePeople:

- VSO was te log, in de organisatie en waren niet flexibel, kwamen weinig naar Capgemini toe, stonden heel erg als eigen brand
- Andere kleine partij was “te alternatief en te knuffeliger”, heel erg op het MVO stuk en weinig op het Talent stuk
- “SharePeople stond mooi in het midden: ja, het is maatschappelijk verantwoord, maar je hebt er zelf ook wat aan”

Product SharePeople

- Product SharePeople: het verzorgen van de passende case, Het totale plaatje van het regelen, programma management, regelen, Goede begeleiding daar ter plekke
- Is een coach mee geweest, maar dat gaat Capgemini de volgende keer zelf regelen. De mensen van Capgemini zijn al erg zelf bewust en met leren en zelfontwikkeling bezig. De coach pushte niet genoeg, was een mismatch tussen het level van de coach en de mensen van Capgemini
- Samenwerking SharePeople: Erg wennen, Capgemini is ook erg log als organisatie; beslissingen nemen duurt erg lang, SharePeople was erg flexibel en professioneel, Het is prima gegaan, de cases paste prima bij hun doelen

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: SharePeople is opgenomen in het total palet van talentprogramma's, volgend programma is momenteel uitgesteld door de financiële malaise
- zaken doen in/onderzoeken van opkomende markten: Dat valt onder een heel andere afdeling en daar zal SharePeople in ieder geval niet voor worden gebruikt
- sociaal ondernemen: Blijven een actief MVO beleid voeren waar SharePeople in aan kan haken, maar het grootste doel van de samenwerking met SharePeople is de ontwikkeling van de mensen bij Capgemini

- Persoonlijke ontwikkeling is duidelijk bij de deelnemers

- Deelnemers vormen nog steeds een hechte club

- Heeft een man geholpen die erg vast zat in zijn excel programma's en die is door het SharePeople programma helemaal los gekomen en heeft nieuwe stappen durven nemen

Customer Interview 2

Voorstellen

- Bedrijf: Imtech
- Functie: Senior CSR Consultant, Coordinator SSDC
- Sinds: 1995
- Werkervaring: Veel in buitenland gezeten voor non-profits en MiBuZa

Leren kennen van SharePeople

- Eerste contact SharePeople: Gevonden op internet
- Eerste mening SharePeople: Goede eerste indruk, maar wilde meer informatie
- Eerste information SharePeople: Website, Contact gezocht met Cosmas (directeur), Goede response van SharePeople

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople: Actief MVO beleid; wilde specifieke kennis delen in ontwikkelingslanden, Shared Success in Developing Countries (SSDC) was opgericht en daar moest een partner voor worden gezocht, Ontwikkelen van leiderschap bij werknemers komt op 2^e plaats
- Budget: Eigen budget gekregen voor SSDC, Wordt betaald door de aandeelhouders, gaat van winst af
- Programma waar SharePeople binnen past: MVO beleid
- Competitie: Cordaid en andere grote organisaties
- Waarom SharePeople: Na pitch, Sloot beste aan bij Imtech

Product SharePeople

- Product SharePeople: Het organiseren dat mensen naar een project kunnen, Het begeleiden van de mensen als ze op project zijn, Kans voor persoonlijke ontwikkeling, Het indentificeren van bruikbare projecten
- Added value SharePeople: SharePeople is weinig onderscheidend van concurrentie, Moet zich duidelijker onderscheiden, Zwakke profilering
 - ROI voor Imtech: MVO profilering versterking, PR (ook in jaarverslagen), HRM (company pride), Is allemaal meer kwalitatief dan kwantitatief
 - Wat is uw mening over de samenwerking met SharePeople?

Tekortkoming SharePeople

- Gelooft niet dat er veel impact wordt gemaakt doordat het allemaal M&O is

- Neemt misschien wel banen weg bij lokale managers
- SharePeople lijkt compleet niet in te spelen op de veranderingen van MiBuZa > Stimulering ondernemerschap in ontwikkelingslanden
- Slechte samenwerking met liaisons > Heeft gesproken met een liaison en gemerkt dat deze absoluut niet gemotiveerd is om hard voor SharePeople te werken

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: Imtech is aan het transformeren naar 'groene technologie' en de werknemers moeten daarom ook bewuster worden van hun omgeving > Hier sluit Sharepeople bij aan, Vanaf bovenaf blijven de projecten in ontwikkelingslanden gestimuleert, Zou zelf programma's voor individuele werknemers opzetten, maar daar is weinig animo voor
- zaken doen in/onderzoeken van opkomende markten: Is een kleine motivator voor Imtech; De divisie's kiezen zelf hun land en project en het is aan die afdeling om dit mee te laten spelen
- sociaal ondernemen; Imtech gaat door met dit actieve MVO beleid, Heeft een contract met SharePeople tot 2015

"In de branding strategy moet de added value en waarin SharePeople zich onderscheidt van de concurrentie veel duidelijker worden."

Customer Interview 3

Voorstellen

- Bedrijf: Looije Tomaten
- Functie: Commercial Manager
- Sinds: 8 jaar

Leren kennen van SharePeople

- Eerste contact SharePeople: Waren zelf op zoek naar een partner, kwam via via bij SharePeople
- Eerste mening SharePeople: Was niet direct overtuigd, SP moest met 2 andere kandidaten pitchten

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople; Wilde iets langdurigs opzetten “om terug te geven aan de wereld”, Persoonlijke en professionele ontwikkeling is een leuke bijzaak maar niet de reden om dit te doen
- Budget: Dit project heeft een eigen potje
- Programma waar SharePeople binnen past: Hebben geen MVO programma, Is deel van Michiel’s taak geworden
- Competitie: Cordaid, ICCO en andere NGO’s
- Waarom SharePeople: Project klopte bij bedrijf, SharePeople kwam zekerlijker over, Commerciëler, “Ik werk graag met een jong en modern bedrijf”, Zelfde visie als Looije op ontwikkelingssamenwerking

Product SharePeople

- Product SharePeople: Verbinding leggen tussen bedrijven, Regelt bijkomende zaken als verzekeringen, Ondersteunen in de communicatie tussen hier en business case owner, Begeleiding tijdens business case, Voorbereiding voor nieuwe experts
- Samenwerking SharePeople: Heel prettige samenwerking, Lastig dat het personeel veel wisselt
- SharePeople is: Modern, Zakelijk, Kleinschalig, Afwijkend (biedt iets anders dan de concurrentie)

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: Blijft de komende jaren zaken doen met SharePeople, Hebben opleiding binnen bedrijf voor ontwikkeling van personeel
- zaken doen in/onderzoeken van opkomende markten: Is zeker geen onderdeel van motivatie om projecten met SharePeople te doen, Geen plannen om uit te breiden naar het buitenland
- sociaal ondernemen: Focussen op één project in buitenland met SharePeople, Sluit niet uit dat ze ooit andere projectjes in Nederland willen doen om terug te geven aan de samenleving

Customer Interview 4

Voorstellen

- Bedrijf: EMC Performance
- Functie: Senior trainer en coach
- Sinds: 8 jaar
- Werkervaring: Yacht, Tempo Team, B7W, Rabobank

Leren kennen van SharePeople

- Eerste contact SharePeople: Kende Cosmas Blaauw nog van studie, heeft er in 2006 al van gehoord, pas in 2010 er over nagedacht om voor zichzelf mee te doen
- Eerste mening SharePeople: Niet gelijk overtuigd; Vond het een mooi concept maar vond het niet meteen iets voor hemzelf
- Eerste informatie SharePeople: Direct contact opgenomen met Cosmas

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople: Hij had een maand betaald verlof, wilde iets nuttigs gaan doen: “wilde een nuttige bijdrage leveren vanuit mijn expertise in een totaal andere omgeving”, “om helemaal iets nieuws te ontdekken”
- Budget: Zelf betaald, wel doorbetaald door de baas, Hebben wel een opleidingsbudget maar hoeven niet verplicht trainingen te volgen, als je het wilt is er geld voor
- Programma waar SharePeople binnen past: Binnen het MVO beleid
- Competitie: Heeft meer via via geïnformeerd, niet bij een andere organisatie, EMC is wel verbonden aan een goed doel in Suriname

Product SharePeople

- Product SharePeople: Op een duurzame manier bijdrage aan ontwikkelingssamenwerking door lokale ondernemers te ondersteunen met kennis die daar niet voor handen is
- Added value SharePeople: Dat je met je vak aan de slag gaat in een totaal andere setting, “compleet uit je comfortzone”, Het was fun terwijl je echt een bijdrage aan het leveren was, Heeft duurzame contacten kunnen leggen
- Samenwerking SharePeople: Goede samenwerking, 1x per week gebeld, Is erg enthousiast gemaakt door Annick, Vond de trainingsdag tegenvallen, vond het erg duur voor wat hij ervoor kreeg
- SharePeople is: Enorme betrokkenheid, Maatschappelijk relevant, Compassie, avontuurlijk

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: Hierin zou SharePeople potentie hebben
- zaken doen in/onderzoeken opkomende markten: Zouden alleen binnen Europa en op de Antillen willen uitbreiden

- sociaal ondernemen: Willen graag een partnership met SharePeople om de organisatie hier te helpen

Customer Interview 5

Voorstellen

- Bedrijf: VKA consultancy
- Functie: Consultant
- Sinds: 2 jaar
- Werkervaring: Shell International, Gemeente Den Haag

Leren kennen van SharePeople

- Eerste contact SharePeople: Ze was zelf op zoek naar werk bij een bedrijf dat zich bezig hield met MVO, Is SharePeople op het internet tegen gekomen
- Eerste mening SharePeople: Vond het leuk klinken maar kreeg een andere aanbieding en is toen daar gaan werken
- Eerste informatie SharePeople: Afspraak gemaakt

Besluitvorming samenwerking SharePeople

- Doel samenwerking: Wilde zelf graag een vrijwilligersproject in het buitenland doen en wilde graag iets met haar persoonlijke expertise doen
- Programma waar SharePeople binnen past: Past niet echt binnen een programma. De consultants zijn gesponsord omdat het bedrijf graag initiatieven steunt waar werknemers gepassioneerd over zijn
- Competitie: People4Change, VSO
- Waarom SharePeople: Korte projecten, Kans om eigen expertise in te zetten

Product SharePeople

- Product SharePeople: De match making tussen expert en project , het netwerk
- Added value SharePeople: Weinig added value naast de match making
- Mening samenwerking SharePeople: SharePeople heeft weinig toegevoegd voor de experts; gaat het de volgende keer zelf regelen, Hadden graag meer voorbereiding gehad; intercultureel zakendoen training, SharePeople moet meer klantgericht zijn; aanpassen aan de kunnen van de klant

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: VKA geeft werknemers de kans om aan projecten mee te doen als zij daar gepassioneerd over zijn maar heeft geen duidelijk strategy of programma op dit vlak
- zaken doen in/onderzoeken opkomende markten: VKA is alleen actief in Nederland
- sociaal ondernemen: VKA stelt consultancy uren beschikbaar om sociale ondernemingen in Nederland te ondersteunen maar heeft geen plannen om dit international te doen

Non Customer Interview 1

Voorstellen

- Bedrijf: Nyenrode
- Functie: Programma directeur parttime msc
- Sinds: 2011

Leren kennen van SharePeople

- Eerste contact SharePeople: Via via, Nyenrode had al eerder een keer samengewerkt met SharePeople
- Eerste mening SharePeople: Had er wel reserves over; zou niet zijn eerste keus zijn, Neigt meer de business kant op, Concept is erg aardig. Out of comfort zone. Vraagt zich af of het studenten kan helpen verder komen? Kleine groepen, wil liever met groetere groepen op pad
- Eerste Informatie SharePeople: Website; videos bekeken, Gesprek met Cosmas en Taco (werknemers SharePeople) gehad, Met studenten die al eens met SharePeople mee waren geweest gesproken

Besluitvorming samenwerking SharePeople

- Budget: Geen potje vanuit Nyenrode. Kleine ondersteuning voor studenten (100-200 euro), Redelijk kostenplaatje, Wordt door de studenten zelf betaald, maar de studenten werken wel.
- Programma waar SharePeople binnen past: Vrijwillige buitenlandse reis voor de studenten in tweede (laatste) jaar studenten, Stond eerst los van programma, nu in onderdeel 'international business'. Daar vind hij SharePeople niet heel goed in passen.
- Competitie: Gekeken naar Spark (in post-war countries) Studenten hadden hier geen zin in, Werken nu met andere educatie instituten samen in China
- Waarom niet SharePeople: Niet de wens van de student, Niet business genoeg, (te) weinig impact, "Wat is de leerervaring die het mijn studenten biedt?"

Product SharePeople

- Product SharePeople: Mooi initiatief
- Added value SharePeople: Faciliteren van een belevenis, Het faciliteren en de match-making, Netwerk, Voorbereidings “lessen”

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling studenten: Deels laten afhangen van studenten, Geïnteregeerd in opleiding laten; leren zakendoen in het buitenland zal een vast onderdeel blijven, Wilt ook studenten trekken door zich (met zo’n reis) te onderscheiden
- zaken doen in/onderzoeken opkomende markten: 40 studenten van verschillende bedrijven die naar opkomende markten willen kijken, dat is niet te combineren in één reis

Non Customer Interview 2

Voorstellen

- Bedrijf: House of Performance
- Functie: Consultant/adviseur
- Sinds: 2007
- Werkervaring: Atos, KPMG

Leren kennen van SharePeople

- Eerste contact SharePeople: Via via; een collega was bevriend met Annick (oud-werknemer SharePeople)
- Eerste mening SharePeople: Super leuk; “link van slimme mensen uit Nederland die in het buitenland hun expertise gaan inzetten”, Heel positief gevoel, “Elkaar oprecht willen helpen”
- Eerste informatie SharePeople: Website bekeken, Afspraak met Annick gemaakt, Annick is op een vrijdag middag borrelen langs geweest om informeel over SP te vertellen

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople: Willen goed doen voor de samenleving, meer dan persoonlijke ontwikkeling, House of sharing bestond nu uit losse flodders, weinig gestructureerd, Nu korte projecten voor HofS, Hebben momenteel 45 weken voor vrijwilligersklussen die door maar een paar mensen worden gedaan, Wilde groter denken, grotere projecten, langere termijn verbinden aan een partner, Niet voor PR
- Budget: HofS wordt betaald door baas dmv van die werkweek per persoon die beschikbaar wordt gesteld, Zijn een keer naar Tanzania geweest en had een 1/3,1/3,1/3 structuur: iedereen (baas, werknemer, ontvangende partij) betaald één derde

- Programma waar SharePeople binnen past: House of Sharing; per werkzame adviseur mag 1 manweek besteden aan werken voor een goed doel
- Competitie: Fonds verstandelijke gehandicapten; dat bestuur zat er niet echt op te wachten, HofP wilde iets te veel, te enthousiast, Rode kruis; erg bureaucratisch, kreeg niet het tempo wat zij wilde, contact loopt nog steeds maar nu alleen voor binnenlandse projecten, is nu voor WarChild bezig
- Waarom niet SharePeople: Op sommige aspecten leek het heel logisch, maar het matchte toch niet helemaal; Nationaal en internationaal, Verbinden aan één organisatie, Toch ook wel eigen ontwikkeling, maar niet premiere doelstelling, Hulporganisatie, Niet iedere keer maar één iemand op pad sturen. Willen nergens voor betalen, “principeel klopt het niet dat je een case moet gaan kopen” “het is graag of niet en we gaan niet mensen betalen om naar het buitenland te kunnen”

Product SharePeople

- Added value SharePeople: Vaker terug komen bij één bedrijf in ontwikkelingsland, creëert vangnet
- SharePeople is: Passie, Spirit

Toekomstige doelen voor bedrijf:

- (persoonlijke/professionele) ontwikkeling personeel: HofS blijft bestaan op dezelfde manier
- zaken doen in/onderzoeken opkomende markten: Geen concrete plannen, Werken heel erg met mensen en consultancy is erg cultureel gevoelig, “we zijn hartstikke Hollands”

Non Customer Interview 3

Voorstellen

- Bedrijf: Royal Haskoning
- Functie: HRM directeur

Leren kennen van SharePeople

- Eerste contact SharePeople: Kende Jeroen Klomp (oud-werknemer SharePeople) van een borrel op RH toen hij nog voor een ander bedrijf werkt. Jeroen heeft hem benaderd toen hij bij SP was gaan werken
- Eerste informatie SharePeople: Jeroen is daar op gesprek gekomen

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople: Wilde sociale projecten ondernemen in de omgeving waar RH actief is, dus binnen- en buitenland, Internationaler maken werknemers, Interessante ontwikkeling voor voor werknemers
- Budget: Die sociale projecten hebben een eigen budget
- Programma waar SharePeople binnen past: Is op zichzelfstaand, maar linkt wel aan het MVO beleid
- Competitie: Toendertijd niet, maar is nu een partnership met VSO aangegaan. Dit jaar voor het eerst om te testen en willen in de toekomst meer mensen uitzenden
- Waarom niet SharePeople: Te duur. Niet perse de kosten van SP maar omdat het op management niveau zit kost het teveel in uren en mankracht

Product SharePeople

- Product SharePeople: Net als VSO, Maakt uitwisseling van kennis mogelijk

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: RH heeft opleidingsprogramma's voor personeel. Geen traineeships maar wel diverse en specifieke trainingen
- zaken doen in/onderzoeken opkomende markten: RH is heel internationaal en blijven altijd op zoek naar kansen in nieuwe markten, maar heeft daar eigen professionals voor
- sociaal ondernemen: RH heeft een MVO coordinator waar Kees ook mee samenwerkt. Blijft belangrijk in de toekomst

Non Customers interview 4

Voorstellen

- Bedrijf: Talent-pro
- Functie: Marketing en Communicatie adviseur
- Sinds: 1,5 jaar
- Werkervaring: Media design achtergrond

Leren kennen van SharePeople

- Eerste contact SharePeople: SharePeople was door iemand aan haar manager aangeraden
- Eerste mening SharePeople: Heel internationaal, was in het begin niet duidelijk dat het om een NL organisatie ging
- Eerste informatie SharePeople: Heeft kort de site bekeken en toen gelijk een afspraak gepland, Mooie verhalen, SharePeople was goed ingelezen over Talent-Pro en had al goed over een samenwerking na gedacht

Besluitvorming samenwerking SharePeople

- Doel samenwerking SharePeople: Zocht een partner om MVO beleid in te vullen, wilde meer doen dan alleen geld geven, was op zoek naar een partner met veel raakvlakken
- Budget: Als er een juiste partner is gevonden zal er een MVO budget worden opgesteld
- Competitie: P&D Network en Stadring 51 (zeer lokaal in amesfoort)
- Waarom niet SharePeople: P&D network heeft meer raakvlakken omdat het over dezelfde branche gaat, Talent-pro werkt voornamelijk met starters en maar een met een kleine groep seniors die geschikt zouden zijn voor een SP programma

Product SharePeople

- Product SharePeople: Aanbieden van trajecten en projecten gericht op kennisdeling aan grote bedrijven die hun personeel willen ontwikkelen
- Added value SharePeople: Combinatie van MVO en ontwikkeling personeel
- SharePeople is: Kennisdeling, Professioneel, Sympathiek, Internationaal

Toekomstige doelen voor bedrijf

- (persoonlijke/professionele) ontwikkeling personeel: Personeel is verplicht om in het begin minimaal 3 training per jaar te volgen. Talent-pro werkt samen met opleidingsinstituten AING en Nibvv (?). Trainingen zijn concreet gericht op specifieke kennis en vaardigheidstrainingen
- zaken doen in/onderzoeken opkomende markten: Zaten eerst in China, Duitsland en Engeland. Zijn daar nu van los getrokken en hebben geen plannen om weer internationaal te worden
- sociaal ondernemen: Zijn nog in onderhanding met P&D network voor een partnership, blijven doorgaan met MVO beleid.

Non Customer Interview 5

Voorstellen:

- Bedrijf: NIKE
- Functie: Corporate Responsibility Specialist
- Sinds: 2010

Leren kennen SharePeople

- Annemijn kent SharePeople al jaren en volgt de organisatie ook al jaren. Zij heeft in het verleden ook al eens met Annick gesproken.

Need

- De HR manager bij NIKE organiseert twee keer per jaar een business uitje voor haar team (20/30 man). Zij had Annemijn gevraagd met verschillende opties te komen. "Alleen het is dus

niet vanuit HR om een programma voor de medewerkers op te zetten en om langdurige realties op te zetten om medewerkers te stimuleren etc. Het is echt vanuit de grote HR manager uit Europa die dus twee keer per jaar met haar team business relateerde uitjes doet en nu zo iets zo had om ook iets voor de maatschappij te doen. Het was dus niet om een programma voor 1500 medewerkers op te zetten maar echt alleen voor haar team". De vraag was niet concreet geformuleerd door de HR manager en dat maakte het lastig om daar de perfecte partner bij te vinden. Annemijn heeft toendertijd vooral als bemiddelaar tussen haar HR manager en SharePeople en Better Future gewerkt. "De insteek is heel kort geweest en met weinig informatie maar wel volledig uit de HR kant".

Competition

- BetterFuture heeft net als SharePeople een pitch gedaan en daarvan is SharePeople gekozen. Betterfuture is het toen niet geworden omdat zij het een beetje te commercieel en bedrijfsmatig hadden ingestoken, maar dat was erg subjectief beoordeeld. Het project is toen echter on hold gezet door interne vragen over of het de juiste tijd was, of er wel budget was en wat ze nu precies wilde bereiken. In die periode heeft een collega het project Streetwise aangedragen, vanuit persoonlijke ervaring, en daar is toen uiteindelijk voor gekozen.

Why not?

- Annemijn is overtuigd van SharePeople's service en programma's. Er worden veel ad hoc beslissingen genomen binnen NIKE en daarom is het soms lastig om een langertermijn project op te zetten in dit gebied. De HR manager is ook intern gaan informeren of werknemers nog bedrijven kende die in aanmerking kwamen en toen is een werknemer dus met Streetwise gekomen. Deze man had al veel met deze organisatie gedaan en heeft door zijn persoonlijke ervaring de HR manager te weten overtuigen. Het opzetten van dat project heeft ook nog maanden geduurt. "Het had niets met SharePeople te maken, het kwam gewoon door een relatie die al bestond"

Toekomst ontwikkelen personeel en MVO

- In de hoofdkantoren in Amerika wordt er heel veel op gebied van MVO gedaan: energie, supply chain, productie etc.. Momenteel weinig tot geen MVO door een nieuwe reorganisatie op het regionale kantoor in Hilversum. "In de toekomst zal er ongetwijfeld weer iets opgezet worden". Werknemers binnen NIKE zetten zich uit eigen initiatief al vaak in voor de maatschappij, maar daar vloeien zelden langdurige projecten uit. NIKE heeft

daarvoor ook het We portal gecreert waar werknemers hun projecten met elkaar kunnen delen en enthousiast kunnen maken. Amerika is momenteel druk bezig om dit laagdrempeliger en gestructureerder te maken.

- Talent development houdt zich puur bezig met trainingen, workshops en opleidingen. De talent development manager weet van SharePeople af door Annemijn, maar zij is puur uitvoerend van de beslissingen die in Amerika worden genomen. Als ze echt zou willen kan het waarschijnlijk wel worden geregeld maar dat zou heel lang duren. “Het is erg moeilijk om met een nieuw programma ergens binnen te komen”.

7.3. Interviews SharePeople's Employees

Employee	Competition	USP SharePeople
Director	- People4Change - Alle organisaties gericht op kennisdeling	- Mogelijkheid om kennis van van Europese entrepreneurs in te zetten voor entrepreneurs in ontwikkelingslanden - Unieke leerervaring; Persoonlijke ontwikkeling - Andere vorm van ontwikkelings samenwerking; Investeren d.m.v. kennis
Account Manager	- Trainingsbureau's	- Persoonlijke ontwikkeling - Leiderschap - Wereld ervaring
Process Manager	- Leiderschapstrainingen - People4Change - Bhold - Esteamwork	- 'Out of the box' - Persoonlijke en professionele ontwikkeling - Leerervaring - Onderdeel netwerk van gelijkgestemde
Program Manager	- BetterFuture - Trainingsbureaus	- Fantastisch leerprogramma, terwijl je goed doet - Zeer persoonlijke en oprechte begeleiding vanuit SharePeople - Onderdeel van mooi netwerk
Program Manager	- PUM - Talent beyond limits - Geen directe concurrentie	- 'Out of comfort' experience; verrijking Human Capital - Ontwikkeling van social enterprises - Vooral de combinatie van de boven genoemde aspecten

7.4. Rokeach Value Survey Lists

7.4.1. Terminal Values: Customer Preference

CSR consultant, Imtech		Commercial manager, Looije		Talent and Leadership manager, Capgemini		Consultant, VKA	
Mature Love	18	Freedom	18	Inner Harmony	18	Freedom	18
A World of Beauty	17	Salvation	17	Mature Love	17	Happiness	17
A World at Peace	16	Social Recognition	16	Wisdom	16	Family Security	16
Wisdom	15	A Sense of Accomplishment	15			National Security	15
Happiness	14	Mature Love	14			Self-Respect	14
True Friendship	13	Happiness	13			True Friendship	13
Self-Respect	12	Inner Harmony	12			Mature Love	12
Inner Harmony	11	Pleasure	11			Inner Harmony	11
Equality	10	An Exciting Life	10			Wisdom	10
Freedom	9	A Comfortable Life	9			An Exciting Life	9
Salvation	8	Self-Respect	8			A Sense of Accomplishment	8
Family Security	7	True Friendship	7			A Comfortable Life	7
National Security	6	Wisdom	6			Social Recognition	6
A Sense of Accomplishment	5	Family Security	5			Pleasure	5
Pleasure	4	A World of Beauty	4			Equality	4
Social Recognition	3	A World at Peace	3			A World of Beauty	3
An Exciting Life	2	Equality	2			A World at Peace	2
A Comfortable Life	1	National Security	1			Salvation	1

7.4.2. Terminal Values: Analysis

Terminal values	CSR consultant, Imtech	Commercial manager, Looije	Talent and Leadership manager, Capgemini	Consultant, VKA	Total
True Friendship	13	7	-	13	33
Mature Love	18	14	17	12	61
Self-Respect	12	8	-	14	34
Happiness	14	13	-	17	44
Inner Harmony	11	12	18	11	52
Equality	10	2	-	4	16

Freedom	9	18	-	18	45
Pleasure	4	11	-	5	20
Social Recognition	3	16	-	6	25
Wisdom	15	6	16	10	47
Salvation	8	17	-	1	26
Family Security	7	5	-	16	28
National Security	6	1	-	15	22
A Sense of Accomplishment	5	15	-	8	28
A World of Beauty	17	4	-	3	24
A World at Peace	16	3	-	2	21
A Comfortable Life	1	9	-	7	17
An Exciting Life	2	10	-	9	21

7.4.3. Instrumental Values: Customer Preference

CSR consultant, Imtech		Commercial manager, Looije		Talent and Leadership manager, Capgemini		Consultant, VKA	
Love	18	Cheerfulness	18	Courage	18	Love	18
Imagination	17	Ambition	17	Imagination	17	Politeness	17
Helpfulness	16	Love	16	Love	16	Cheerfulness	16
Responsibility	15	Independence	15			Honesty	15
Ambition	14	Forgiveness	14			Broad-Mindedness	14
Cheerfulness	13	Responsibility	13			Helpfulness	13
Honesty	12	Courage	12			Ambition	12
Self-Control	11	Capability	11			Independence	11
Capability	10	Honesty	10			Intellect	10
Courage	9	Politeness	9			Responsibility	9
Independence	8	Imagination	8			Imagination	8
Intellect	7	Intellect	7			Courage	7
Broad-Mindedness	6	Helpfulness	6			Forgiveness	6
Logic	5	Obedience	5			Self-Control	5
Obedience	4	Self-Control	4			Logic	4
Politeness	3	Broad-Mindedness	3			Capability	3
Forgiveness	2	Logic	2			Obedience	2
Cleanliness	1	Cleanliness	1			Cleanliness	1

7.4.4. Instrumental Values: Analysis

Instrumental values	CSR consultant, Imtech	Commercial manager, Looije	Talent and Leadership manager, Capgemini	Consultant, VKA	Total
Cheerfulness	13	18	-	16	47
Ambition	14	17	-	12	43
Love	18	16	16	18	68
Cleanliness	1	1	-	1	3
Self-Control	11	4	-	5	20
Capability	10	11	-	3	24
Courage	9	12	18	7	46
Politeness	3	9	-	17	29
Honesty	12	10	-	15	37
Imagination	17	8	17	8	50
Independence	8	15	-	11	34
Intellect	7	7	-	10	24
Broad-Mindedness	6	3	-	14	25
Logic	5	2	-	4	11
Obedience	4	5	-	2	11
Helpfulness	16	6	-	13	35
Responsibility	15	13	-	9	37
Forgiveness	2	14	-	6	22