INTRODUCING ALLYOUSEE.NL TO THE MARKET THROUGH INTEGRATED
MARKETING COMMUNICATIONS

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To Margarita.

MANAGEMENT SUMMARY

This research leads you through the process of creating an effective communication strategy to introduce the concept Allyousee.nl into the advertising and online shopping markets. It is a promotional platform for international artists and lifestyle products. The first version of allyousee.nl was released right after applying the recommendations of this research.

The communication problem of Allyousee.nl is that there is currently no awareness or knowledge about the website so there cannot be visitors when the site is launched. To make a successful introduction to the market, awareness and knowledge must be created among the target audience. This process requires a good communication strategy and this research suggests one, using Integrated Marketing and Communication tools. A short look of the current advertising and online shopping markets help to analyze the problem better and provide good recommendations.

This research will show with clarity that the main target audience for the customer segment composed by site viewers is formed by young adults who are experiential shoppers, those who enjoy shopping and surf on the web checking information about products. This group of people has hobbies related to art (e.g. photography, painting), traveling (e.g. holidays) and they care very much about quality of images and products. Coincidentally, holidays / traveling, reading and hobby-related bargains (see theoretical framework) are the best sold items online.

Generally, web surfers appreciate control and interactivity on the web. The sense of control, together with elements that people find attractive in the web, pictures and products are included in the message that was designed for the main target audience: 'Allyousee.nl: discover presents in artwork'. The message usually includes images and it will be spread mainly through digital advertising channels.

Allyousee.nl is a multi-sided platform and it has two customer segments. The group of site visitors exists since the launching of the first version of Allyousee.nl. The second customer segment is still yet to be involved. It exists out of webshop owners and marketing managers that will become partner advertisers. This group is very time efficient and targeting them requires a more personal approach with personalized business case for their brand. Mostly, these brands are interested in innovation and quality placement of their products in order to beat the competition and keep a good image for the company.

In conclusion, Integrated Marketing and Communications provide a set of steps to follow in order to create effective communication. Effective communication helps to create awareness and knowledge among the main target audiences per customer segment. To introduce Allyousee.nl to the advertising and online shopping market and reach a minimum of 150 daily visits in a period of six months.

AKNOWELEDGMENTS

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1. INTRODUCTION

I have always been interested in images, in admiring and creating them. When traveling around and using the web[1] I noticed two things: that most of the images you see on the street and on the web are advertising. Many times they are soulless cold images trying to push the sale of a product or service. The second thing I noticed is that when I actually liked a product in an add, I could not directly buy it. I had to search for it within all the products of the brand on the store or webshop and I eventually forgot about it. So I thought, why not create a website with beautiful images in which you can click and directly buy everything you see? turning online shopping into an enjoyable, beautiful and artful experience instead of cold e-commerce websites.

During the International Communication and Media bachelor I developed a concept called Allyousee.nl, which is an online promotional platform for international artists and lifestyle products. The website amuses site visitors with its artwork & photography collection, curated out of the web from photography blogs and online art galleries. What makes Allyousee.nl special is that there are links placed on all the objects in the pictures displayed. There is a white clickable symbol on each object that leads to the webshop seller of a similar product. The actual artwork is purchasable as well, through a link placed in the picture that leads to the online gallery of the artist.

I presented this concept to Utrecht Inc., a business Incubator and they mentioned the partnership with the Hogeschool Utrecht (HU) that was arranged by the Utrecht Entrepreneurship Center. This partnership allows students and professors to become entrepreneurs within their field of study. A meeting took place within my tutor Evelyn Bekooij Westerhoudt, my business coach Gertjan Verstoep, Leendert de Bell representing the Entrepreneurship Center and I, where we all agreed on the process of graduation to conclude the International Communication and Media bachelor, with a research related to my business concept. Utrecht Inc. provides network access, business coaching and a temporarily office.

Kotler et al (2008) described the product life-cycle (PLC) as the course of a product's sales and profits over its lifetime. It involves five different stages: product development, introduction, growth, maturity and decline. The development stage begins when the company finds and develops a new product idea, Allyousee.nl is currently in this stage. The website is being developed and a plan is being built for the next stage. The introduction stage is a period of slow sales growth as the product is being introduced in the market. This research has the goal to create a communication strategy to enter the market successfully. According to internal research of Allyousee.nl, entering the market successfully means that after a period of six months there will be at least 150 daily visits. This number is an estimated goal based on another blog with advertising that gets a minimum of eight daily sales when having hundred and fifty visits in a day. Those eight sales would cover the maintenance costs for the first 6 months and generate valuable data for future versions of Allyousee.nl. During the introduction stage, profits are non-existent because of the heavy expenses of product introduction.

A website needs viewers, otherwise it may as well not exist (Nielsen, J. and Loranger, H. (2008). In order for the website to be successful, awareness and knowledge must be created so people visit the site and understand what can be done in there. This can be done through Integrated Marketing Communication (IMC) applied to a Multi-Sided-Platform (MSP) as Allyousee.nl is. The previous terms are defined in the following paragraphs, to clarify their meaning since they come back throughout the document.

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[1] World wide web better known as internet.

Integrated marketing communications. IMC is a concept of marketing communication planning that recognizes the 'added value' of a comprehensive plan that evaluates the strategic role of a variety of disciplines (advertising, direct marketing, sales promotions and public relations) and combines these disciplines to provide clarity, consistency and maximum communication impact. Duncan, T. and Caywood, C. (1996)

Multi-Sided platform. A MSP provides support that facilitates interactions among the two or more groups that it serves, such that members of one side are more likely to get on board the MSP when more members of another side do so. In other words, there are positive indirect network effects among the various customer groups that an MSP brings together. Hagieu, A. (2013)

1.2 The company

Allyousee.nl is developing as a sole proprietorship, this means that so far there are no full-time employees involved besides me. The website promotes the artwork of prestigious international artists and the products of webshops. Most of the products promoted are in the category of lifestyle (fashion, deco, hobbies, sport, etc). Allyousee.nl does not sell the products but shows them to the public and facilitates their purchase at external online stores such as bol.com, which is already a partner of Allyousee.nl. For the first version of Allyousee.nl, affiliate marketing[2] is the main income source.

The first thing a visitor experiences on the website is a full screen HD photograph and he/she has the chance to click on the play button (see image bellow) to go through more images. The brand or product info is shown when a visitor passes the cursor over an object. A new window opens, displaying the related webshop that sells the object clicked. Five actions are possible for a site visitor:

- Watch the curated photography & artwork collection.
- Pass the mouse over an object to see what the link is about.
- Click on an object to buy it or for product information.
- Share images on social media
- Read the blog.

Those five actions are represented with icons on the upper right side of the website, as illustrated in the image at the next page.

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[2] Affiliate marketing is a type of performance-based marketing in which a business rewards one or more affiliates for each visitor or customer brought by the affiliate's own marketing efforts.
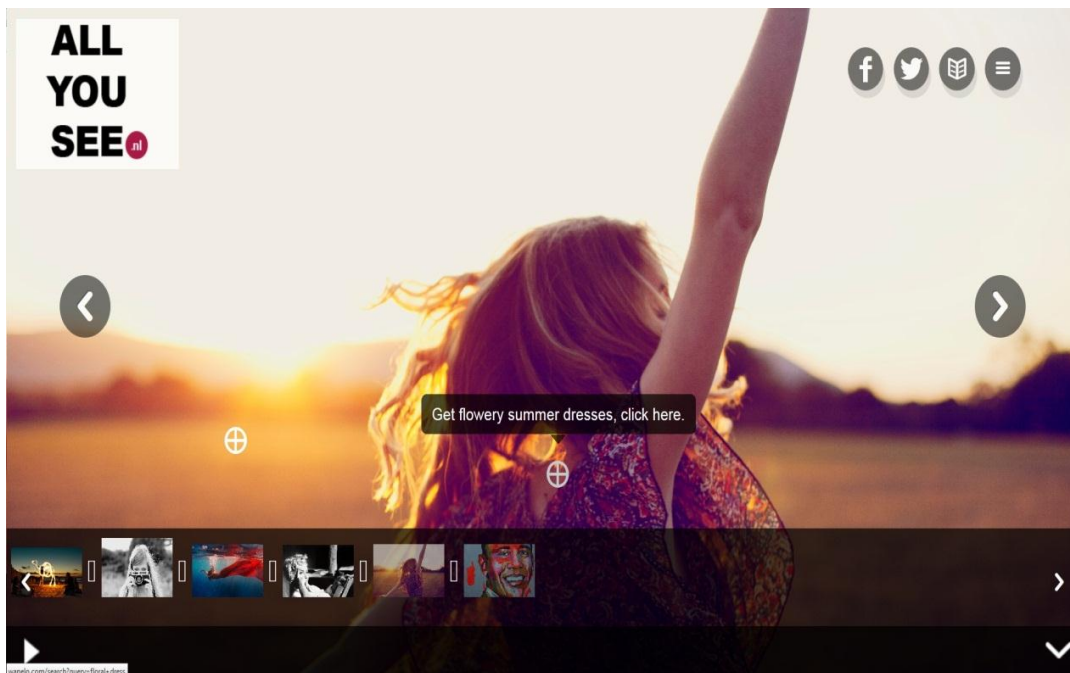
Image 1. Prototype of first version of Allyousee.nl

1.1.1 Services

Allyousee.nl does not sell a physical product but offers a promotional service instead. As MSPs are meant to, Allyousee.nl serves two customer segments in a different way. On one hand it enriches the general online shopping experience by placing products in unique ways, inside qualitative and appealing images that recall positive feelings. It inspires site visitors to shop in a different way and the process is very easy: Like it here, click it here, buy it there. On the other hand, it provides a way for webshop owners to advertise in an innovative way, increasing their brand status, product awareness and potential increase of sales. Webshops can eventually choose between linking similar items in the picture to their own products, or can go for the creation of artwork with their exact products to be placed at Allyousee.nl.

International artists are key partners and their name and artwork is promoted on Allyousee.nl. The artwork links to the artist's gallery where it can be purchased. The difference between customer segments and key partners is that, in this case, international artists do not pay for the promotional services, since they provide the main attractive to the website: the pictures.

1.1.2 The business canvas model

Although there are many possible business models, at Utrecht Inc. they use the Canvas Model. The business canvas model is a strategic management and entrepreneurial tool that is used in Utrecht Inc; it allows entrepreneurs to describe, design, challenge, invent, and pivot the business model. The nine blocks of Osterwalder and Pigenu separate blocks in a visual way and this facilitates the process of understanding the relation between them. Placing Allyousee.nl in the business canvas model shows the following aspects:

Key partners	International artists + pilot investors + affiliate webshop programs (bol.com)
Key activities	Website building + artwork curation + marketing activites
Key resources	IT back & front end team + marketing Communications manager.
Value propositions	Experiential shopping / Innovative advertising way.
Customer relationships	Digital + personal
Customer Segments	A: Site visitors
	B: Webshop owners / Marketing managers
Cost structure	Website + maintainance.
Channels	To be defined with the help of this research.
Revenue streams	Attractive advertising = affiliate marketing + direct web advertising.
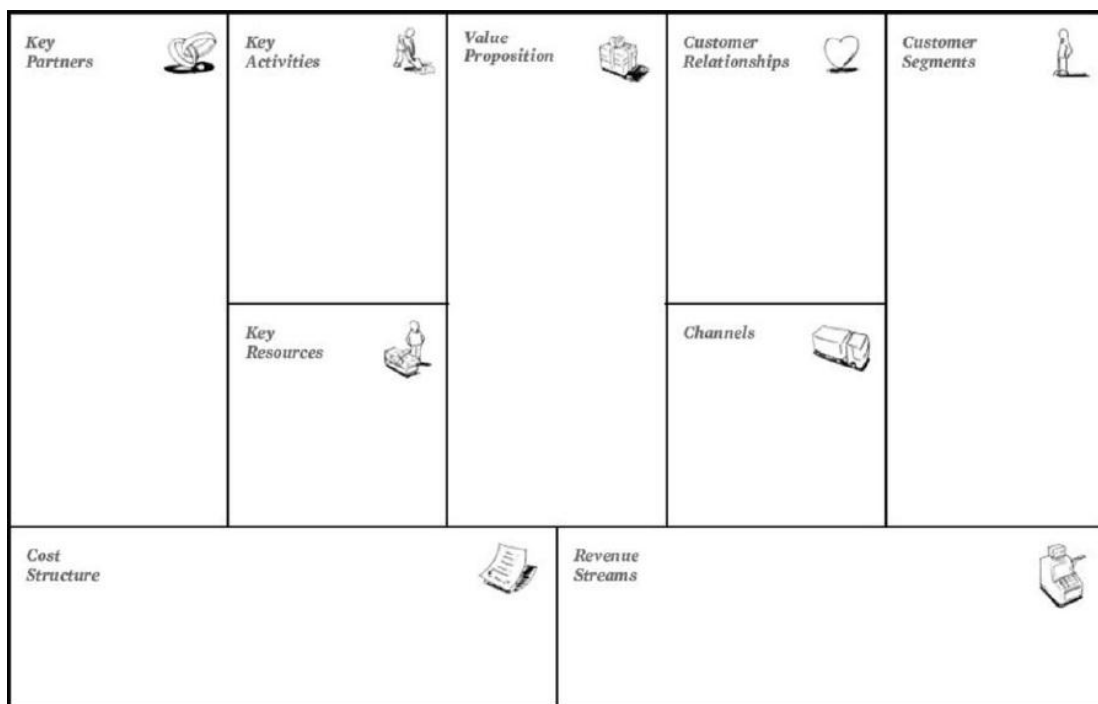
Image 2. The business canvas model

1.2 Problem definition

Planning how to enter a market is part of the development of a business idea. Kotler, Armstrong, Wong and Saunders (2008). Allyousee.nl is launching its first version soon which means entering the market. The first version of Allyousee.nl intends to collect data about site visitors and their preferences. The collection of data requires a large number of visitors and therefore Integrated Marketing Communication tools can be very useful to attract visitors to the website by providing the tools to build a good promotional strategy.

There are six buyer-readiness stages through which the target audience can pass: Awareness, Knowledge, Liking, Preference, Conviction and purchase. At the current developing stage of the Product life cycle (PLC), there is no awareness or knowledge about Allyousee.nl at all. That must change when entering the introductory stage of the PLC to reach the desired 150 daily visits as minimum after a six month period.

Besides the lack of awareness and knowledge, the characteristics of the main target audience per customer segment are yet unknown. If the target audience is undefined, effective communication cannot take place.

Allyousee.nl needs a message to lead the main target audience through the readiness stages of awareness and knowledge. According to the domino theory of communication effects, a message influences knowledge (what the target audience knows and believes about the organization), knowledge influences attitude (motivations) and that attitude influences behavior (action). As the Aida model indicates, ideally the message should get attention (message received), hold interest (people click on the website link), arouse desire (site visitors go through the artwork collection) and obtain action (click on an object for product information and possible purchase).

To solve the problem of lack of awareness and knowledge about Allyousee.nl, IMC can help to identify the target audience, create an effective message, select the channels to send it out and reach the target audience per customer segment. To understand the problem better, we can locate it at the business canvas model. First, the specific characteristics of the main target audience per customer segment are missing. Second, the channels to communicate the value propositions to the target audience are unknown.

For choosing the most appropriate channels, the characteristics of the target audience must first be specified. The channels are very important in the creation of awareness and knowledge among the customer segments. Finally, the customer relationships block must be filled in, which is related to the way of approach per customer segment through the chosen channels.

Policy question

How can Integrated Marketing Communications help Allyousee.nl to reach its main target audience to create brand awareness and service knowledge for the introduction to the market?

Research question

Who are the main target groups of Allyousee.nl and what are their characteristics?

Sub questions

- What are the motivations of people to shop online?
- What kind of images do they find attractive?
- Which message is the most appealing for the main target audience(s)?
- Which channels are necessary to spread that message among the main target audience?

Objectives

- Set the main target audience(s) for Allyousee.nl and determine its characteristics.
- Know the drives of the target audience for visiting websites and shopping online.
- Know what the main target audience finds the most attractive images and products.
- Create an appealing message to reach the main target audience of Allyousee.nl in an efficient and effective way.
- Provide useful recommendations for the creation of brand awareness and knowledge about Allyousee.nl

Hypothesis

After a period of six months, Allyousee.nl will reach at least 150 daily visits when applying Integrated Marketing Communications tools to enter the market. The best option is to follow the steps in creating effective communication, present in Principles of Marketing by Kotler, Armstrong, Wong and Saunders (2008). Those steps suggest how to segment and select the main audience, the creation of an effective message and the promotional channels to spread this message through the audience. By attracting enough site visitors, advertising online and sharing links on social media, Allyousee.nl can present the data to webshop owners so they become advertising partners.

2. MARKET RESEARCH

Market is a defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and service offerings). This chapter has been divided into Internal and External Market Research. Internal refers directly to the company and external to the situation of the market that the company is willing to enter at the introductory stage of the PLC. First, on the internal market a Corporate Identity mix and SWOT are used to analyze the company. On the other hand, external market research informs what the current situation is in the advertising industry and online shopping because those two are the relevant markets for Allyousee.nl. This market research focuses mainly in the Dutch market since the beta shall be first promoted in The Netherlands.

2.1 Internal market research

Corporate identity refers to the profile and values communicated by an organization. The German corporate design specialists Birkigt and Stadler developed the CI-Mix, a model saying that corporate identity is composed by symbolism, communication, behavior. That model is next adapted to the context of Allyousee.nl which although in the developing stage has already developed a desired identity.

SYMBOLISM	COMMUNICATION	BEHAVIOR
-Brand name and logo: **ALL YOU SEE.nl** House style: Simple design on every communication tool. Images are focus. Few texts as possible. Information about the company, international artists and products is not on Allyousee.nl but on a linked blog.	-Facebook fan page + twitter account. So far with only people following the developing process of the site). -Website Allyousee.nl -Blog.	- Exclusive - Artistic - Attractive - Simple - Modern

Table 1 - CI-Mix of Allyousee.nl

STRENGHTS	WEAKNESSES	OPPORTUNITIES	THREADS
-No scrolling down website. -Only visual content. -Uniqueness to present products.	-Many websites want to gain attention. -It may not be clear that objects are clickable. -The advertising industry is over-crowded.	-New advertising model that may refresh the crowed advertising industry. -An opportunity for webshops willing to innovate in their product presentation and promotion.	-Advertising has a bad reputation. -Advertising online industry is very crowded. -Webshops may not want their products to be linked to such a website.

Table 2 - SWOT analysis of Allyousee.nl

2.2 External market research

This sub chapter is divided into online advertising & Media in The Netherlands and online shopping. Competitor analysis is mentioned in shortly although there are no direct competitors but mostly partners. It does not exist another website that does exactly the same as Allyousee.nl but there are some other ways of advertising online with images and those are mentioned in this sub chapter.

2.2.1 Online advertising & Media in the Netherlands

According to Roel van Rijsewijk, Deloitte Online Business Innovation, 2011 was a great year for online advertising despite turbulent economic conditions and declining consumer confidence. To maintain success, Dutch online publishers and networks will have to make the most out of automated trading platforms, be able to compete with TV for brand advertising budgets and effectively promote in-app advertising on tablets with advertisers.

CPM (Cost per milliard viewers) remains the main payment model in 2012 and is expected to grow the most and retail is expected to grow the most in spend, mentions Gagandeep Sethi, Deloitte Consulting for Strategy. Eric Snelleman, GroupM, Head of Digital Trading, responds that to accelerate growth the industry should make sure marketing-driven thinking is fully merged with technology solutions to further drive, enhance and develop digital advertising. This statistics are favorable for Allyousee.nl.

Despite slow economic growth and declining consumer confidence, the Dutch online advertising market was over €1bn in 2011 – a year on year uplift of 12%. Automated trading technologies are on the rise with 36% of total display revenue (€121 million) generated through some kind of non-guaranteed pricing mechanism. It must be noted that this number only accounts for revenues resulting from sales without an upfront agreed upon price. And probably represents most indirect sales channels. Search is still dominant in the online advertising market, earning half of total ad-spend.

Display is where the Dutch publishers and networks need to get their fair share. The economy is growing at a steady pace as Dutch GDP is expected to grow at a steady 1.4% for the coming two years. Following the sharp recovery in 2010 in the advertising market, future growth is expected to be more in line with GDP. Expected growth for the total advertising market in the Netherlands in 2012 is 2.1%. The online advertising market is expected to become the largest market in 2012, with newspapers and magazines expected to continue their steady decline. Radio, however, is expected to remain stable through 2012 and outdoor is expected to grow steadily. As consumers spend more time online, advertisers are expected to respond similarly to rebalance the value of different media types. Print still has a dominant position in the advertising market, with a relatively large share compared to the total time spent on this media. Forecasts predict a steady decline of advertising income for newspapers and magazines.

As you would expect, time spent online will increase over the next few years with video and social being the big drivers. It is expected that advertising budgets will shift in line with this increase in time-spend. More than half of display advertising revenues come from traditional embedded formats.

Mark Stockx, Telegraaf Media Nederland, Sales Director Digital, comments: "2012 is going to be the year where automated trading really becomes part of a total integrated marketing solution. Automated trading has developed far from remnant inventory and moves to premium partnership solutions ranging from awareness to performance and ultimately delivering true ROI for our clients. The publishers that really get the ultimate mix between branded content, premium formats & inventory and performance driven

solutions is up for a great year." Of the total reported online advertising spend in 2011, €117m was generated through affiliate networks. Bol.com is now an affiliate partner of Allyousee.nl, meaning that they provide special referral links for the products placed on the website and pay a commission per sold item.

Marketing through traditional media could not be directly tracked unless large organizations paid huge amounts of money to market research companies to learn what their end customer feels about their product but with the introduction of the internet and social networking media platforms, all this has been changed drastically (Lutze H., Reinvent Relationships With Your Customers Online). The new approach emphasizes two-way communication between brands and businesses and their target audience which has enabled listening to customers and interactivity with the end users. This kind of engaged marketing involving both sides of the chain can build or destroy important brand relationships and brand loyalty.

2.2.2 Online shopping in The Netherlands

The central Dutch desk for statistics (CBS) published an article saying that online shopping gets every time more popular in the Netherlands, which is one of the top four countries for this in Europe, together with England, Denmark and Sweden. According to the press release of the CBS[3] on October 9th of 2009, consumers like to shop via internet. Three quarters of the 11.8 million internet users shop online. 'Easiness' and 'flexibility' are the main reasons for shopping online but 'lower prices' and 'more choice' are important factors as well. Holidays is what sells the most online together with sleeping holidays places, after that it is tickets, books, clothes, sport articles and magazines are what sell the most. An important factor for online shopping to be so popular is the high availability of internet and the fast growth of mobile internet. In another article the graphics[4] show that The Netherlands is on the top of online shopper country of Europe.

2.2.3 Competitor analysis

Other webshops are partners rather than competitors. The only competitors there are other promotional platforms but their features are still pushy. There is a webshop called manners.nl who offers a similar service of presenting products in images, inside realistic environment and it is meant for business people in professional clothing. Since their target group is so apart from the one of Allyousee.nl, they do not count as competitors either.

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[3]Central Bureau voor Statistiek - Central Statistics Desk

[4]See Appendix 8.2

3. METHODOLOGY

This chapter highlights the research methods used to answer the policy and research question as well as the sub questions. The methods have been chosen according to the relevance of the data that they provide for finding a solution to the main question. The chapter is divided into primary qualitative, primary quantitative and secondary research.

3.1 Primary qualitative research

This subchapter refers to the sources and methods that provide qualitative data. It includes group discussions at Utrecht Inc; business coaching and interviews with experts in marketing communications and business. This methods help to answer the main research question 'who are the main target groups of Allyousee.nl and what are their characteristics? by providing deep understanding in market segmentation (See interview with Lauren Valbert 3.1.2.1 and with Huri Sosa at 3.1.2.4) and targeting audiences (See interview with Andrei Hagieu at 3.1.2.2 and Patrick Kerssemakkers at 3.1.2.2).

3.1.1 Group discussion & business coaching

Every Wednesday of the spring 2013 a meeting took place at Utrecht Inc. Gertjan Verstoep and the group of student entrepreneurs discussed business ideas according to the business canvas model and the progress in our graduation research. Listening the progress and experiences of others often help for understanding aspects of my own concept. By the end of the meetings important insights about the research approach and about the company were clarified. Literature was suggested during one of the meetings, the book that explains in detail the Business Canvas Model and even mentions MSPs. With the business coach Gertjan Verstoep I discussed mostly about the customer segment that shall pay for the service: Webshop advertisers. Through his experience he suggested useful ways for smartly targeting those who are potential clients.

3.1.2 Interviews & Contact with experts

The MSP Allyousee.nl has business to business (B2B) and business to consumer (B2C) relations in the agenda. For understanding B2B relations and knowing how to target that group I had contact with 4 people involved with relevant industries. The first one is a marketing expert, the second one a Multi-sided platform expert, the third one is the founder and marketing manager of a successful retail webshop in the Netherlands and the fourth one is a popular culture blog founder.

3.1.2.1 Lauren Valbert - Marketing Expert

Lauren is expert in the field of Marketing. I got to her through the Utrecht Inc. newsletter where she was mentioned available for interviews on Thursday 25th of April, 2013. She agreed to talk to me about my main research question 'How can Integrated Marketing Communications help Allyousee.nl to reach its main target audience to create brand awareness and service knowledge for the introduction to the market?'. She is as well an expert in validating marketing models and so her perception would help on an accurate

market segmentation, which means dividing a market into smaller groups of buyers with distinct needs, characteristics, or behavior that might require separate products of marketing mixes. (Kotler, Armstrong).

3.1.2.2 Andrei Hagieu – MSPs expert

As a member of the Harvard business review at the Development department, he has been quoted many times in topics related to Multi-Sided platforms. I got in contact with him to ask for allowance to quote him, since that was required in the document. He not only allowed me to quote him but also provided me more interesting literature related to MSPs and their target groups.

3.1.2.3 Patrick Kerssemakers

Utrecht Inc. had an event called 'In the bank with Patrick Kerssemakers, founder & Marketing Manager of FONQ.nl'. FONQ.nl is a successful retail webshop in the Netherlands. Webshops owners and marketing managers represent one of the customer segments of Allyousee.nl. I assisted to this event to listen to the story of Kerssemakers and ask him a few questions.

3.1.2.4 Huri Sosa Corro

Blog founder, IT & business expert, he coordinates the back end development of the first version of Allyousee.nl. During his more than 8 years of experience he has been involved in selling projects and other business related topics. His own blog, called anti-depresivo.net, has been online for about 10 years and uses Google advertisement to make profit. Based on the advertising costs of that blog we have made an estimation of the budget for advertisement for Allyousee.nl.

3.2 Primary Quantitative research

This kind of research provides numerical data that helps in the classification of target groups according to different variables. The online survey eventually answers

3.2.1 Online survey

The online survey obtains data for mapping and it was applied to 60 respondents of different ages, incomes and occupations, selected in the personal network, the Utrecht Inc. network and the HU network. The main purpose of it is to identify market segments. On the survey there are questions related to demographic and psychographic variables as well as attractive attributes of what people value the most. This data helps to select the main target audience for Allyousee.nl and know its characteristics. The main target audience doesn't mean it will be the biggest one but the most relevant fitting to the market offers by Allyousee.nl. The survey has been shared on social media networks such as Facebook, Twitter, Pinterest and personal mailing tools such as Gmail and Facebook private messages.

3.3 Secondary research

The most important outcomes of the secondary research are mentioned at the theoretical framework (See chapter 4). This research had a selection process for literature and theories that provide relevant information for answering the policy, research and sub questions.

3.3.1. Desk research

In order to find out relevant theories and concepts descriptive research is done. This kind of research provides systematic information about a topic. It is about collecting data that will eventually help to build the recommendations in this research. Different tools are used to find information, as the 'Lucas' digital library of the Hogeschool Utrecht, 'Google Scholar', the physical library of different faculties of the Hogeschool as it is the Communication & Journalism and Business & Management as well as personal literature recommendations of experts that I had contact with. Most of the books used as study material for the International Communication and Media bachelor have been of big help as well, since the subjects were related to the policy and research question of this research, like Marketing Principles were details on how to segment the market and details of what a promotion mix must have are provided. Corporate Communication material has been used for the Internal and External Market research as well as important definition of concepts such as brand awareness. The good research guide has helped to select the most accurate methods for doing online surveys and Interviews.

4. THEORETICAL FRAMEWORK

The theories in this chapter are basic for finding a solution to the problem. In chapter two about market research statistics show that the advertising market is ready for digital innovation, which is favorable for Allyousee.nl as innovative concept. Furthermore, online shopping seems to be increasing and the motivations and drives of consumer for web use, e-commerce and online shopping are mentioned in this theoretical framework. Those motivations and drives suggest variables for market segmentation as well as recommendations for targeting the main audience.

The main theory of this research suggests steps in creating effective communication, a reliable process that leads through aspects necessary for successfully introducing ALLYOUSEE.NL to the market. This theory has been valid for many years and it was part of the literature of the ICM bachelor, in Principles of Marketing by Kotler, Armstrong, Wong and Saunders. The other theories provide support for following each of the steps closely, efficiently and effectively. I include the business canvas model as theoretical framework because it helped me define where the problem was located and how the other blocks could support finding a solution to it.

The theory in page 24 helps to understand the motivations for web implications for e-commerce and online shopping, this leads to better knowledge of the possible target audiences in why they visit websites and what they do there. Facts like this help to segment the market according to their motivations and online behavior, suggesting as well channels and promotion tools for the final strategy. Definitions like market segmentation are explained in the upcoming sections.

Site visitors are consumers and the consumer behavior theory, together with the buyer decision process help to understand the customer segment related to site visitors and create effective messages for them and influence the buying decision process. Since one of the most important elements of Allyousee.nl is the 'attractiveness' element, the theory of Kano (see section 4.7) comes in handy to realize what attributes that are important for consumers. Placing Allyousee.nl in one of the fragments of the Kano scheme clarifies the needs that the website satisfies and to combine that with the consumer behavior leads to creating effective communication with the goal of awareness and knowledge.

4.1 Important definitions

Integrated marketing communications. IMC is a concept of marketing communication planning that recognizes the 'added value' of a comprehensive plan that evaluates the strategic role of a variety of disciplines (advertising, direct marketing, sales promotions and public relations) and combines these disciplines to provide clarity, consistency and maximum communication impact. (Duncan, T. and Caywood, C. (1996)

Multi-Sided platform. A MSP provides support that facilitates interactions among the two or more groups that it serves, such that members of one side are more likely to get on board the MSP when more members of another side do so. In other words, there are positive indirect network effects among the various customer groups that an MSP brings together. Hagieu, A. (2013)

Target market. The target market is the set of buyers sharing common needs or characteristics that the company decides to serve and finding this group is the goal of market segmentation. Kotler et al (2008)

Usability is a quality attribute relating to how easy something is to use. More specifically, it refers to how quickly can learn to use something, how efficient they are while

using it, how memorable it is, how error-prone it is and how much users like using it. If people can't or won't use the feature, it might as well not exist. Nielsen, J., Loranger, H (2008)

Personas are fictional characters created to represent the different user types within a targeted demographic, attitude and/or behavior set that might use a site, brand or product in a similar way. Marketers may use personas together with market segmentation, where the qualitative personas are constructed to be representative of specific segments. Osterwalder, Pigneu (2010)

Product Life-cycle (PLC) is the course of a product's sales and profits over its lifetime. It involves five different stages: product development, introduction, growth, maturity and decline. The development stage begins when the company finds and develops a new product idea and Allyousee.nl is currently in this stage. The introduction stage is a period of slow sales growth as the product is being introduced in the market. The other stages are not relevant for this research. Kotler et al (2008)

Marketing mix is one of the most fundamental concepts in marketing management. For attracting consumers and for sales promotion, every manufacturer has to concentrate on four basic elements/components. These are: product, pricing, distributive channels (place) and sales promotion techniques. A fair combination of these marketing elements is called Marketing Mix. It is the blending of four inputs (4 Ps) which form the core of marketing system. This marketing mix is marketing manager's tool for achieving marketing objectives/targets. He has to use the four elements of marketing mix in a rational manner to achieve his marketing objectives in terms of volume of sales and consumer support. Kotler et al (2008)

Promotion mix (or marketing communications mix). The specific mix of advertising, sales promotion, personal selling and direct marketing tools that the company uses to persuasively communicate customer value and build customer relationships.Peter D. Bennet, The AMA Dictionary of Marketing Terms (1995).

4.2 The business canvas model

A business model describes the rationale of how an organization creates, delivers, and captures value. The business canvas model is a concept that allows to describe and think through the business model of an organization, competitors, or any other enterprise. This concept has been applied and tested around the world and is already used in organizations such as IBM, Ericsson, Deloitte, the Public Works and Government Services of Canada, and many more.

Osterwalder, Pigneur and the community behind the business canvas model believe that a business model can best be described through nine basic building blocks that show the logic of how a company intends to make money. The nine blocks cover the four main areas of a business: customers, offer, infrastructure, and financial viability. The business model is like a blueprint for a strategy to be implemented through organizational structures, processes, and systems. The 9 building blocks are described next, since they constantly come back in the creation of effective communication and recommendations.

Customer Segments. An organization serves one or several Customer Segments. This block is fulfilled with those customer segments per organization. Since Allyousee.nl is an MSP, has two customer segments (see 1.1.2) which are website visitors and webshop owners/marketing managers. The characteristics of this two customer segments must be clarified in order to target them in an efficient and effective way. The main research question of this research is meant to clarify this block by asking 'What are the characteristics of the target groups of Allyousee.nl?'

Value Propositions. It seeks to solve customer problems and satisfy customer needs with value propositions. The value propositions of Allyousee.nl must be clearly communicated to each of the customer segments in a different way because they both have different interests. Value propositions can be translated into the message that will be finally communicated to the target audience. Although Allyousee.nl has its services clear, the final value propositions are shown at the research analysis and results chapter. Those who get the most meaning out of this value propositions become the main target audience.

Channels. Value propositions are delivered to customers through communication, distribution, and sales Channels. Those channels are a very important part in the setting of effective communication. It depends on the characteristics of the customer segments which channels should be used.

Customer Relationships. Customer relationships are established and maintained with each Customer Segment. This is answered as well in the research analysis and results, where the characteristics of each customer segment are defined. Those characteristics suggest as well ways to keep and maintain those customer relationships.

Revenue Streams. Revenue streams result from value propositions successfully offered to customers. Affiliate marketing is the main revenue stream during the first version of Allyousee.nl. Bol.com is a partner that provides referral links for products. Still, as mentioned in the introduction, during the development stage and introduction of the Product life-cycle, it is mainly investments that take place.

Key Resources. Key resources are the assets required to offer and deliver the previously described elements. . .

Key Activities. . . by performing a number of Key Activities. Those activities are defined by the promotion mix in the creation of effective communication that is explained in section 4.3.

Key Partnerships. Some activities are outsourced and some resources are acquired outside the enterprise. Key partners of Allyousee.nl are visual international artists, providing the main attractive of the website: the images. They get promotional benefits with no cost.

Cost Structure. The business model elements result in the cost structure. Investment was required mainly in the Construction of the website itself. The next most important investment shall be related to the promotion mix and if the hypothesis is right, mainly in online advertising.

4.3 Steps in developing effective communication

The steps for developing effective communication in this subchapter have been taken from Principles of Marketing by Kotler, Armstrong, Wong and Saunders (2008). The first step in developing effective communication is to identify the target audience, followed by determining the communication objectives. Market segmentation is necessary to identify the target audience. Market segmentation is Market Segmentation refers to identification of the target audience. Companies recognize that they cannot appeal to all buyers in the marketplace or at least not to all buyers in the same way. Buyers are too numerous, too widely scattered and too varied in their needs and buying practices. Marx, C. (2010). Markets consist of buyers that differ in one or more ways.

Through market segmentation, companies divide large, heterogeneous markets into smaller segments that can be reached more efficiently and effectively with products and services that match their unique needs.

Once the market has been segmented and the main audience has been identified, a message specifically directed to that target audience can be designed deciding the content, structure and format. In putting the message together it must be decided what to say (message content) and how to say it (message structure and format). An appeal or theme must be figured out to will produce the desired response.

There are three types of appeal: rational, emotional and moral. Rational appeals relate to the audience self interest, showing that the product will produce the desired benefits. Emotional appeals attempt to stir up either positive or negative emotions that can motivate purchase. Moral appeals are directed to the audience's sense of what is right and proper. They are often used to urge people to support social causes such as a cleaner environment, helping the disadvantaged, better community relations or human rights.

It must be as well decided *how to say it*. There are three message structure issues. The first is whether to draw a conclusion or to leave it to the audience. Research suggests that drawing a conclusion was usually more effective where the target audience is less likely to be motivated or may be incapable of arriving to the appropriate conclusion. More recent research, however, suggest that in many cases where the target audience is likely to be interested in the product, the advertiser is better off asking questions to stimulate involvement and motivate customers to think about the brand and then letting them come to their own conclusions. The second message structure issue is whether to present the strongest arguments first or last. Presenting them first gets strong attention, but it may lead to anticlimactic ending. The third message structure issue is whether to present a one-sided argument (mentioning only the product's strengths), or a two-sided argument (touting the product strengths while also admitting its shortcomings).

The format of the message is very important as well. It involves decisions of headline, copy, illustration, novelty, contrast, eye-catching pictures, distinctive formats, message size and position, color, shape, movement, language, etc. When the message is ready, the media can be chosen, selecting if spreading the message will take place by personal or non-personal communication channels. Personal channels means having direct contact with a person in specific and one at the time, while non-personal means having contact through tools that could be directed to more than one person.

Then a promotion budget and mix are set, choosing between an affordable, percentage of sales, competitive-parity or objective and task promotion method. For setting the promotion mix, a selection must take place between advertising, personal selling, sales promotion, public relations and direct & online marketing. Desk research showed that advertising and public relations are good for producing high awareness during the Introductory Stage of the Company Life Cycle. These two promotion tools mainly apply for the customer Segment A (website visitors/ online shoppers) B2C market (business to market). For customer Segment B (webshop owners/marketing managers) it is more important to use direct marketing and public relations, in a way of B2B (business to business market).

For integrating the promotion mix it is necessary to analyze internal and external trends and audit the promotion budget. Marketers can choose between two basic promotion mix strategies: Push and Pull. Push strategy involves 'pushing' the primarily product through marketing channels to final consumers. The firm directs its marketing activities to induce them to carry the product and to promote it to final consumers. Using a 'pull strategy', the producer directs its marketing activities (primarily advertising and consumer promotion) towards final consumers to induce them to buy the product. If the pull strategy is effective, consumers will then demand the product from channels members, who will in

turn demand it from producers. Thus under a pull strategy, consumer demand 'pulls' the product through the channels.

The effects of different promotion tools also vary with stages of the Product Life Cycle. At the introduction stage, advertising and public relations are good for producing high awareness, and sales promotion is useful in getting early trial. Personal selling efforts must be used to get the trade to carry the product.

Market targeting can be carried out at several different levels: very broadly (undifferentiated or mass-marketing. This strategy focuses on what is common in the needs of consumers rather than on what is different), very narrowly (micro marketing. Rather than seeing a customer in every individual, micro marketers see the individual in every customer) and somewhere in between (Differentiated and concentrated marketing: differentiated marketing firm target several market segments and design separate offers for each, while concentrated marketing firm goes after a large share of one or a few smaller segments or niches.) (Kotler et al., 2008)

Advertising. Any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor. This includes broadcast, radio, print, Internet, outdoor and other forms. Advertising is an important part of the Marketing strategy for the Introduction stage of the Company Life Cycle. At that stage, the advertising is focused in early adopters and dealers to build brand awareness.

Sales promotion. Short-term incentives to encourage the purchase or sale of a product or service. This includes discounts, coupons, point-of-purchase displays and demonstrations.

Public relations. Building good relations with the company's various publics by obtaining favorable publicity, building up a good 'corporate image', and handling or heading off unfavorable rumors, stories and events. Includes press releases, sponsorships, special events and web pages.

Personal selling. Personal presentation by the firm's sales force for the purpose of making sales and building customer's relationships. This includes sales presentations, trade shows and incentive programs.

Direct marketing. Direct connections with carefully targeted individual consumers both to obtain an immediate response and to cultivate lasting customers. This includes catalogues, telephone marketing, kiosks, Internet and more.

Communication goes beyond those specific promotion tools. The product's design, price, the shape and colors and the stores that sell it – all communicate something to buyers. Thus, although the promotion mix is the company's primary communication activity, the entire marketing mix – promotion and product, price and place – must be coordinated for greatest communication impact.

Multimedia can enrich the user experience or reduce a website's value when applied inappropriately (Nielsen, Loranger 2006). Allyousee.nl has a simple web design since the photographs are already heavy and multimedia is in this case not necessary for the website but it come in handy for advertising.

The buyer-readiness stages have been mentioned in the problem definition. For the first two stages of awareness and knowledge, advertising and public relations play an important role. Finally, for closing a sale is mostly done with sales calls and sales promotion and this mostly applies for customer segment B. Advertising and public relations are the most cost effective at the early stages of the buyer decision process, while personal selling, given its high costs, should focus on the later stages of the customer buying process.

4.3 Consumer Behavior theory

According to Dr. Abraham Maslow (1954, as cited in Schiffman and Kanuk, 2007), every individual has five basic levels of needs. Allyousee.nl satisfies social and esteem needs because many of the design products that Allyousee.nl offers are related to life-style, adapting to what makes people feel good even though it is not really necessary. Having a certain lifestyle may be directly related to social needs, having a sense of be-longing for example. Those needs should be considered in the selection of the main target audience and in the creation of effective messages to reach them. The buyer deci-sion process shown in image 4, supports the consumer behavior theory by providing the steps that a consumer pass through when buying an item. These two theories are rele-vant for understanding better the potential target audiences of Allyousee.nl and create effective communication.
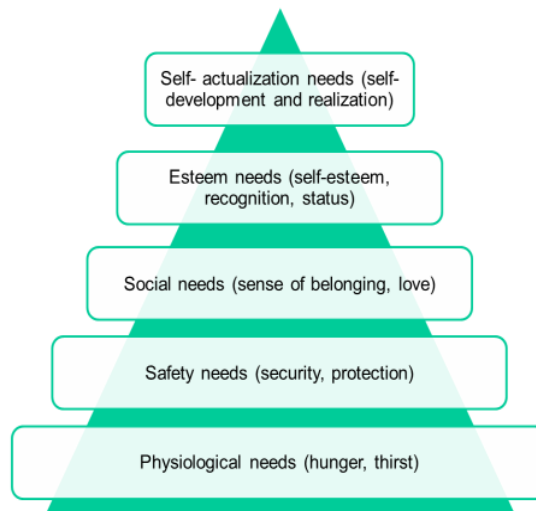
Image 3 - The consumer behavior theory
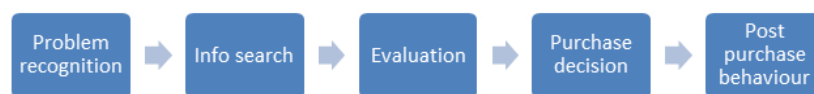
Image 4 - The buyer's decision process

4.4 Motivations for consumer web use and their implications for e-commerce

Consumers shop online for goal-oriented, instrumental reasons and for experiential reasons. However, goal-oriented motives are more common among online shoppers than are experiential motives because experiential shoppers do shopping for fun and online shopping is still very much goal directed, as it is to see in e-commerce webshops that show a clear product with a white background that does not make of it a fun experience but a goal-oriented experience. This is exactly what Allyousee.nl intends to do, turn online shopping into a more interesting experience.

Attributes that facilitate goal-oriented online shopping include accessibility/convenience, selection and information availability. The goal-oriented characteristics of online shopping collectively result in an experience that is involving for buyers, but which results in low commitment to purchasing. Consumers often use the words "freedom" and "control" in explaining the value of online shopping, they like to buy where and when they want to while having the possibility of leaving at any moment.

Unarguably, online and offline environments present different shopping experiences even when the same products can be purchased. Consumers shop with utilitarian, goal driven motives as well as for experiential motives, such as fun and entertainment; in sum, they shop to acquire products or they shop to shop (Babin, Darden and Griffen 1994; Bloch and Richens 1983; Hirschman 1984; Hirschman and Holbrook 1982; Hoffman and Novak 1996; Schlosser and Kanfer 1999). It is suggested that online and offline shopping experiences are perceived and evaluated by shoppers with respect to their ability to deliver satisfaction on two dimensions: (1) goal fulfillment and (2) experience-related outcomes. Goal-directed motivations are more likely to be satisfied online while experiential shopping motives are more likely to be associated with offline shopping.

Nevertheless, there are online buyers who shop because they think it is fun; typically they shop auction sites, engage in ongoing hobby type interests (Bloch, Sherrell and Ridgeway) or enjoy the thrill of looking for bargains. The following table helps to understand the potential target audiences and their behavior online, including shopping. Also, the following information suggests variables for segmenting the market according to behavior.

Goal Directed Buying	Important Factors	Outcomes
	Accessibility/Convenience	Freedom, Control
	Selection	
	Information Availability	
	Control of Sociality	
	Commitment to Goal, Not experience	
Experiential Browsing/Buying	Ambiance/Atmosphere	Fun
	Positive Sociality	
	Positive Surprise	
	Commitment to Experience as important or more important than goal	

Table 3 - Goal directed vs. experiential shopping

Online buyers engage in experiential browsing for three reasons: (1) auction activities (2) ongoing hobby-type search (Bloch, Sherrell and Ridgeway 1986) and (3) bargain hunting. The reason 'ongoing hobby-type search' is used on the research analysis for those who are interested in photography. The online survey tests these hobbies among sixty respondents. Positive surprise (Babin, Darden and Griffen 1994) is a major benefit of auction sites. Hobbyist shoppers frequently and regularly check sites of interest. Another activity that results in experiential online is looking for great deals. Discount shopping is associated with experiential buying behavior, goal-oriented shoppers are actually less likely to use shopping agents than experiential shoppers; the experiential shoppers enjoy the fun of surfing various sites and finding the best deals; as well, based on empirical research, Babin, Darden and Griffen (1994) identify bargain shopping in offline retailing as being experiential.

Consumers more likely to buy on the Internet are likely to be time-starved (Bellman, Lohse and Johnson 1999. Goal-directed buying is facilitated online specifically because of: (1) convenience and accessibility (2) unique and broad selection (3) availability of accurate and comprehensive information and (4) lack of sociality from salespeople, retail workers, spouses and kids. Each of these goal-oriented attributes was explicitly associated by online consumers with freedom and control.

Related to the ideas of freedom and control, shoppers reported to us that they feel little pressure to buy online, whereas offline they are disappointed if they come home empty handed. They often shopped in whatever moments they had free to look for information, shopped for an item across multiple online sessions that included offline looking, and feel comfortable abandoning online shopping carts, especially given how easy it is to return to the site and make the purchase later if they want; thus goal-oriented buyers "nibble" or "snack" on commercial websites. Thus, and paradoxically, many online shoppers appear engage in "low commitment, high involvement" behavior, as they easily leave a site without purchasing, but find their online shopping trips interesting, informative, useful and involving. Conclusion: Designing for Goal-Oriented and Experiential Consumers.

Experiential browsing behavior is desirable online as it has been associated in offline environments with increased impulse purchases, and more frequent visits (Babin, Darden and Griffen 1994). Sites need to identify a base of users who are regular visitors and who are involved with the product category.

Products and services with a hobbyist or enthusiast base are natural matches for sites that mix e-commerce with experiential content and community. Before designing the mix of experiential vs. goal-focused features offered on a site, a company needs to understand both its products and its users; average time spent on the sites by users is associated with goal vs. experiential orientation; thus, using click stream data, companies should be able to estimate the percentage of shoppers and buyers who are goal-oriented vs. experiential.

Additionally, website design and strategy issues should be based on motivations and satisfiers for online buyers. Any features that increase the sense of user control and freedom, including order tracking, purchase histories, saving information to facilitate speed in future sessions, and opt-in email notification of new products and special deals, increase the satisfaction of goal-oriented users. The importance of posting accurate, relevant and (when requested) comprehensive information about products cannot be overemphasized by e-commerce sites. In sum, companies anxious to build experiential features and encourage customers to spend longer times at their site (or increasing "stickiness" as widely encouraged in industry publications) may be overlooking the fact that transaction-oriented customers can build ties to an online business even when they do not spend much time at a site. Offering goal-oriented online consumers what they want, when they want it, and answering inquiries in a timely fashion creates loyalty, even if these customers are not interested in being entertained while shopping online.

4.6 Exploring motivations of consumer Web use and their implications for e-commerce

The Internet combines the entire purchasing process, from product exposure to product purchase, into one easily accessible medium. Although there are many ways in which the Internet differs from other advertising channels, three are consistent: interactivity, customer intimacy and the ability to shop online. (e.g. Quinn 1996; Berthon et al., 1996).

Interactivity is the level of interaction possible on the Internet. It is one of the prime reasons scholars suggest consumers may prefer it to other forms of advertising. Bezjian-Avery et al. (1998, p. 23) define interactivity as, `the immediately interactive process by which customer needs and desires are uncovered, met, modified, and satisfied by the providing firm'. Ghose and Dou (1998) found that websites that are more interactive are perceived to be of greater value by consumers. Berthon et al. (1996) argue that the reason consumers prefer interactive advertising is because it puts the consumer in control, since the web is a medium where the customer generally has to find the marketer rather

than the other way around. Giving support to this argument, Korgaonkar and Wolin (1999) found that `interactive control' was significantly and positively correlated with web usage.

Customer intimacy relates to the interpersonal communication aspect of the web, allowing a more personalized advertising experience (Bezjian-Avery et al., 1998). By way of e-mail, consumers can request information from companies with greater ease. For example, some companies, such as Campbell's Soup, send out weekly recipes to customers who request them.

Shopping online has the ability to view products and then buy them immediately. This fact not only distinguishes the Web from other advertising mediums, but also seems to be a reason why many users are logging on. With the development of secure transaction systems, online shopping continues to increase. Moreover, the Internet shopper is becoming more mainstream. More older Americans and people of more moderate incomes and educational backgrounds are purchasing items online. Privacy concerns and fear of insecure transactions have been argued to be the biggest inhibitors to shopping online (Wang et al., 1998).

Eighmey and McCord (1998) were some of the first researchers to apply the uses and gratifications approach to the World Wide Web. They found gratifications with viewing commercial websites to be similar to gratifications found to be associated with other types of media (i.e. entertainment motivation, information motivation, etc.), and also revealed new dimensions called personal involvement and continuing relationship. Personal involvement related to the degree to which users found the website to be personal, continuing relationship represented whether or not users wanted to visit the website again. Similarly, Korgaonkar and Wolin (1999) explored motivations and concerns related to web use and identified seven motivations and concerns regarding web use: (1) social escapism motivation; (2) transaction-based security and privacy concerns; (3) information motivation; (4) interactive control motivation; (5) socialization motivation; (6) non transactional privacy concerns; and (7) economic motivation.

Findings suggested that motivations and concerns play a greater role in determining subjects' actions with respect to Web usage than do demographics. Not only is online shopping on the increase, as reported earlier, but consumers are also reporting spending more time online searching for information on products and services. Understanding the possible underlying reasons for using the Web as a way to gain product knowledge or to shop for products and services will enable advertisers to target audiences and tailor web content more effectively.

4.7 Attractiveness & the Kano model

Attractiveness or attraction refers to a quality that causes an interest or desire in something or someone. This concept is important for the launching of Allyousee.nl because the message used to target the main audience should be attractive. For generating that message it must be clear the elements that are the audience finds attractive. Attractive requirements are the product criteria which have the greatest influence on how satisfied a customer will be with a given product. Attractive requirements are neither explicitly expressed nor expected by the customer. Fulfilling these requirements leads to more than proportional satisfaction. The attractiveness element relates to excitement and that is something that people will usually not talk about in surveys but when they see the exciting element they will really like it. (Kano, 1984)

Attractiveness in Allyousee.nl is determined by selecting photographs and artwork through the web by how much statistics show that the image was viewed, shared and liked (on Facebook pages for example). This can be done on the Google Trends page

that has just been released. By using generally attractive images as main content of the website, it is inferred that the website is attractive in large scale.
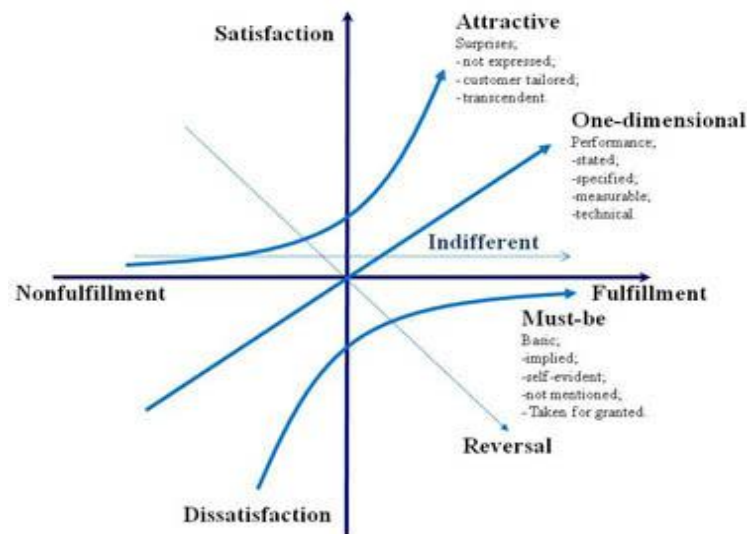
Image 4 - Attractiveness Kano Model

4.8 Theoretical solution

Follow the steps to create effective communication and meanwhile apply the other theories, combined with the solutions of the methodology to achieve a solution to the problem. For example, the first step on creating effective communication is to identify the target audience, so to identify who the main target audience out of the Theoretical framework can be deduced which variables are relevant for market segmentation. The motivations for web use and what it means to e-commerce suggest variables for market segmentation and so does the online shopping. The drives for online drives that help to classify two groups of online shoppers and since online shopping is a very important variable for Allyousee.nl it drastically divides the audience according to their motivations.

5. RESEARCH RESULTS & ANALYSIS

This chapter collects the outcomes of the applied methodology and summarizes the most relevant data for providing useful recommendations and conclusions. The results are divided per method and eventually the general results of dividing the market are provided, giving answer to the research question.

5.1 Primary qualitative research

This subchapter contains the most important outcomes of each applied method. The suggested literature in the group discussion is included in the Theoretical framework (see chapter 4). The complete interviews and data provided by the experts in contained in the Appendix (See chapter 8).

5.1.1 Group discussion & business coaching

Timo Brock, a member of the student entrepreneur program of Utrecht Inc. suggested a usability (see definition at section 4.1) test for Allyousee.nl before the online launch. This test shall ensure the easiness with which people can use the website and understand the benefits of it. He said that the layout of the website is a way of effective communication as well, confirming what is written on the literature 'Prioritizing web usability' by Jakob Nielsen and Hoa Loranger.

The business coach Gertjan Verstoep and me focused on defining customer segment B related to webshop owners and marketing managers (advertisers). This meeting concluded that there are some brands that fit the concept of Allyousee.nl better than others, according to the artistic content and the products that can be found in the pictures. To select the most relevant brands for the concept, Gertjan suggested making a list of categories of products such as electronic, clothing, etc., and mark the ones that do fit in the concept. A second list was suggested, this time with brands that have compatible corporate personalities (e.g. artistic, exclusive, modern, simple) and who offer some of the categories marked as suitable in the previous list.

In order to target the enlisted brands, interviews with marketing managers could come in handy to realize the perspective of this customer segment, what they like and what they do not like as well as indirectly targeting them as future potential clients. These interviews could eventually be arranged through the Utrecht Inc. network. For lack of time, interviews with marketing managers could not be included in this research. The suggestions of Gertjan Verstoep are written as recommendations to continue the process.

When interviewing marketing managers, a case should be presented presenting their own brand included in the process. For example, if I was to interview a marketing manager of Louis Vuitton, the prototype of Allyousee.nl displayed to them should include images created by international artists they have worked with and products they sell. This would give me the possibility of explaining the benefits of making use of Allyousee.nl as promotional platform. This way, the prototype becomes very clear for them since it explains the direct benefits for their specific brand. Once the marketing manager has the concept and benefits clear, he shall be invited to participate in the developing process of Allyousee.nl for future improved versions, becoming a partner and client.

For future improved versions of Allyousee.nl, the official launch could take place in presence of the partners. On that event, journalists should be invited as well. I suggested inviting a person working for a digital magazine, since Allyousee.nl could provide digital advertising with pictures and links. During the event, a 'heavy online shopper' may con-

tribute to the meeting by opening the website in public and thinking out loud while surfing in it, representing a real 'user experience'. The discussion with the student entrepreneurs and the business coach led to the creation of a persona[5] for customer segment B.

Persona B. Marketing manager of X brand. This person is between 30 and 60 years old (based on the experience that is usually asked for these kinds of job positions). He/she manages the marketing department of an exclusive brand with an artistic and modern personality that carries products related to lifestyle.

Eventually a real selection of the main target audience for customer segment B shall take place, but that selection requires a more personal approach and a lot of time and the final results of that audience could not be included in this document. Only general characteristics that could be handy for future personal targeting of marketing managers and webshop owners are included in this document.

5.1.2 Interviews & contact with experts

Two of the interviewees were found through the Utrecht Inc. network. Lauren is a marketing expert and Patrick is the founder of FONQ.nl, a successful retail webshop in The Netherlands. Huri, blog founder, IT and business expert is part of the technical development team of Allyousee.nl. I got in contact with Andrei because I requested to quote his literature about MSPs on this research, as it was indicated in the document and he sent me more relevant literature.

Andrei Hagieu

He provided me with a document that has just been released in Harvard, called 'Do you really want to be an eBay?' which mentions important facts and threats of MSPs. The contact with Mr. Hagieu made me understand how MSPs work in a general way but more importantly, it helped me understand how do network benefits happen for each of the customer segments, information summarized in the following paragraphs.

An MSP has indirect network effects, meaning that it is more likely for members to become members of the MSP once the members of the other side do so as well. In the case of the website Allyousee.nl, it becomes more interesting for advertisers once there are many site viewers. This means that by targeting customer segment A properly, in a way, one is automatically targeting customer segment B.

It is the requirement of exhibiting indirect network effects that is absolutely essential in order to have a true MSP and not a single-sided platform. To illustrate the difference, consider Amazon, a platform connecting merchants of increasingly varied kinds of products to consumers. The more merchants Amazon draws to one of its numerous affiliation programs, the more comprehensive and appealing its e-commerce website becomes from the point of view of consumers; and vice versa, increased user traffic to Amazon's portal makes affiliation more valuable for any individual merchant.(Leschly et al. 2003)

MSPs generally go beyond simple aggregation of databases (or portals in the case of content) when they wish to make sampling and search easier. Many reduce asymmetric

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[5] **Personas** are fictional characters created to represent the different user types within a targeted demographic, attitude and/or behavior set that might use a site, brand or product in a similar way. Marketers may use personas together with market segmentation, where the qualitative personas are constructed to be representative of specific segments.

information further by engaging in "quality certification" of at least one of the customer segments. One key decision that managers need to make is the strictness of the platform's certification of *quality relative to quantity* within the relevant platform side(s).

The key is to find the most powerful leverage for one's established one sided strength, i.e. identify a new side (or new sides) that could create strong indirect network effects with the existing one. The amount of X customer Segment A means the amount of X customer Segment B. A simple two-step way to achieve this is by:

1) *Identifying the fundamental function a business performs for its customers.* Allyousee.nl offers a new experience in shopping by including products into amusing artwork. → Allyousee.nl offers experiential shopping.

2) *Identifying other customer groups with whom the existing customers conduct frequent transactions, for which the existing business can enhance the value or lower the cost.* Allyousee.nl increases brand awareness and facilitates a product's purchase while innovating in non-interruptive advertising ways.

The underlying principle is to combine effective search with the possibility for exploration (random or not), which increases the likelihood of transactions. In conclusion, the customer segment of site viewers is the most important one at the current stage of the PLC. Introducing the first version of Allyousee.nl to the market even though it is not the final one, starts building brand awareness, creating a fan base and collecting data for future stages of the PLC.

Focusing in customer segment A of site viewers first, makes Allyousee.nl attractive for the other customer segment of webshop owners and marketing managers and not the other way around.

Lauren Valbert

The research question was focused on getting to know who the target audience is. The interview with Lauren suggested that the most important group for Allyousee.nl at the Introductory stage are people interested in photography and artwork. By targeting them, many visits are attracted to the site and that is useful for the data collection that shall be shown to webshop advertisers in the future. She suggested finding that group in social media, for example: checking followers of 'world press photo'. She as well suggested to create a photography contest on Facebook to realize what people find attractive. Since the interview with Lauren Valbert was part of this research, the photography contest could only have a place in the recommendations chapter for future use.

Patrick Kerssemakers

The owner of the successful webshop FONQ.nl told his business story at Utrecht Inc. and the public was allowed to ask questions. Many people assisted so we all had time for just one question. I asked one question that would answer both the policy and the research question at the same time: "Where do you advertise?". This question tells how a successful webshop reaches its target groups, as well as gives information about the preferences of customer segment B. His answer was as simple as the question: 'I only advertise with Google'. I asked why and he said that he had a person doing the marketing online and that person focused in making sure that they would be highly visible in Google. This simple answer, coming from such a successful shop inspires trust in Google, as search engine and advertising tool.

Based on the statistics provided by his ten-year existing blog with integrated advertising, Huri Sosa Corro and I concluded that the budget to advertise Allyousee.nl to enter the market is only 100 euro. Since it is the beta version and there are no investors yet or any other ways of funding, the creation of brand awareness must stick to this budget for the release.

Corro, with his experience in business, asked me a question that is commonly used to discover characteristics about the desired target audience. He asked 'If Allyousee.nl would be a car, which car would it be?' and I answered 'A challenger'. Then he pointed the qualities of a challenger car out and of those who follow the 'challenger' brand. As a conclusion he wrote a prototype persona for the customer segment A of Allyousee.nl.

Persona A for customer segment of site visitors: The user interested in Allyousee.nl is between 25 and 35 years old. That person likes what is modern and exclusive. He is of high-medium and high class. He is passionate about style and intellectual topics. He is respectful with the world around him and popular among his group of friends. He is daring in his taste and he thinks of himself as unique when making choices for products. He has a special interest for images.

5.2 Primary quantitative research

This part of the research includes the results of the online survey which provides qualitative data of 60 online respondents. This survey had the main purpose to analyze different groups of people and what they find attractive. This data can be combined with the results of the primary qualitative and secondary research in order to segment the market and find the main target audience. The results of this survey provide as well suggestions of the channels use, as well as ways of targeting the public, according to their lifestyle.

5.2.1 Online survey

The results of the survey are divided into demographic and psychographic variables but other preferences related to images were measured as well. Geographic segmentation is dividing a market into different geographical units such as nations, states, regions, countries, cities, or neighborhoods. This one does not apply to Allyousee.nl, because the focus for the first version of Allyousee.nl only focuses in The Netherlands. Demographic segmentation is dividing the market into groups based on demographic variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, and nationality. Psychographic segmentation is dividing a market into different groups based on social class, lifestyle, or personality characteristics.

There are other kinds of variables to evaluate behavior, occasions and benefits. Behavioral segmentation is dividing a market into groups based on consumer knowledge, attitude, use, or response to a product. Occasion segmentation is dividing the market into groups according to occasions such as when buyers get the idea to buy, actually make their purchase, or use the purchased item. Benefit segmentation is dividing the market into groups according to the different benefits that consumers seek from the product.

Demographic variables. Among the sixty respondents few are under 20, most are between 20-30 and above 30, 63% of the respondents are single and 37% is in a relationship. None of them are married. There were mostly women among the respondents.

The most popular occupation was 'student often with an income under 1000 euro. For non-students, average income was between 1000 and 3000 euro. (See Appendix for graphics).

Psychographic variables **are related to lifestyle.** Next, general outcomes of the survey are given, not yet classified in groups. The most common hobbies were traveling, photography and a wide variety of sports. Reading is named very often as well. Although most people seem to care about price when buying goods, the most relevant variable is quality in general, and especially among those who can afford it (who have higher income). Although paradoxically, the image that was spotted as the one with the best quality was far from being people´s favorite. As stated by Kano (1984), excitement is a quality that people do not speak about, but when they see it they really like it. (See Appendix for graphics)

Measuring attractive elements. The following images were shown in the online survey of 60 respondents:
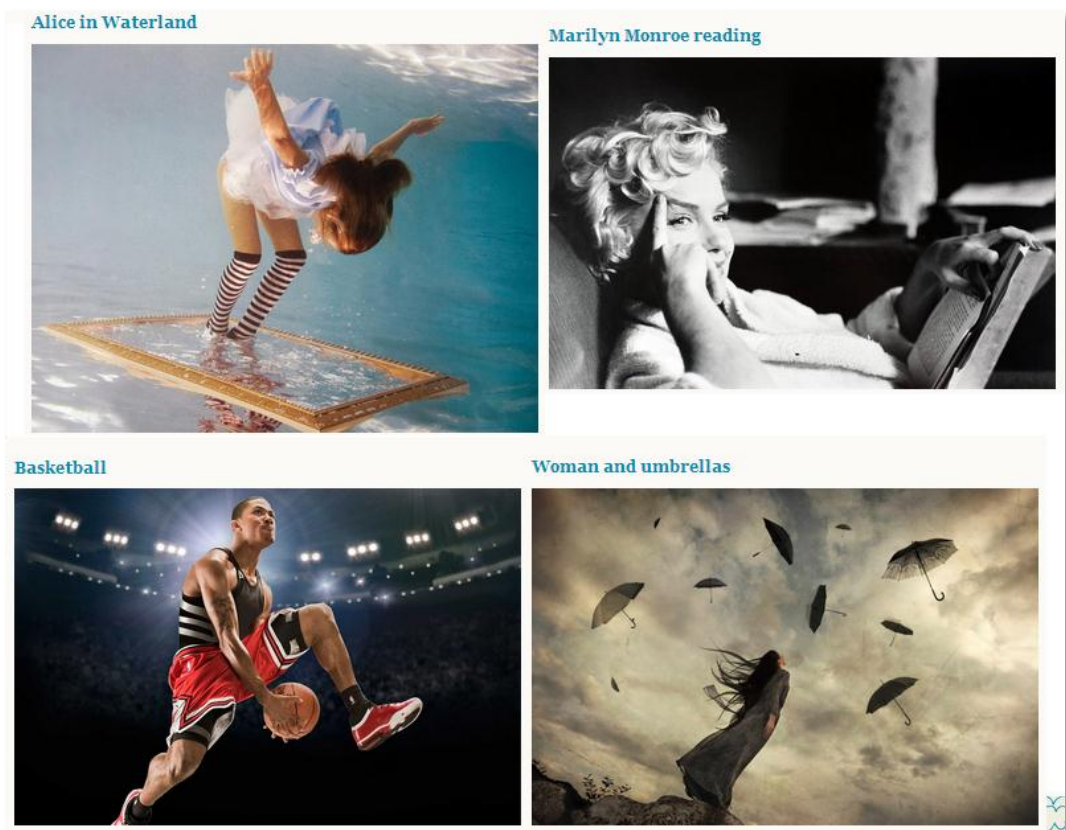
Image 5 - Four images included in survey 1

Respondents rated ´Man playing basketball´ with the best quality, Marilyn Monroe reading as the best composition, closely followed by Woman and umbrellas and Child and water. Marilyn Monroe reading gave most people a feeling they like. If respondents could buy one of the items in the picture of Marilyn Monroe they usually chose the biography of Marilyn, instead of the alternative options such as bathrobe, nail polish on sale, and Marilyn´s wig.

Results of the survey showed that 'surprise element' is the most important for respondents to like an image, closely followed by 'full of emotion' and 'color'. Respondents were asked on a scale from 1 to 5 how often they buy online (1 being 'never' and 5 'very

often -once a week-') and most of them answered with 3, meaning that generally they do shop online but not too often. Although there is a group who often shops online for fun or for practical reasons.

Quality is the element that respondents care about the most as 47% indicate, 38% cares the most about price and 15% about easiness. Curiously, those who care the most about easiness are those who shop more often online. When rating the Allyousee.nl concept attractive or not, 69% pointed to be enthusiastic about it, 28% reported to be indifferent and 4% are negative about it.

The target market is a set of buyers sharing common needs or characteristics that a company decides to serve. Finding this specific set of buyers group is the goal of market segmentation. Marketing can be undifferentiated (mass), differentiated (segmented) or concentrated (niche). Since the images used on Allyousee.nl are meant for a specific taste, undifferentiated (mass) marketing does not apply. Undifferentiated marketing is a market-coverage strategy in which a firm decides to ignore market segment differences and go after the whole market with one offer. Differentiated (segmented) marketing is the market-coverage strategy in which a firm decides to target several market segments and designs separate offers for each and finally, concentrated (niche) marketing is the market-coverage strategy in which a firm goes after a large share of one or a few segments or niches. So, the most recommended marketing structure for Allyousee.nl is niche marketing. As Lauren Valbert said: Coca Cola sells drinks to everybody, but it focuses its marketing on teenagers. (See Appendix 8.1) Allyousee.nl expects visitors of different kinds but the marketing shall be made for the most relevant target audience that is defined later on this document.

5.3 Secondary research

Desk research suggested variables to create the online survey for market segmentation. This subchapter summarizes the most important outcomes that are relevant for that market segmentation, recommendations (see chapter 6) and conclusions (see chapter 7).

5.3.1 Desk research

Desk research shows that online shopping increases in the Netherlands mostly for practical reasons like saving time, having more choice and better prices, but there is something missing in the online shopping experience which keeps people preferring 'offline shopping'. Currently, online shoppers can be divided into Goal-oriented and Experiential shoppers. The main group of Allyousee.nl would be experiential shoppers, thus those who like the actual experience of shopping online and like to go through different products without searching for anything specific.

Experiential shoppers follow one of the main value propositions that Allyousee.nl has to offer: a fun and interesting online shopping experience. Although secondary, goal-oriented shoppers are relevant as well and they would arrive to Allyousee.nl through the use of tags6 in Allyousee.nl image posts.

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[6] Non-hierarchical keyword or term assigned to a piece of information such as a digital image or computer file. Tags help describe an item and allows it to be found again by browsing or searching. In the organization of information and

Desk research showed that MSPs target at least two customer segments and sometimes they must be targeted in a different way. It is important to know what those customer segments are before launching the product. Desk research concludes that online shopping increases with the years and people actually like shopping and learning about products is one of the main web activities. The only concerns are about privacy, but in The Netherlands people trust and make great use of the paying methods. The advertising industry seems to be constantly trying to find out what people are interested in and searching for innovative ways to target people in different ways.

Desk research showed that there are some people who actually shop online for fun (experiential shoppers) and other who shop online with a clear shopping goal in mind (goal oriented). Hobbyist shoppers get a kick out of bidding or checking out bargains. What is it that the bidding sites offer? A surprise in the products. If that is what those people like, it is exactly what Allyousee.nl offers and therefore hobbyist shoppers are definitely part of the main target audience of Allyousee.nl. Research suggested that many people do not shop online because they like the 'shopping experience' instead of looking at empty, white background pictures on the e-shops. Allyousee.nl then offers a turn to shopping from offline to online.

The theory of Kano (See 4.7) that has been used for many decades, suggests that the attractiveness of a product is what will make it successful. To make this website successful the kind of images on it must be thus attractive.

In combination, the promotion mix recommendations in chapter 6 have been based in the Affordable Method, at least for the Introductory stage of the Company Life-Cycle. This means that in advertising, public relations and direct marketing the lowest costs are searched, since there is no much profit on the first year, according to the revenue model of Allyousee.nl. The budget drawn with Huri Sosa Corro indicates that 100 euro per month can be spent on promotional tools.

5.4 Market segmentation

Market segmentation is dividing a market into smaller groups of buyers with distinct needs, characteristics or behavior who might require separate products of marketing mixes. This subchapter classifies audiences based on the theoretical framework and the preferences of the survey respondents.

5.4.1. Identifying the main target audience

An MSP has two main customer segments to serve. Therefore this sub chapter is separated into a main audience for customer Segment A and a main audience for customer Segment B. The selection of the main target audience per customer segment has been divided according to different variables provided by the theoretical framework and methodology results. Occasion segmentation is dividing the market into groups according to occasions such as when buyers get the idea to buy, actually make their purchase, or use the purchased item. The main target audience of customer segment A was selected

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objects, the use of textual keywords as part of identification and classification long predates computers. However, computer based searching made the use of keywords a rapid way of exploring records.

according to behavioral variables, according to how often they buy something online. The demographic and psychographic variables suggest characteristics of each group.

5.4.1 Site viewers

Customer segment A of site viewers has been divided according to the most profitable variable for Allyousee.nl: how often they buy something online (See occasion segmentation 5.4.1.). Those who never buy online are out of the main target audience. Those who buy often are a relevant audience, but those who buy very often online are the main target audience. Within that group those who shop for the experience more than goal-oriented, conform the main target audience.

It was only 4% of the respondents who never buy anything online and coincidentally were those who are mostly indifferent or negative about the concept of Allyousee.nl. 42% buy something often and 9% who buy something very often (at least once a week). The percentage of respondents buying something in the scale of 3-5 (being 1 never and 5 very often – at least once a week-) sums up 51%.

Group 1 Shops online very often (at least once a week) Scale 4-5	Enthusiastic about Allyousee.nl. Quality and price are very important, but they also worship easiness.	Most common hobbies (lifestyle) are traveling (vacation), photography and reading. They went for the ´biography of Marilyn Monroe´ among the other products to choose from.	Intellectual, practical and visual. The surprise element, emotion, fantasy and reality mix and composition are important in photos. (experiential)
Group 2 Occasionally (at least once a month) Scale 3	Enthusiastic about Allyousee.nl. They care about a balance between quality and price.	Most common hobbies (lifestyle) were related to music, reading, sports and traveling. Their answers were more variable in the chosen products, almost equally they went for Marilyn Monroe´s biography, nail/polish on sale and bathrobe.	Musical, sportive, likes sales. Prefers realistic images in high definition, although the surprise element and the emotion in the picture keep on being important. (goal-oriented)
Group 3 Never Scale 1-2	Usually indifferent or negative about the Allyousee.nl concept. Usually care about price the most and then quality and easiness.	Most common hobbies is reading.	Prefers to buy offline - experiential shopping -.

Table 4 - Respondents divided by frequency of online shopping

Group 3 is the furthest from the main target audience. They are already indifferent or negative about the concept and prefer to buy offline (See appendix, page 37). Some of the members of this group could eventually get interested because offline shopping is

experiential and Allyousee.nl as well. Still, the promotional message shall be not designed for this group.

Group 2 is the largest audience. This group is mostly enthusiastic about the concept and they buy relatively often online (See appendix, page 37). They care about some of the bestseller products such as books, sport items and holidays but they prefer very realistic pictures in high definition - which is not the exact personality of Allyousee.nl. It could come in handy to place some of those images in the beta version and measure the behavior of the site visitors. This group is more likely to represent goal-oriented shoppers, who do not shop for fun, but only when they have something specific in mind. It is an important audience because it is great and it could help Allyousee.nl to get many site views and possibly clicks. Web users like to have control of choosing where to go in the web and low commitment to purchase. This is offered by Allyousee.nl. We can conclude that this group is not the main target audience but it is a very relevant one and it should not be left out on the promotional message.

Group 1 buys something online at least once a week or once a month and prefers the kind of pictures that Allyousee.nl offers. It worships easiness, another of the components of Allyousee.nl website and corporate personality (simplicity (see section 2.1)). Also, members of this group often mention to have photography as a hobby. This group of hobby/frequent online shoppers, who appreciate easiness and like photography, seem to be the perfect audience for Allyousee.nl and the promotional message should be designed for them. As mentioned in the theoretical framework, hobby shoppers appreciate experiential shopping and they prefer the 'surprise element' in images, but that 'surprise element' comes back as well in auction sites (for example, eBay), one of the most visited by hobbyist shoppers. Meaning this group is not always searching for something specific, but likes to be surprised and shall take chances in purchase. Web users like to have control on their actions on the web and low commitment, two things that are very much offered at the website. (See section 4.6)

Combining the online survey with the persona suggested by Huri Sosa Corro, the age range in this group would go from 25 to 35 years old, also because they are not students anymore and are more likely to afford more expensive products. Site visitors can arrive to the website by many reasons, but when it is not what they were searching for, they will leave after a maximum of 2 minutes, realizing that is not the site for them (Nielsen, Loranger 2006).

The group that is relevant for Allyousee.nl is that one that actually stays to observe the artwork slideshow and gets to click at least one of the products. When combining the results of the survey with the knowledge of the other research methods we can conclude that the main target audience is group 1. Once we know that, the communication objectives must be designed. Allyousee.nl wants to accomplish a large number of visitors on the launching of the website so that those who are really interested come back. The ideal site viewers will click in at least one object of the artwork collection.

Furthermore, for the first version of Allyousee.nl the goal is to collect data. Therefore at the introductory stage of the product life cycle is recommended to include some images that are as well interesting for group 2 which represents the mass audience for reaching the goal of minimum 150 daily visits and collect other interesting data about that group. The mass audience is not the main target audience for Allyousee.nl but it is important at this stage.

Product position for customer Segment A. Product positioning is the way the product is defined by consumers on important attributes—the place the product occupies in consumers' minds relative to competing products. Allyousee.nl shall be at first placed in

people's mind as an experiential webshop, since it is the easiest term to make this new concept understandable.

Competitive advantage is advantage over competitors gained by offering consumers greater value, either through lower prices or by providing more benefits that justify higher prices. Allyousee.nl does not necessarily have lower prices but it certainly provides experiential benefits which make the online shopping experience attractive, interesting and different of e-commerce sites and webshops. We can summarize the competitive advantage saying that Allyousee.nl publishes products in a simple way, not intrusive, clean and beautiful by using visual artwork.

Value proposition is the full positioning of a brand—the full mix of benefits upon which it is positioned. The value proposition for customer segment A is 'Allyousee.nl is an online tool to discover presents & design products inside artwork'.

Positioning statement is a statement that summarizes company or brand positioning—it takes this form: To (target segment and need) our (brand) is (concept) that (point-of-difference). According to this formula, the positioning statement shall become: "To those who want a more fun online shopping experience, Allyousee.nl is a website that displays beautiful artwork in which you can click and buy everything you see in the pictures".

Marketing mix. Marketing is the sum total of 4Ps. These are: product, price, promotion and physical distribution. Large-scale marketing is possible through appropriate combination of 4Ps called marketing mix. The 4Ps are applied to each group, once their characteristics are now known.

Group	Product	Price	Place	Promotion
Group 1	A new experience for online shopping where selected products are displayed in curated artwork and directly purchasable.	Each product has its own price. You get to choose what to buy. (Web users like control in their choices)	Allyousee.nl	Popular (Facebook, twitter, instagram) and artistic social media networks (Tumblr, Pinterest, Instagram) + Digital magazines.
Group 2	Selected images with interesting gadgets for your lifestyle.	Balance between quality and price.	Allyousee.nl	Popular Social Media networks (Facebook, Instagram, Twitter), related blogs and Google + digital magazines.
Group 3	Tagged products inside artwork divided into categories.	As low as possible.	Offline shops.	Printed media.

Table 5 - Marketing mix applied per group

5.4.2 Webshop owners / Marketing managers

A list of categories of webshops and their lifestyle products was made as well as research and selection of brands that fit with the personality of Allyousee.nl. Then, a selection of brands and webshops took place, according to the relevance they have in relation with Allyousee.nl. The result of the market segmentation for webshop advertisers was divided in 3 groups: the categories that are not applicable for Allyousee.nl, the ones that

are occasionally relevant and the ones that are very relevant and fit with the personality with Allyousee.nl.

Again, the one that is the largest does not mean to be the most relevant, but it should be considered as target market, even though the message shall be personally designed for each of the very relevant brands and webshops. Sometimes webshop owners will be targeted, but it is usually the marketing managers who will make such a decision of advertising in Allyousee.nl or not and therefore the message shall be designed for them, with clear benefits.

The main target audience of webshop advertisers (customer segment B) are:

Marketing managers of brands with lifestyle products (sport, clothing, entertainment, music, artwork, jewelry, personal care, books, home & design) in their market offer who have an exclusive personality and who appreciate innovation in communicating with their target audience.

Product position for customer segment B. This is the way the product is defined by consumers on important attributes—the place the product occupies in consumers' minds relative to competing products.

Allyousee.nl provides experiential benefits for online shoppers that makes shopping attractive, interesting and different from what is offered in other websites. It increases brand status, product & brand awareness as well as an innovative advertising method that facilitates the purchasing process.

Competitive advantage. Competitive advantage is an advantage over competitors gained by offering consumers greater value, either through lower prices or by providing more benefits that justify higher prices. Allyousee.nl does not necessarily have lower prices, but it certainly provides experiential benefits which make the online shopping experience attractive, interesting and different from what is offered in other websites.

Not perceived as advertisement but as a way of entertainment where the customer has the control of easily getting more information about a specific product.

Value proposition. The value proposition is the full positioning of a brand—the full mix of benefits upon which it is positioned.

Allyousee.nl is an online tool to discover presents & design products inside artwork. It facilitates the purchase of artwork and product by placing links on the objects to webshops and galleries.

Positioning statement. The positioning statement summarizes company or brand positioning—it takes this form: To (target segment and need) our (brand) is (concept) that (point-of-difference)

To innovative brands Allyousee.nl presents products quality photography and facilitates purchase by linking the products to webshops.

5.6 Answers to the policy, research and sub questions

Answer to the policy question:

How can Integrated Marketing Communications help Allyousee.nl to reach its main target audience to create brand awareness and service knowledge for the introduction to the market?

By developing an effective communication strategy that identifies the main target audience and creates an attractive message for them, that informs and attracts visitors to the website.

Answer to the research question:

Who is the main target audience of Allyousee.nl and what are their characteristics?

The main target audience of customer Segment A are those who shop online often or very often, for necessity (practical reasons) or hobby (entertainment). They are mostly intellectuals interested in art with a moderate to high income and they care about quality and easiness above price. They appreciate the surprise element in photography. This group mostly consists of females, but males are not excluded. The age range is between 25 and 35 years old. They like to have exclusive items.

Answers to sub-questions:

What are the motivations of people to shop online? For goal oriented people it is time saving, more choice and sometimes lower price. They go shopping online with a specific product in mind. Experiential shoppers actually enjoy searching for products information, auctions and sales out of pleasure and not necessarily for saving money. They go online without a specific product in mind but are willing to be surprised.

What kind of images do they find attractive? Images that surprise them, that are full of emotions and color.

Which message is the most appealing for the main target audience(s)? Freedom to discover for online shoppers and facilitation of immediate purchase of products displayed in attractive digital environment.

Which channels are necessary to spread that message among the main target audience? A promotion mix provides the channels in section 6.1.8.

6. RECOMMENDATIONS

The recommendations in this chapter are based on the theoretical framework and the application of methodology in chapter 3. In the previous chapter, the target audience has been identified as well as the kind of message that can be the most effective to reach them. This chapter provides recommendations about the channels that should be used to spread this message on the most effective way.

6.1 General Recommendations

6.1.1. Usability test. As suggested by a Utrecht Inc. member, a usability test should take place. The best would be to complete the usability test before launching the beta website and make the last adaptations to it. Once the functions of the website are clearly understood by the audience, the general performance of the concept increases. Also, the behavior can be more accurately be measured, as the following recommendation suggests.

6.1.2 Data collection & analysis. During the Introductory stage of the PLC it is important to collect as much data as possible, which can eventually be analyzed to adapt the concept that customer segment needs. These measurements can be realized by installing the free tool Google analytics tool to the beta website.

6.1.3 Release the beta version. Once Google analytics has been installed, the first version of Allyousee.nl should be released as soon as possible in order to start collecting information and create awareness. Meanwhile the data collection and awareness creation takes place; a more personal approach is necessary for reaching customer segment B. This will take a longer time, since a case is suggested at the following recommendation.

6.1.4 Divide main audiences in customer segment A and customer segment B for targeting. The main audience of customer segment A will targeted for awareness & knowledge during and after the release of the first version. Targeting customer Segment B requires a process that takes more time thus for that it is recommended to do this while data is being collected. As reminder: MSPs have networks effects on each other, therefore having more site viewers makes the site automatically more interesting for customer segment B.

6.1.5 Intermarket segmentation. The launch of the first version of Allyousee.nl focuses in The Netherlands and therefore geographic segmentation was not taken into account at the survey. In future stages of the company, intermarket segmentation is recommended. Intermarket segmentation means forming segments of consumers who have similar needs and buying behavior even though they are located in different countries, but based on the preferences of the core market which is The Netherlands.

6.1.6 Push & Pull strategies. For the beta release, a push strategy is recommended for customer segment A's main audience and a pull strategy is recommended for customer segment B, because, as stated before, once there are more audience in A, the audience in B will be more easily interested.

6.1.7 Concentrated marketing is the best option for marketing Allyousee.nl, because it wants to target a great share of the audience with photography & artwork interests as well as those who shop online for lifestyle products and the ones that sell them. Smart targeting helps companies to be more efficient and effective by focusing on the segments that

they can satisfy best and most profitably. Targeting also benefits consumers: companies reach specific groups of consumers with offers carefully tailored to satisfy their needs.

6.1.8 Promotion mix. During the launching period of the first version of the website Allyousee.nl the promotion mix should be adapted to each of the customer segments separately. Once the target audience is known, the communication objectives are clear and the positioning statements for each customer segment are known. Consequently a promotion mix is recommended for Allyousee.nl. For the Introductory stage of the PLC advertising and sales promotion are the most recommended promotional tools, however other tools have been considered as well, differing per customer segment. Kotler et al. (2008) Advertising does not apply as a tool for targeting the main audience of customer segment B, since for them a more personal approach is recommended for the current stage of the company. Personal selling with sales presentations and trade shows is mostly recommended for future stages of the PLC. The promotion mix has a budget of 100 euro for the introduction of the website to the market.

6.1.8.1 Advertising

Advertising is the most recommended tool for the introductory stage of the product life cycle. Allyousee.nl shall mainly use advertising to target customer segment A composed by site visitors.

    1. **Budget promotion mix.** There is no budget for advertising on TV or radio. Online advertising is the most recommended, not only for being the most budget-adequate but also because it is the most effective since the main target audience is to be found online. The desired action by the ads (clicking on the website link or product inside the website) is online as well. Besides, as stated by Harris and Rae (2010) traditional face-to-face marketing had its limitations due to the small network size and the lack of diversity, however social networking platforms have created personal networks which are strengthened and broadened by enabling brands to open up communication channels with their clients giving them a competitive advantage as well as a sustained engagement.

    2. **Ads & message.** These should clearly portray the message generated per target audience in the Research results & analysis. Ads should represent the corporate personality of the brand (artistic, simple, exclusive, attractive and modern). The logo, slogan and a photography taken out of the collection would make the perfect combination in an advertisement. The images used should portray the 'surprise element' and be 'full of emotion' as the main target audience prefers in images that they find attractive. Images should be the focus in the communication tools used.

Advertising for main audience of customer segment A
Search engines index

    1. **Google** ideally facilitates users finding what they want and helps Allyousee.nl to be found. Google is the most used browser around the globe for finding all kinds of information. Allyousee.nl should be indexed to this search engine. Google offers these tools called Ad sense and Ad words, both have a relative low price for what it offers.

    2. **Use of tags.** Tags play an important role in an information search. Every post of Allyousee.nl should contain tags so that when people search for example 'Alice in wonderland outfit' they can eventually arrive to the image of 'Alice in Waterland', where they can click on the dress inside the picture. The name of the image and author should always be tagged as well.

3. **Facebook ads**. The popular social network offers an add service that targets specific interests and locations. Facebook is currently the most popular social network in Europe. Through the unimaginable potential of the social network platform, audiences around the world are targeted by brands and companies at a minimal cost as compared to traditional marketing (Harris and Rae 2010). The following example shows how a Facebook ad would look like for targeted users.
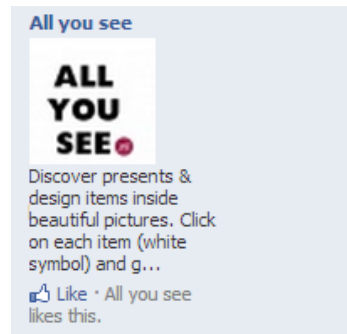

Image 6 - Facebook advertising example

4. **Social Media.** Every consumer has now become a commentator, reviewer and publisher which organizations have taken notice of, since at the end of the day, are the consumer's needs that they need to satisfy. Social Media also enables brands and companies to stop push marketing and instead start listening to consumers and understand through social networking platforms such as Facebook, about how consumers perceive them, thus allowing brands to take appropriate action to benefit them in the long run. Consequently we see that communication plays a big part of any marketing strategy.

Furthermore, when a 2- way bidirectional channel of communication is setup between the marketer and the consumer, this leads to increased brand awareness. Thus, Smith (2009) states that the act of listening an essential part of every business model, feeding product development, customer relations and marketing communications. These consumers may not only make a purchase but recommend these brands and products online as well as offline. Through this engagement with consumers, it could lead to helping brands establish a long-term relationship with the consumers who will in turn become advocates for the brand. Allyousee.nl and its viewers can share images and updates on Social Media networks. Therefore it is recommended to have an Allyousee.nl account on the following networks:

- **Create and keep up to date a page on Facebook.** The "fan base" as explained by Lutze builds the brand and this holds the company's reputation in the palms of customers' hands. It is important to have a fan page on Facebook, so people can 'like' Allyousee.nl and easily share it and recommend it to others. Since this is a very visual tool, it fits the needs of Allyousee.nl for reaching its target audience. By having a Facebook page and sharing images on it provides important quantitative and qualitative data. In there it is possible to see how many people 'liked' a specific image and how many people shared it with others. This information can be very useful in the selection of images in the collection of Allyousee.nl. The artwork collection of Allyousee.nl will increase with one picture a day which should be shared on Facebook.

- **Pinterest** is a pinboard-style photo-sharing website that allows users to create and manage theme-based image collections such as events, interests, and hobbies. Users can browse other pinboards for images, 're-pin' images to their own pinboards, or 'like' photos. The site was founded by Ben Silbermann, Paul Sciarra and Evan Sharp, the site is managed by Cold Brew Labs and funded by a small

group of entrepreneurs and inventors. (Carlson, Nicholas 2012). The daily picture of Allyousee.nl should be shared on Pinterest.

- **Tumblr** is a micro-blogging platform and social networking website, owned and operated by Tumblr, Inc. The service allows users to post multimedia and other content to a short-form blog. Users can follow other users' blogs, as well as make their blogs private. The daily picture of Allyousee.nl should be shared on Tumblr.

- **Instagram** is an online photo-sharing and social networking service that enables its users to take pictures, apply digital filters to them, and share them on a variety of social networking services, such as Facebook or Twitter. A distinctive feature is that it confines photos to a square shape, similar to Kodak Instamatic and Polaroid images, in contrast to the 16:9 aspect ratio now typically used by mobile device cameras. The service has over 100 million active users as of April 2012. It is available for iPhone, iPad, iPod Touch and Android camera phones. The daily picture of Allyousee.nl should be shared on Instagram.

6.1.8.2 Sales promotion

This kind of promotion is one of the most recommended for the Introductory stage of the PLC. Sales promotion is not recommended for targeting customer segment B at the current stage of the company at the PLC.

1. **Photography contest online.** As recommended by Lauren Valbert a photography contest should be put online to obtain data about the favorite images as well as legal method to obtain rights to the photography. The contest could become a voting contest as well. A simple price as a 'Starbucks coffee' or a 'photography book' could be offered to the winner.

2. **Print postcards with a page of Allyousee.nl.** These cards should be given away for free and artist's credits must be mentioned. The postcards can be placed at bars, send to subscribers and acquaintances, potential clients, etc. The front side of the postcard indicates that the white symbols have a linking function. The following example of a postcard displays a sample page with a link to a holiday booking site.
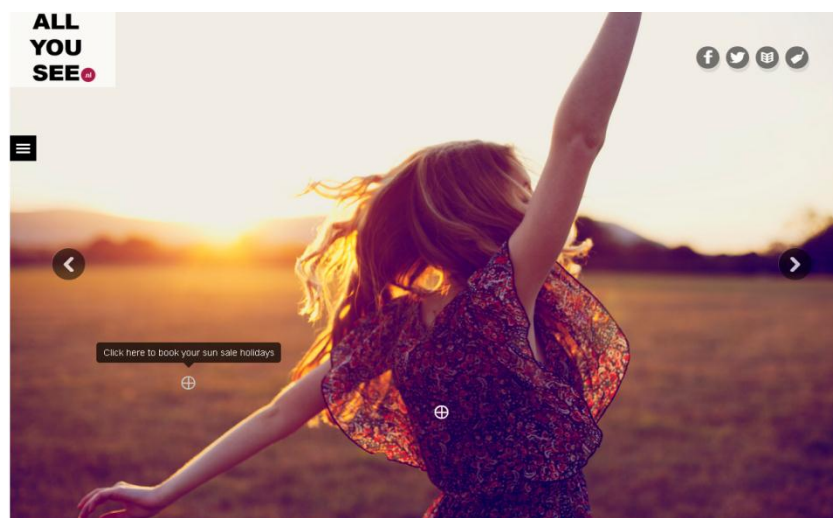
Front side

Image 7 - Allyousee.nl promotional postcard sample (frontside)

Back side

Image 8 - Allyousee.nl promotional postcard (backside)

3. **Newsletters.**

a) **Mail chimp** is a tool to create, send, and track email newsletters. It has tools to create sign up forms that match each brand's look and feel to send to subscribers product updates, event invitations, announcements and editorial content among others. It provides a report to improve the campaigns and learn more about subscribers. For all those reasons it is recommended to create an account and send out e-mails to subscribers through this tool. A list of subscribers must be created in order to send out e-mails.

b) **Smore** helps to create beautiful colorful flyers that can be easily shared online. It is recommended to use this tool for fliers, including the logo, slogan, message per target group and other information desired, including every time an image of the artwork (always mentioning the artist) collection and link to the website. This tool could be used for the online creation and distribution of the release event mentioned later on. The following image is an example of newsletter made with the Smore tool, as part of the promotion mix.
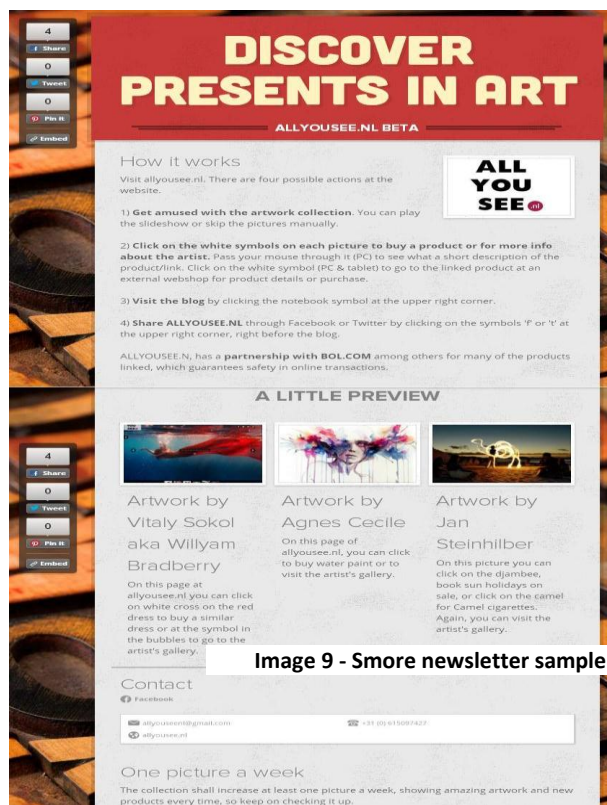

Image 9 - Smore newsletter sample

6.1.8.3 Public relations

1. **Press release.** This document should be sent to blogs (informal and professional ones) as well as magazines (online and offline) who review or talk about new technologies or web news. For this, a list of contacts of online, offline and lifestyle magazines as well as those magazines that involve web design, tech-news and marketing blogs.

2. **Organize launching event.** Mouth to mouth advertising is proven to be one of the most important mediums. Once people have seen the website it is more likely for them to talk about it among other people or say 'I know this!' when they see a related advertisement. The best way to present Allyousee.nl in an impressive way is by gathering people and present it on a big screen with art installations surrounding it. This does not necessarily have to be expensive but Allyousee.nl could use volunteers for this.

3. **Install launching tool.** Launch rock is an online tool that can be placed on a website's interface so people who access the website before it is online can sign up to get an e-mail once the site is released.

4. **Ask sponsors.** Ask Utrecht Inc., Hogeschool Utrecht, Artist networks or brands to sponsor advertising and promotional events. On a future stage of the company, Allyousee.nl could sponsor photography and other relevant events and productions.

6.1.8.4 Direct marketing

Customer Segment A

1. **Exclusive invitations.** As seen in the case of Pinterest, personal invitations were sent to people and indicate that it is 'for friends only' and requiring an approval by a member of Pinterest itself. This increased the 'exclusivity perception' of the website. People would get a confirmation e-mail where they could make their personal account on the website. In the case of Allyousee.nl they may not need to make an account but a premium benefit, as the tool for saving 'favorite images'.

Customer segment B

1. **Showcases for marketing managers.** Present a case adapted to the benefits of the brand when presenting its products on Allyousee.nl. This is involving them in the process of developing a successful website with benefits for the targeted brand and for Allyousee.nl. To get to those marketing managers, contact should take place through networks as the one offered by Utrecht Inc., Hogeschool Utrecht and Linked in as well as personal mailing and maybe even phone calls. The marketing managers may be interested in becoming part of the Pilot, mentioned in the next point.

2. **Pilot.** A pilot shall be soon suggested to a group of the customer segment B: webshop owners/marketing managers. This pilot is being organized by people within the Utrecht Inc. network; my business coach, myself and international artists that can come give their personal opinion. During the event where the possibility of becoming part of the pilot will be presented and there will be games and presents. Utrecht Inc. provides valuable access to a network of entrepreneurs and that fact can be used for Allyousee.nl benefit for inviting them over, present

the concept and get their feedback related to what they actually find interesting about it. The facilitators at Utrecht Inc. often send newsletters informing about events related to other start-ups, questions or releases. This tool could come in handy to promote Allyousee.nl along potential customers as well as getting important feedback on what they value the most on the website, even when the visitors are yet to come. The recommended agenda for the meeting goes in the following order: Salutation and Introduction to the concept, display of prototype, hand in printed HD prints of images, ask webshop owners to select their favorite image, then identify objects that could be linked to products on a webshop. Does it fit the products of their own webshop? Ask for general feedback and in a short survey with the following questions:

"What was your first impression of the AYS concept?, did the presentation clarified with the prototype? What do you think of the quality and selection of images? Would you like objects in the photography to be linked to your own webshop? How much would you be willing to pay max for this service? Would you rather choose for a CPM, affiliate program or direct advertising fee? Would you hire AYS to produce your advertising to be placed on AYS with the exact products that your shop offers?"

3. **Quality certification.** The document provided by Andrei Hagieu marks quality certification as an important aspect the paying customer segment. Usability is related to the quality of web design and the quality in the selection of images must be as well guaranteed. Since it is companies what we are talking about in this customer segments, their image is very important and therefore it should not be put in risk by lowering quality standards.

6.2 Recommended tools for data collection

4. **Google analytics.** Keep track of the images that are the most followed and the objects that are most clicked on for further selection of new images. This statistics should be kept in the corporate record.

5. **Launchrock.** At this website people who have heard of the site can sign up for the actual release of the website.

6.3 Recommendations for the website

- **The promotion message**

Main target audience	Message
Group 1: customer segment A Potential site visitors	Discover presents and design items inside artwork at Allyousee.nl
Group 2 customer Segment B Potential clients: Webshop owners and marketing managers.	Your lifestyle products presented in an appealing environment for the consumer that at the same time facilitates their immediate purchase.

Table 6 - Message for main audiences

6.4 Pricing

When targeting webshop advertisers directly, CPM shall be the suggested model for payment. Gagandeep Sethi, Deloitte Consulting, Strategy "For 2012, CPM remains the main payment model and is expected to grow the most. Retail is expected to grow the most in spend" (See Market research). CPM means Cost per milliard and this translates into a customer paying a specific price for every milliard of views that their site gets. For group 2 who are exclusive brands, price may represent quality.

7. CONCLUSIONS

This chapter draws conclusions of the research in general. The following paragraphs portray my own perspective as International Communication and Media professional and as beginner entrepreneur. The research was about my own business concept but I try to be as objective as possible.

Allyousee.nl is a tool to discover presents & design products inside artwork. It facilitates the purchase of artwork and products by placing links on the objects to webshops and galleries. (See value propositions, page 39) The website functions as promotional tool for international artists and lifestyle products and provides an entertaining shopping experience, transforming the usual e-commerce sites and usual ways of presenting products in online advertising.

These value propositions have separate relevancy per customer segment. Through market segmentation, two main target audiences were identified, one for customer segment A and one for customer segment B. Site visitors form customer segment A, but not all those who visit the site are the main target audience. The main target audience for customer segment A is composed mainly by females between 25 and 35 years old of medium to high income with interest in photography, design, fashion, travel and reading. This target audience cares the most about quality and value easiness and simplicity. That group can be targeted through advertising on Google and Facebook, as well as through printed media like postcards as medium of sample sales.

Customer segment B exists out of webshop owners and marketing managers. The main target audience within this group are those owners or managers whose brand sells lifestyle products. They usually care about innovation and quality and appreciate simplicity and quality in artwork. They are goal-oriented and require unique personal targeting. Allyousee.nl is an MSP. Multi-Sided platforms have network benefits and for the first version of the website, Allyousee.nl it should be customer segment A who is mainly targeted so that the site becomes interesting for customer segment B.

As founder of Allyousee.nl, I can now apply the effective communication strategy. The characteristics of each customer segment and tools to reach them are known. Designing the message was difficult because it must communicate the most important values of an organization in such an early stage. I presented the concept to the other student entrepreneurs and talked about the tools and they were very satisfied with the results and so was Gertjan Verstoep, my business coach. They said that the message was indeed 'appealing' which is the first objective of a message according to the AIDA model (See section 1.2 of problem definition). They all think that the collection of data while targeting customer segment B is a good idea and to have a focus in a main audience as well.

I am personally in charge of realizing the promotional activities, since as mentioned in section 1.2, Allyousee.nl is a sole proprietorship so far. In case I do not realize these activities myself, I must arrange volunteers who realize them, since there during the introductory stage of the product life cycle there are no profits (See introduction). This research provides very important insights for the realization for those activities, for example, Facebook advertising requires specific demographic data such as age. Before this research I would not have known what the age range was. Although the target audience may change or get more specified in the future, at the introduction of the PLC it is important to have a goal in mind to keep focus on.

The interviews with experts were very interesting meetings. Lauren Valbert clearly has experience in the fields of market segmentation and it was amazing to see how fast she could propose solutions. Andrei Hagieu is an academic with interesting analysis

about emerging business, including my concept as a multi-sided platform. Patrick Kerssemakkers is the personification of costumer segment B and it was insightful to listen to his story and learn about his perspective in doing business and advertising it. Huri Sosa has a deep understanding on how the web works and with his business experience the meeting clarified many concepts for me and how I should present the concept to people.

There may be a big chance for Allyousee.nl to enter the market successfully since as shown by statistics of the CBS (Dutch center for statistics), online shopping is growing and The Netherlands is on the top of the list for this in Europe. Through the previous recommendations in chapter 6 related to promotion tools (see promotion mix at section 6.1.8) and tests (see usability test at section 6.1.1) Allyousee.nl will create enough awareness for achieving its goal of a minimum of 150 daily visits on a six month period.

In conclusion, promotion tools must be used and data will be collected for about six months. During those 6 months, customer segment B should be personally targeted to develop an improved version of Allyousee.nl. New goals will appear along the way of the development of Allyousee.nl, but this research has been basic for something as important as it is brand awareness and knowledge. The steps for introducing the website to the online shopping and advertising market are clear and although the main target audience may adapt, according to the new findings of data collection, there must be a start point. The policy and research question have been answered and the objectives have been achieved. Thanks to this research the website can be released. (See Allyousee.nl on your browser)

8. APPENDIX

This chapter shows the complete results of interviews, online survey and statistical research for the theoretical framework. Some of the statistics taken from the Dutch center of statistics are in Dutch. I made a summary at the beginning but most of the relevant information in represented in graphics, therefore no full translation was necessary.

8.1 Interview with Lauren Valbert – Marketing expert

On April 25th, 2013 I met Lauren Valbert, a marketing expert who was invited to Utrecht Inc. so (student) entrepreneurs and start-ups could interview her. She was nice enough to answer my questions and gave me important marketing tips, especially for market segmentation and targeting. We discussed that market segmentation should be part of the product development. It is important to realize who uses the product. When creating the product, a need to satisfy was in mind. What was that need? The need for having beautiful images in the web, that help webshops to increase product & brand awareness and increase of visitors & sales at their online shops.

In the development phase the most important are data capture activities. Name, e-mail and postal code are important. The postal code usually provides 'income level' seg-mentation without being too direct on the question. Occupation is relevant as well. People are willing to give a lot of information away as long as it is not confidential information. There needs to be a set of 'customer assumptions' that will provide what need is willing to be solved. There are 3 steps for creating awareness about a product:

1) Defining target audience.
2) Creating the message.
3) Promote the message.

The assumptions need to be tested. For the case of a website, you can research the tools that the target audience uses online, which kind of websites and magazines the visit, where do they read the news, etc.

8.1.1. The perfect customer

For creating the persona, you have to focus in the 'perfect customer' for your product or service. Many entrepreneurs have started something because they actually wanted to have that product or service themselves. It is important that you focus in a certain group of people like that persona. Many people can use the service but you are not going to waste money or time in finding them all but on finding the ones that are your perfect cus-tomers. When you started with the idea, what did you want to make with it? So think 'What would make ME visit the site, what would make ME buy from the site?.

An example of having a specific audience is Coca-Cola. Who buys cola? – she asked. I answered 'everyone'. She explained that even though coca cola sells the drinks to everybody, the marketing is focused in teenagers because is the one who drink it all day long and do not care about the consequences.

For collecting data, you can create a voting contest and provide a price by the end of each week. Let the ones who answer your survey or react to your contest that they are appreciated. It needs to be defined which problem you are actually solving. The old mod-el of advertising is 'interruption advertising' meaning that customers have to stop doing what they were doing to pay attention to your message, like the commercials on TV or the advertising images on magazines. The model of Allyousee.nl as you mention it is the new model, where customers do not have to stop doing what they were doing -looking at beautiful images- and when something gathers their attention they can click it and buy it. It is a model of see- click - buy. Your target audience needs to feel 'Yeah, she gets me'.

You have to put yourself in their shoes. Answer this question: What makes it the solution for them? Costs/ Speed/ Quality?

There is a lot of noise online with advertising... you have to find your target audience, it is the most important. Who are interested in beautiful photography? To know that you can check in twitter who follows word press photo, famous photographers, and other photography sites. Those are the ones you need.

What is beautiful photography? To know that, you can create a photography voting contest and offer a small reward by the end of the week - Starbucks coffee or a photography book for example, it doesn't have to be expensive-. You can choose 5 photography and let people choose their favorite. You can do this on social media, it is not necessary to create a page for it.

8.1.2. Lauren Valbert defines Allyousee.nl

Your site is about indirect selling. You drive sales through images. The most important is to generate traffic. You have to use analytics for the kind of people who uses the site. You can place a message on the site like 'Want to know more? Click on the object'. You need to obtain click metrics.

You don't have to own the images yourself, you can put it in the way of "I'll drive license sales for you through my site". You can publish an image everyday to keep the traffic growing. Another very important thing you have to use for the images is tagging, that is very important.

You are fulfilling a demand. You build brand awareness. First you need numbers to show to retailers so they work with you eventually. You are on the first stage and now you have to focus in the right audience for building online traffic. Woman will visit the site. Girls care about beauty, man care about athletics. Woman would come more to your site, at least you add some images that are interesting for man as well. A manly partner could come in handy for this image selection.

8.2 CBS statistics about online shopping in The Netherlands

The following information is in Dutch, because it was taken from the Dutch center for statistics. Summarized, is says that about 7 of 10 Dutch people from 16 to 75 years old shopped online in 2011. Online shopping is growing fast and The Netherlands is at the top of this within the European Union. In average, 4 of 10 people in the European Union shop online. The graphics show statistics of the countries that shop more online. Another graphic shows the products that sell the most online. Those are holidays or travel related products, sport accessories, clothes, tickets for events, books and home accessories.
*Web magazine, dinsdag 15 mei 2012 9:30*

Nederland in Europese top online winkelen (Holland in the top of online shopping countries in Europe).

Ongeveer zeven op de tien Nederlanders van 16 tot 75 jaar winkelden in 2011 via internet. Daarmee groeit het online shoppen nog steeds en behoort Nederland tot de top van de Europese Unie. Nederland met Verenigd Koninkrijk en Scandinavische landen in kopgroep. In 2011 kocht 69 procent van de 16- tot 75-jarigen goederen of diensten voor

privégebruik via het web. Alleen in het Verenigd Koninkrijk, Zweden en Denemarken was het aandeel personen dat **online winkelt** nog iets hoger. Roemenië en Bulgarije tellen de minste online shoppers. Gemiddeld in de EU deden in 2011 ruim vier op de tien personen van 16 tot 75 jaar aankopen via het web.

Online winkelen in EU-landen, 2011 (Online shopping in European contries 2011)

Bron: Eurostat
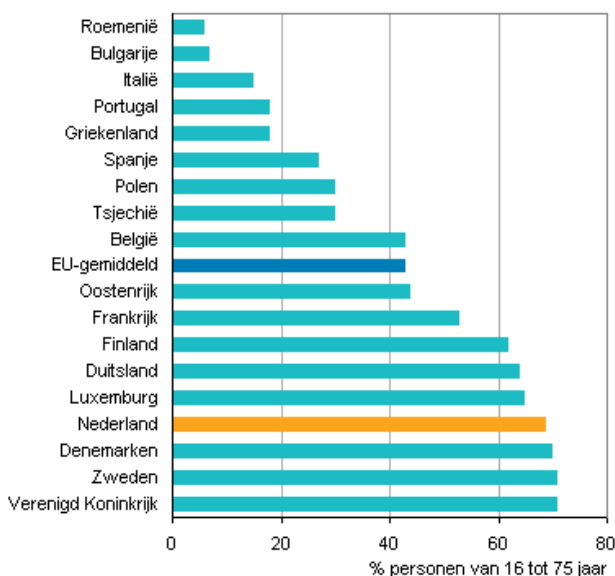
Online winkelen neemt gestaag toe

In de afgelopen jaren zijn Nederlanders steeds meer online gaan winkelen. Sinds 2006 is het aandeel 16- tot 75-jarigen dat via internet koopt met ruim 20 procentpunten toegenomen. De groei deed zich in alle leeftijdsgroepen voor. Zo steeg dit aandeel bij de jongeren van 16 tot 25 jaar in deze periode van 57 procent naar 80 procent. Relatief het sterkst was de stijging onder 65- tot 75-jarigen. Sinds 2006 is het aandeel ouderen dat via internet koopt bijna verdrievoudigd.

*Online winkelen in Nederland naar leeftijd (Ages for online shopping).*

Bron: CBS
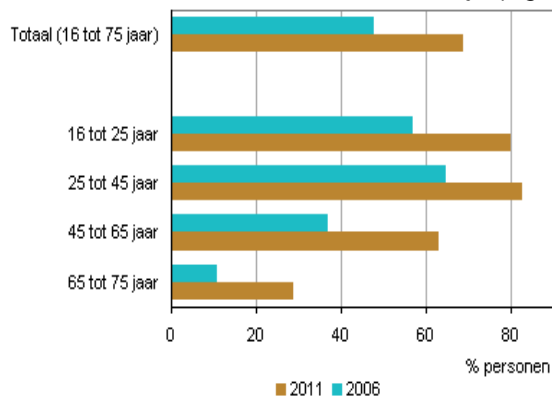
Vooral vrijetijdsgoederen en –diensten populair (Hobby-related goods and services popular in online shopping)

Reizen en vakantie-accommodaties worden in Nederland het meest via internet besteld. In 2011 deed bijna 60 procent van de online shoppers dit soort aankopen. Ook

kleding en sportartikelen, kaartjes voor evenementen en literatuur zijn populair. Bijna alle soorten goederen en diensten laten tussen 2006 en 2011 een groei in online aankopen zien.

Online winkelen in Nederland naar soort goederen en diensten

Bron: CBS
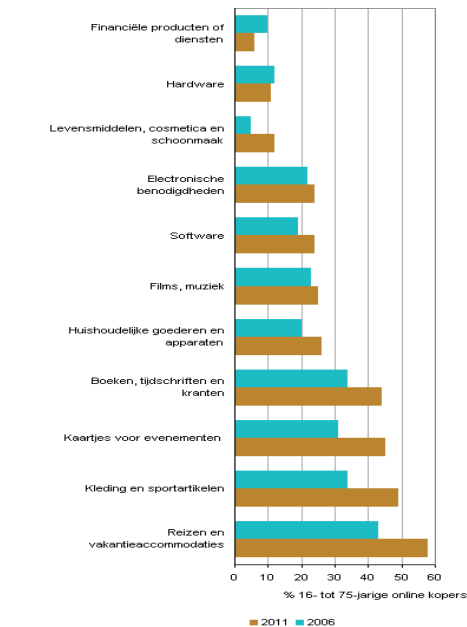
8.3 Online survey results summary

60 responses

Hobbies

computers, gym Yoga Movies Ride bike, walk, explore Music tennis Cycling, gaming and doing fun stuff with friends. Painting, photography, dancing, traveling. Juggling, reading, cooking Photography writing, reading, music, art music Footbal, guitar, writing voetbal hanging with friends Photography swimming, running, reading, surfing reading, travelling, sports Films, movies, books. sports Read and outdoor activities music, movies, volunteer work, friends music, games, fishes. Tennis, running music fashion design dancing, singing, reading, sewing music, traveling philosophie reading art, music, nature traveling, surfing the web Reading, design, games, moviesdance Bakken, koken, lezen, volleybal Reading, culture, sports, traveling reading, music Writing, reading, movies, music, games. Travel online shopping movies, books, travelling book blogging Running, Movies, Thesis writing, ressurection photography, movies, reading, internet, friends lstening music, traveling, cooking photography photography Outdoor, drawing, traveling running Dancing Breien, zwemmen, dansen, lezen, racefietsen readvolunteering, music Travel, music, movies,

books, outdoor activities. Music, gaming music, gaming, cooking music running sweat lodges music, languages, travelling vacation
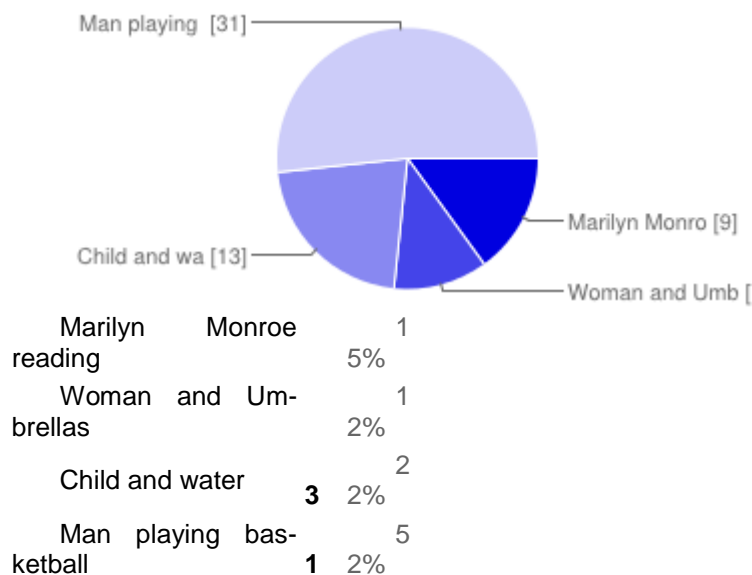
How old are you?

24 19 30 3.14159265432578 24 20 24 24 25 21 25 20 26 24 24 38 25 23 23 26 55 2 7 21 21 22 23 23 59 48 21 29 31 21 27 21 26 23 23 24 23 25 2625 23 40 25 21 55 26 2 5 26 21 24 22 24 22 23 26 24 20
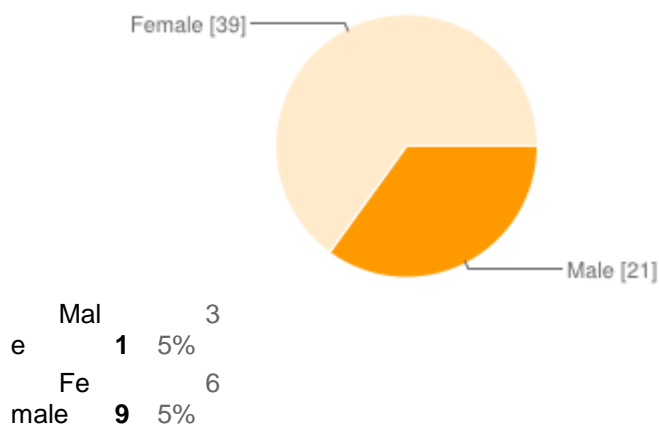
Occupation

Media-designer Student Student Multimedia design Communication student student unemployed Student - Looking for a job Unemployed Art History student Project manager student Student nophysiotherapy student- Communication Student, new media & digital culture catering no unemployed, looking for work musician Student Fashion Designer marketing manager communication professional selfemployed teacher teacher working IT Developer/data analyst student (Intern) job seeker Student marketing coördinator Communications Cabin crew Marketing working student Hospitality student unemployed Urban studies student controller Media & Communication Economics Unemployed English teacher Grafisch vormgever Education working, in marketing Student, sciences. Student Sales Acquisition Employee student no freelanceteacher HRM

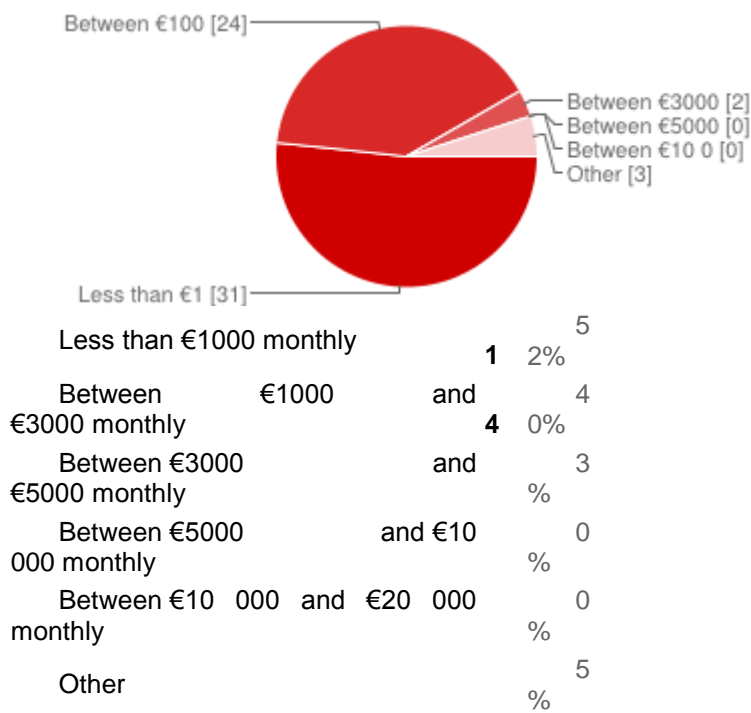In your opinion, which of the images bellow has the best quality?

Marilyn Monroe reading		1 5%
Woman and Umbrellas		1 2%
Child and water	3	2 2%
Man playing basketball	1	5 2%

Gender

Male	**1**	3 5%
Female	**9**	6 5%

Income

Less than €1000 monthly	**1**	5 2%
Between €1000 and €3000 monthly	**4**	4 0%
Between €3000 and €5000 monthly		3 %
Between €5000 and €10 000 monthly		0 %
Between €10 000 and €20 000 monthly		0 %
Other		5 %

You are
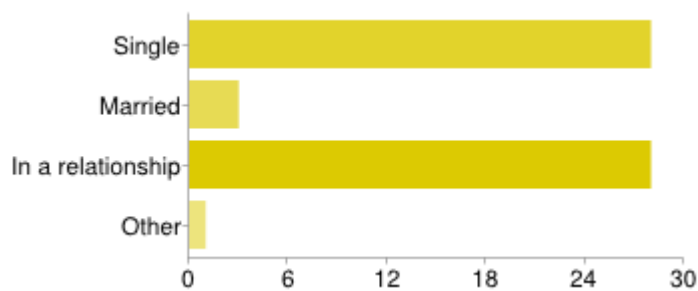
Single	**8**	4 7%
Married		5 %
In a rela-tionship	**8**	4 7%
Other		2 %

Which of the images bellow do you like the most?
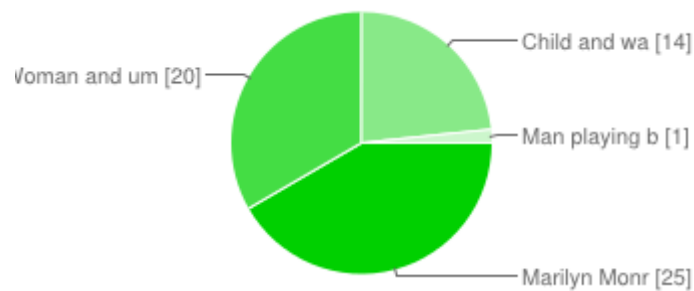
Marilyn Monroe reading	**5**	4 2%
Woman and um-brellas	**0**	3 3%
Child and water	**4**	2 3%
Man playing bas-ketball		2 %

Which of the images bellow do you consider to have the best composition?
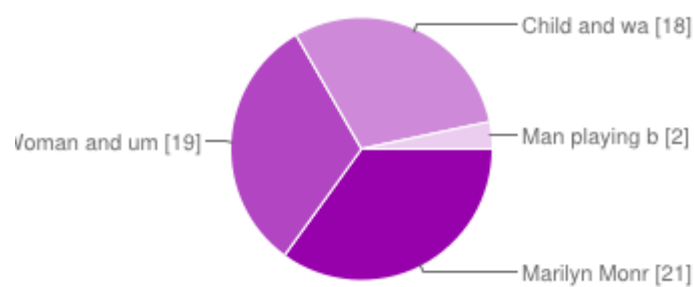
Marilyn Monroe reading	**1**	3 5%
Woman and um-brellas	**9**	3 2%
Child and water	**8**	3 0%
Man playing bas-ketball		3 %

Which of the images bellow causes you a feeling you like?

Marilyn Monroe reading	**0**	5 0%
Woman and um- brellas	**2**	2 0%
Child and water	**4**	2 3%
Man playing bas- ketball		7 %
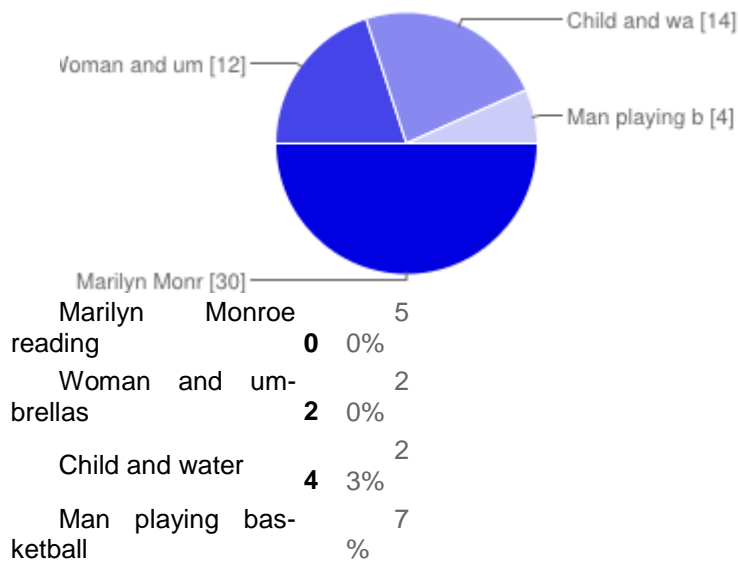
If you could buy some of the following items on the photo of Marilyn Monroe read-ing, which one would you buy?

Marilyn Monroe's biog- raphy	**0**	5 5%
Bathrobe	**1**	2 0%
Nail polish on sale		1 6%
Marilyn Monroe's wig		9 %
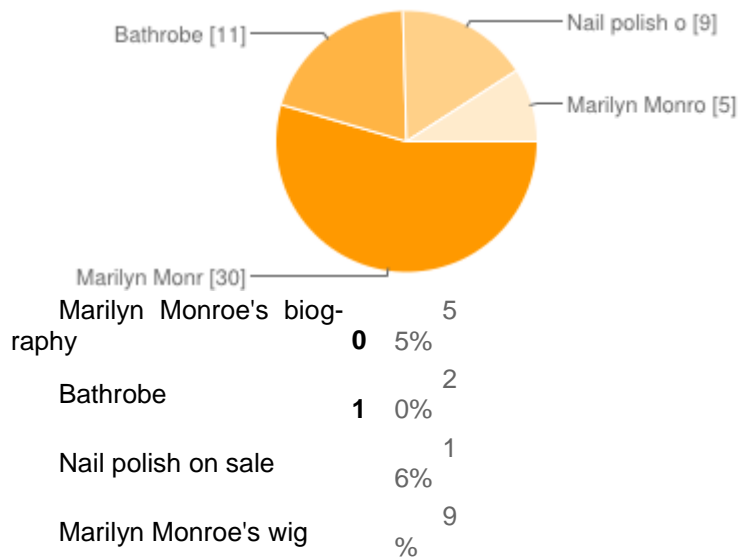
Which of the following elements makes an image attractive for you?

Color	**8**	1 5%
Surprise element	**0**	2 5%
Full of emotion		2

High definition

1
2 0%

Realistic

1
2 0%
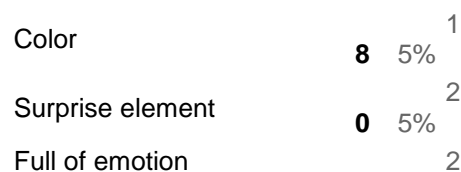
Mix between fantasy and reality

1
3 1%

Other

8
0 %

How often do you buy something online?

8
%

3
0 3%

4
4 0%

1
3%

5
%
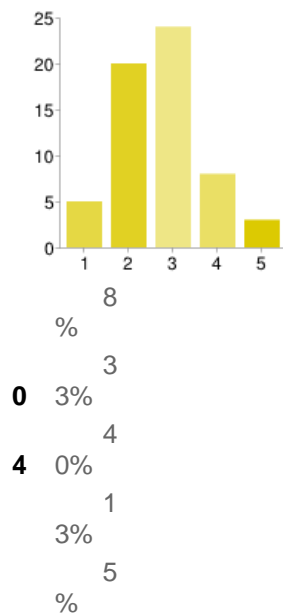
What of the following do you care about the most?

Qual-
ity

4
6 6%

Easi-
ness

1
2 5%

Price

3
0 8%
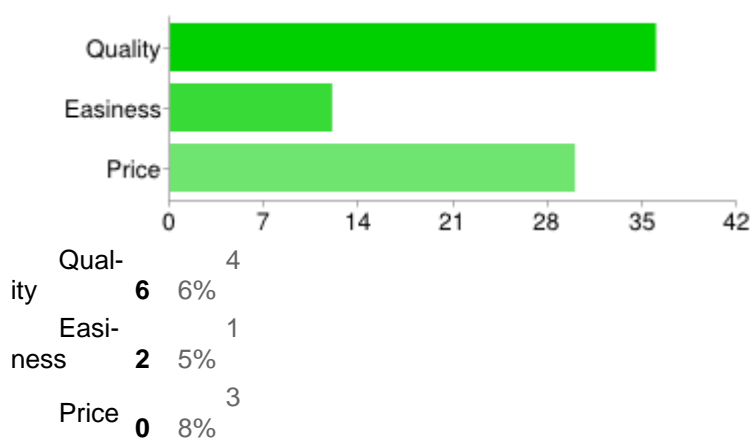
Would you like a website with a slideshow of beautiful artistic fotos where you can directly click and buy everything you see in the picture?

I am enthusiastic about it	**3**	7 0,00 %
I am indifferent about it	**6**	2 6%
I am negative about it		3 %
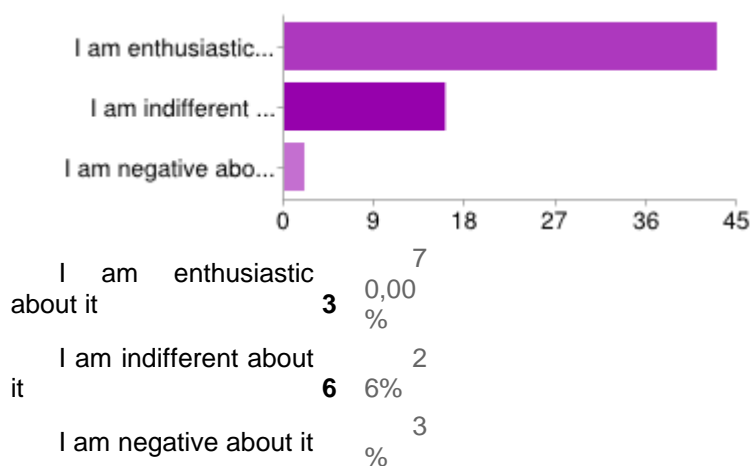
Webshop market segmentation

Webshop advertisers

The webshop advertisers have been divided according to their product categories. That list has been taken from diverse websites that offer lists of webshops in the Netherland but none of them mentions them all.

Table: Webshop product categories.

Product category	Lifestyle category relevant products	Webshop name	Relevant for allyousee.nl. Scale 0-3 being 1 non relevant and 3 very relevant.
Audio & related	Earphones, iPod, speakers, music devices (electronic and acoustic).	Sony, apple, bol.com, wehkamp.com	2 (Select only best seller products or exclusive gadgets)
Auto, Bikes & motors	Auto's, bikes and motors.	Harley Davidson, Motorsaloon.com, zalando for shoe accessories related.	2 (Good for exclusive personality representation)
Flowers & plants	Flowers, plants	www.topbloemen.nl/Bloemen_Bezorgen www.euroflorist.nl/	2 (good for attribute 'color' in images)
Computer & telecommunication & electronics.	Laptops, PC and mobile devices (mobile phones), cameras, coffee machines, etc. No cables or internal PC	Bol.com Amazon.com Wehkamp.com Apple.com Dell.com	2 (Select only best seler products)

	hardware. No software.		
Pets	Pets & accessories.	Donations WWF.nl	2
Erotic	Lingual & classy accessories	Victoria's secret lingery	2,3
Food & drinks	Wine & accessories.	www.**wijn**bezorgen.nl/	2
Health	Does not apply, at least there are design gadgets related to this category or related to donation campaign.	-	-
Retail	Wood, floor, paint, decoration items, office products, etc.	Fonq.nl Wehkamp.nl	2,3
Home & garden	Design decoration home and garden items.	Wehkamp.nl	2,3
Clothing (Fashion)	Clothes (that are more than 'basic items'), accessories and shoes.	Louis Vuitton, Dolce & Gabanna, Bershka, Dior.	3
Children	Games, clothes, accessories and fun costumes.	Wehkamp.nl Bol.com	2
Art	Photography & artwork prints, Licensing of international artists, art tools.	Artist's portfolios and galleries in Utrecht, the Netherlands and the world.	3
Music	Music instruments & accessories, music (mp3 or CD), concerts	Spotify shop, iTunes shop, Artist's webshop, Ticket master, Podium websites (ticket page) of Tivoli, Paradiso, Melk-	3

Person-al care	and festivals.	weg. Angus & Julia Stone.	
	Makeup & beauty acces-sories	L'Oreal	3
Jewelry	Design, exclusive jew-elry.	Pandora, Swarov-ski, Etsy.	3
Games		Trend mobile games, apps	2
Sport	Sport ac-cessories, sport schools.	Nike.com Adidas.com	3
Transport		-	0
Second hand	Hand made exclusive items.	Esty.	2
Stores	Variety of products (they usually offer affiliate market-ing programs)	Wehkamp, Wan-nelo.	3
Books & magazines		Bol.com, ama-zon.com	3

Yellow represent the most relevant categories. Orange represents filling webshops. Blue represents the possibly relevant shops in specific cases. Green represents irrelevant webshops.

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