

## Bachelor Assignment



# MARKETING OF THE ILA CONFERENCE IN PRAGUE

*A research to the most effective marketing strategy of a conference*

Date: 02-10-2009

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## Preface

To conclude the Bachelor stage of my study, I have carried out a graduation assignment for the International Leadership Association (ILA). The ILA is a relative young organization, founded in 1999, and the goal is to bring together all those who are interested in the study and practice of leadership. In the past the ILA was mainly focused on North-America, but now it is planning to expand outside North-America. To bring more people together from all over the world, the ILA is planning to expand to Europe. In November 2009 a conference in Prague will take place, in order to attract more European members. To attract as many European people, who are interested in leadership, I carried out research for the marketing of the Prague conference. Unfortunately I failed to get my research completed on time for the conference in Prague. I regret this deeply, but I think the suggestions for improvement are not only suitable for the conference in Prague but also can be used in the future for ILA conferences.

I want to thank my supervisors, Mr Stephan Maathuis and Mr. Martin Stienstra from the University of Twente and Mrs. Caroline Frankenhuizen from the ILA, for their support. I want also thank all the people who co-operate in this research, especially the interviewee.

Anne-Fleur Wijlens,

2 October 2009

## Management Summary

The International Leadership Association (ILA) is a global network for all those who practice and study leadership. The ILA is organizing every year a global conference, but although the organization name is suggesting something else, the ILA was mainly focused on North America. The ILA has planned to expand outside North America and therefore a conference in Prague (Europe) will take place in order to set up a network in Europe. To set up a network it is important to attract the target market to the conference by a good marketing plan. Therefore this research focuses on the marketing of the conference in Prague. The main question of this research is '*Which adaptations in the marketing strategy have to be made in order to attract new European members?*'

In the beginning of the research, the target market has been explored; PhD students. To develop an effective marketing mix for this target market, PhD students have been interviewed about their preferences regarding a conference. Target market approaches of other conference organization have been analyzed, by interviewing other conference organizers and analyzing other conference evaluations. These analyses from the target market perspective and the organization perspective have been resulted in an effective marketing mix for the target market. The current marketing mix of the ILA has been compared to an effective marketing mix which resulted in a gap analysis. To close these gaps, suggestions for improvement in order of priority have been formulated:

1. Organize PhD workshops in advance of the conference in order to attract the PhD students, who are in their first or second year of the graduation. During the workshop PhD students can discuss about topics beyond the conference subject. This is an important suggestion, because it is relevant to attract 'young' PhD students and easy to organize.
2. Offer cheap accommodation for PhD students, because PhD students have less money to spend and consequently make low demands on a sleeping location. For this reason the ILA can offer a low budget accommodation beside the already offered expensive hotel rooms.
3. PhD students who are already an ILA member should become an ambassador. These ambassadors organize activities on their university in order to attract more PhD students. To encourage PhD student members to become an ambassador, the ILA should offer advantages like a free entrance of the conference.
4. Move deadline of abstract from nine month to six month before the conference, consequently a PhD student has more time to decide and write the abstract.
5. Reduce conference length from four days to three days, because of the tiredness and the missing workdays. Not all participants would welcome less conference day, but it is decisive for a PhD student.
6. Offer more discounts besides the conference and the accommodation, like discounts on shops, restaurants and museum. The ILA should give the participants a discount card at the entrance, where the participant can use it outside the conference. Several discounts have to be organized before the ILA can offer it as a special feature of the conference.
7. One bundle of package (accommodation, flight, entrance) should be offered for one price, which can be introduced in two variations; a cheap package and an expensive quality package. On the ILA website a tool should be available, where participants are able to book the whole package. It takes a lot of time and energy to organize this bundle of package, therefore it is better to introduce first suggestion 6. If this is received with thanks by the participants, it can be investigated to offer a bundle of package.

These adaptations to the marketing strategy of the ILA conference in Prague should be made in order to attract more European PhD students, the most attractive target market at the moment. Although PhD students need some extra attention at the moment, the diversity of their members is the strength of the ILA and the way to differentiate from other leadership associations. Therefore it would not be recommended to change the marketing strategy only for the benefit of PhD students.

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# 1. Research Design

## 1.1 Introduction

In the first part of this report, the formulation of the problem is elaborated. Secondly the research questions for this research are presented. Then the different models and theories are discussed which can carry to a solution of the problem formulated. Finally the research design is presented and a time plan is described.

### *Background*

In the sixteenth century the first sophisticated discussion about leadership processes, was provided by Machiavelli (1513). Effective leadership was ‘a matter of maintaining an adequate flow of accurate information on the issues to be decided, while at the same time maintaining sufficient respect to enable decisive actions to be taken’ (Smith & Peterson, 1988, pp. 2-3). Machiavelli identified two dimensions of the process of leadership; concerning the task organization and concerning the maintenance of good relationships with others. This analysis has a lot in common with more recent theorists about the leadership process, except some differences like that modern theorists have analyzed the elements of the leadership process on a more systematic way than Machiavelli. During the last two decades an explosion of interest occurred in leadership development (Hernez-Broome & Hughes, 2004, p. 25). Resulting in the come into existence of knowledge institutes about leadership development, like the International Leadership Association (ILA).

In the future, globalization will become more and more important, also in the subject of leadership. Leaders will need to be experienced in doing business internationally and they need to be up to date with international trends, which is influencing the success of the business. Leadership development is rapidly moving to involving international markets, world economic trends and focusing on particular regions. However, globalization is becoming more important; almost all global studies about leadership indicate an awareness of the research models and methods developed in the United States (Smith & Peterson, 1988, p. 96).

Although the name is suggesting something else, the (ILA) was also mainly focused on North America; it was established in Washington, it consists mainly of North American members and almost all activities (conferences) take place in North America. The Strategic Plan 2007 states the key strategic issue: ‘Expansion of the ILA outside of North America, including growth of regional ILA programs, conferences, membership and services (Strategic Plan 2007).’ An important tool of the ILA to let people interact about leadership is the annual conferences. Beside this the conferences are also an important marketing tool for the organization ILA to show people the concept of the ILA. Therefore in 2009 a conference in Europe will take place, in order to expand the European network of the ILA. In 2005 the first European conference was organized in Amsterdam, to attract more European members to the ILA. Europe was chosen as a new market, because there were already some contacts in a few European countries.

Another key strategic issue of the ILA is: ‘Creation of marketing, branding and communication strategies that focus on: increasing the number of leadership experts joining ILA, introducing ILA to

new markets, and differentiating the ILA from other organizations (Strategic Plan 2007).’ The conference in Prague is a tool to introduce the ILA to a new market: Europe. And the marketing of the conference in Prague shall focus on increasing the number of (European) leadership experts joining ILA. The ILA is organizing conferences for years, but the marketing strategy of this conference will be probably different because of its specific goal; attract as many European members as possible. Networking was always an important marketing channel, and this will also be the case in Europe.

### *Research objective*

The ILA is an international organisation but it consists mainly of American members, hence the ILA is planning focus more on Europe and to establish a European network. To set up this network, the ILA is organizing a conference in Prague in 2009. My research will focus on how the marketing of the conference can attract targeted European members to the ILA.

## **1.2 Relevance**

This research has a scientific and a social relevance, which will be explained here.

### *Scientific Relevance*

Scientific relevance concerns the usefulness of the results for the science (Geurts, 1999, p. 133). There are very little existing theories about the specific area of ‘event marketing’, but theories in other fields will be used in this research to develop new insights in this area. In this research, about the marketing for a European conference will be searched for an effective marketing mix regarding the target group for the conference in Prague. The scientific relevance exists therefore from developing new insights concerning attracting a certain target group to a European conference through marketing.

### *Social Relevance*

Social relevance concerns the usefulness of the results of the research for the client and possibly for the society in general (Geurts, 1999, p. 133). The ILA wants to become more international and attract more members from outside America. For a successful expanding to Europe, the ILA needs to adapt the marketing of the conference in Prague to the new market; Europe. This research will provide information about the marketing of a European conference, which also can be used for other European conferences of the ILA in the future. But also other organizations, who wants to attract a certain target group to a (European conference), can use the results of this research.

## **1.3 Research questions**

As a result of the theory exploration and the wishes from the ILA, the following research questions have been established.

### *Main question*

Which adaptations in the marketing strategy have to be made in order to attract new European members?

### *Subquestions*

1. What is the current marketing mix of the ILA for a conference?
2. What is an effective marketing mix for the target market?
3. What are the differences between the current and the effective marketing mix?
4. What are the suggestions for improvement to overcome these differences?

#### ***Explanation of the subquestions***

First the current marketing mix of the ILA will be analyzed. An effective marketing of a product or a service cannot focus on all consumers. The marketing should concentrate on the target markets, which provide success. Answering subquestion two provides information about the desired marketing mix of this target market. The answers of subquestion one and two will be compared to show the differences between the marketing mixes. Based on these differences suggestions are made to overcome.

#### ***Assumptions***

To limit my research, I made two assumptions:

1. Prague has been chosen as the city for the conference. It is not part of this research to question this choice.
2. The contents of the conference (agenda) are not part of this research. Although the content may have influence on the marketing approach.

## **1.4 Exploration of literature**

To get an answer on the research questions several theories and models have been used. In this chapter theories are explained and justified. At the end of this chapter the theoretical framework is presented.

### ***Description used theories***

#### ***Service marketing segmentation model (Payne, 1993)***

To determine the target audience (market), an organization has three alternatives to target market selection (Payne, 1993, p. 66).

- An undifferentiated marketing approach, no distinction will be made between segments in the market
- A differentiated marketing approach, the marketer recognize several distinct segments in the market, and develops separate marketing mix programmes aimed at each segment.
- A concentrated marketing approach, the marketer focuses on one specific segment, although there is recognition that there are several more segments.

Market segmentation is important because it prevents the waste of resources by directing effort in those areas that are necessary to achieve success. A single product or service cannot meet the needs of all people, but it can meet the needs of a specific group. A service business, like a conference,

should serve particular segments of the markets. Therefore the marketer needs to identify the most attractive segments, so that it can serve effectively. The segmentation process helps to identify to split up a heterogeneous market into specific homogeneous segments.

The segmentation process follows four steps (figure 1) (Payne, 1993, pp. 67-71):

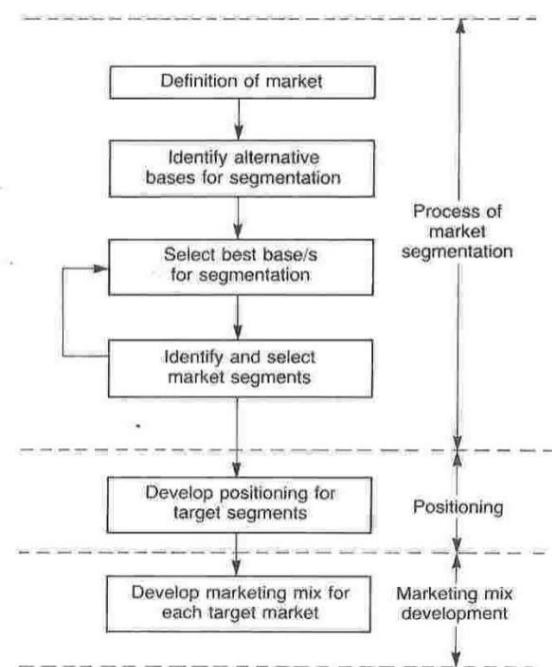
1. The definition of the markets needs to be formed.
2. Identification of alternative bases for segmentation.
3. The choice of the best base(s) for segmentation.
4. The identification of specific market segments, an assessment of their attractiveness and the selection of target segments.

After the selection, the marketer needs to develop the positioning for the target segments. Positioning helps to maximize its potential to success in a market segment, where it is differentiated over competitors. Managers can use positioning to determine what their position is now, what they wish to be and what is needed to attain it (Payne, 1993, pp. 95-104). Finally a marketing mix needs to be developed for each target market, the most important stage for this research. Therefore this stage receives extra attention and consequently the marketing theory will be explored into more detail.

### *Marketing mix theory (Payne, 1993)*

An organization can use the marketing mix, which represents the elements that need to be considered when determining a marketing strategy. The decisions about the marketing mix depend on how the product or service is positioned and the target market segment, which will be addressed. In developing a marketing mix, the marketer needs to consider the impact of each element on the target market segment (Payne, 1993, pp. 122-124).

Traditionally, most marketers consider four basic elements of a marketing mix: product, price, promotion and place. The four basic elements are not comprehensive for services (Payne, 1993, pp. 24, 122), because of the complexity of services. Services are characterized by complex interactions affected by multiple elements. The service outcome and if people will remain loyal to a service organization, depends on a lot of variables. Keaveney (1995) identified more than 800 factors that cause customers to switch from service provider (Keaveney, 1995, pp. 71-82). The 4Ps model is too restrictive and a more expanded marketing mix is more appropriate for services. More key elements should be added, but given the diversity of the services sector, an ideal marketing mix suitable for all service organizations is impossible. A number of elements have been chosen for this research, which are suitable for a conference service. The following elements will be handled in this research:



**Figure 1: Service Marketing Segmentation (Payne, 1993, p. 70)**

Product: this element is a concept 'of objects or processes which provide some value to customers. Goods and services are two subcategories of the concept 'product'. People buy services to solve problems and attached value depends on the perceived ability of the service to solve it (Levitt, 1980, pp. 83-91).

Price: The price of a service can be significant in determining value for the customer and play an important role for the image of a service (Payne, 1993, p. 136).

Place: Place has the importance as environment in which the service is delivered, are part of the perceived value and benefits of the service. Especially when a customer has to go to the service provider, the location (place) becomes very important (Payne, 1993, pp. 143-144).

Promotion: Promotion forms an essential role in helping communicate the positioning of the service to consumers. The choice of the communication mix involves decisions on whether to advertise, use personal selling or generate publicity through greater public awareness by editorials, publications and press activity (Payne, 1993, pp. 150-151).

Customer service: Customers are becoming more demanding in their requirements and also in the quality of service. In almost every market the customer is more sophisticated than he was thirty years ago. Many companies are seeing customer service as a competitive strength with which to differentiate. Because of the inseparability and intangibility characteristics of services, customer service is generally more important in service businesses than it is in manufacturing companies (Payne, 1993, pp. 174-175).

Time: This element is not mentioned by Payne (1993), but during the interviews this element seems to be of importance. This element is relevant in several ways; the date when a conference is taking place, the number of days and the deadline of sending in papers. Therefore this element is added to the marketing mix.

### *7 I's model of Wood & Masterman (2007)*

The marketing mix element 'product' is of great importance to this research. This has been underlined by the ranking of conference aspects (appendix 1), where aspects with the highest score are product aspects; 'subject' and other 'participants'. The element 'product' will be analysed more deeply by using another theory: the 7 I's theory of Wood & Masterman (2007).

A conference is an experiential marketing event, which can be defined as 'occurrences designed to communicate particular messages to target audiences' (Kotler, 2003, p. 576). These events can have short term impact but also generate a long term impact on the attitude towards a certain item. This attitude is influenced by the experiences of the event, which involves a personal occurrence with emotional significance created by participation of the event (Holbrook & Hirschman, 1981, pp. 132-140). Therefore the result of the event, must be extremely emotional significant and unforgettable for the consumer. In order to achieve this result, the event needs to provide a challenge that is met with the level of skill or experience in the consumer. Therefore the marketer has to create an event which provides the right level of challenge for the audience. However, different consumers will experience the event differently. Some people of the audience can experience the event as overly challenging and uncomfortable, while others see it as stimulating and exciting. As every experience, which needs to be memorable, the event needs to distinguish from other events. To have an effect in

event marketing, the event needs to create a ‘flowstate experience’ for the majority of the audience. In a flow experience, maximum psych energy is required. The flow occurs when the skills and the challenge are at a maximum (Csikzentmihaly, 1997), but ‘only a small fraction of consumer experiences can be classified as flow activities’ (Arnould & Price, 2002). Wood & Masterman (2007) identified seven event attributes (the 7 I’s) for enhancing the event experience:

- Involvement: an emotional involvement with the brand, the event and experience
- Interaction: interacting with brand ambassadors, exhibits, the brand and other attendees
- Immersion: deepening of all senses, isolated from other messages
- Intensity: something memorable and with high impact
- Individuality: the event is unique, one-to-one opportunities, customisation. Each experience is different
- Innovation: creative in content, location, timing, audience etc.
- Integrity: the event is seen as genuine and authentic and providing real benefits and value to the consumer.

These attributes will be utilized for this research, but the attribute ‘immersion’ is left out because of the less importance to conferences.

The other attributes will be utilized to analyze what the target market prefers for one element of marketing mix: the product. In this research the product is an event, a conference, and it will be investigated what is enhancing the event experience according to the target market.

#### 1.4.1 Theoretical Framework

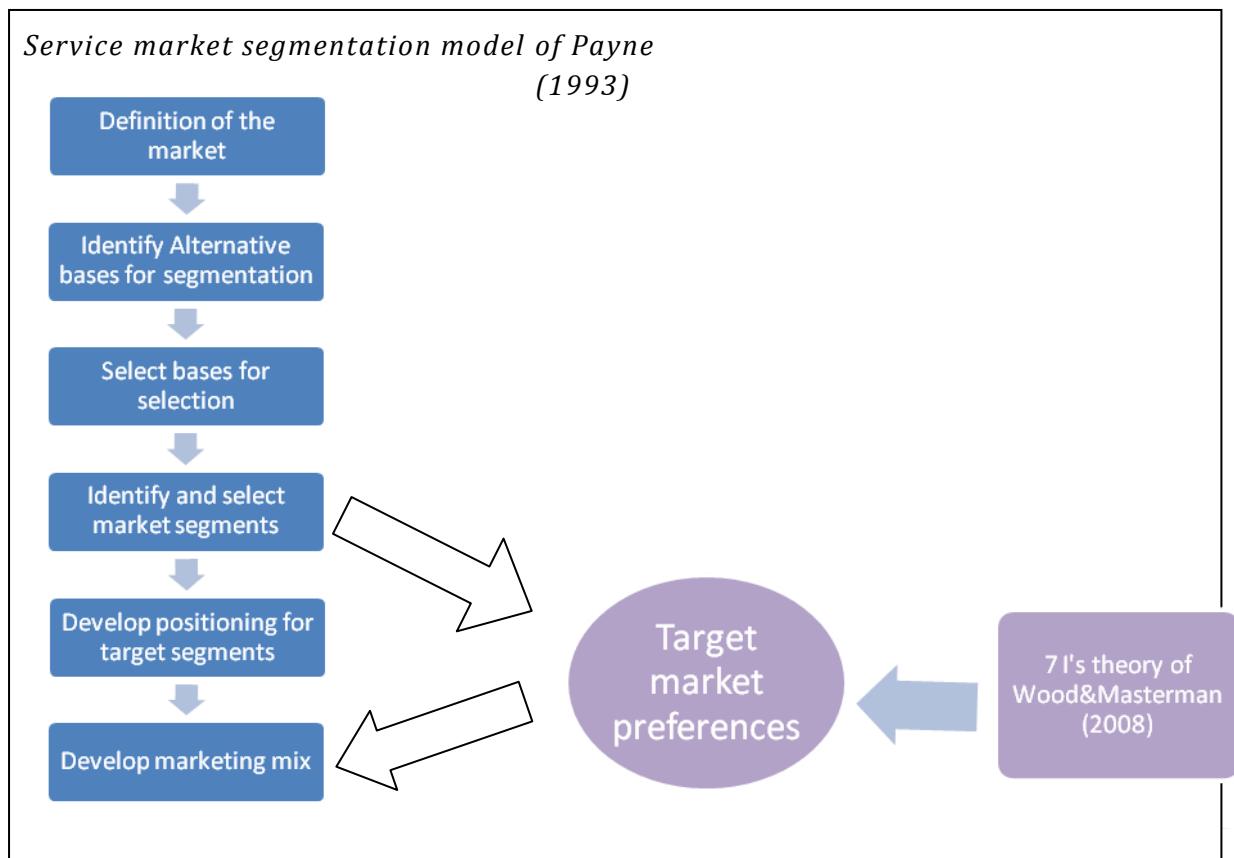


Figure 2: Theoretical Framework

The main article for this research is the service market segmentation model of Adrian Payne, because the purpose of this model is developing a marketing mix for attractive segment(s). This is similar to the purpose of this research: developing a marketing mix for the most attractive target market of a conference in Europe. The first three stages will quickly pass through in this research, because these are quite clear. Stage four ‘identify and select market segments’ is important to understand the preferences of which customers have to be analyzed for developing a marketing mix in stage six. The last stage of the model of Payne is the purpose of this research and therefore the most important stage. The developed marketing mix depends on how the product or service is positioned and the target market segment, which needs to be addressed.

The marketing mix theory plays an important role during this research. As mentioned above one element of the marketing mix receives extra attention during this research; the product. To elaborate this marketing mix element from the target market perspective, the<sup>7</sup> I's theory of Wood & Masterman (2007) is utilized.

## **1.5 Methodology**

The research is divided in several parts to answer the sub questions and main question. In the different stages of this research, information has been gathered from a practical research and the used theories.

### *Analyze the current marketing mix*

The objective of this research is to develop the ideal marketing for the target market. To give some suggestions for improvement to the ILA for achieving this objective, the current marketing mix have to be analyzed. The current marketing mix of the ILA has been analyzed by means of the chosen marketing mix elements. The information will be gathered from interviewing the ILA chairman and a participant of the last ILA conference. A gap can exist between the perception of the current marketing from the organization and the perception from the customer. Therefore the organization have been interviewed and a customer of ILA conferences.

### *Determine target market*

As mentioned at the description of the ‘service marketing segmentation model’, segmentation is important to prevent the waste of resources. Therefore the target market has to be explored. To determine the target market the first four stages of the service marketing segmentation are utilized. Based on the available markets and their characteristics, a market selection approach has been chosen. For example if several target markets have different characteristics and requirements, it is better to choose a concentrated approach. The information to determine the target market has been gathered from an interview with the ILA chairman (appendix 2) and a research on the ILA website. Beside the formal documents on the website, an interview with the organization is of importance to get more information about the desires of the organization.

### *Preferences of target market*

The marketing mix theory is utilized to analyze the preferences of the target market, by interviewing potential customers in this target market. The interviews contained open questions about preferences and a (closed) question, where the interviewee was asked to give a score of importance to several conference subjects. Open questions were used to take out broad information from the interviewee. The closed question was chosen, to make a comparison between the preferences of the interviewees. As mentioned above, the 'product' element of the marketing mix got some extra attention. To elaborate this element, the 7 I's theory of Wood & Masterman (2007) will be utilized.

### *Exploration of other conference organizations*

Information for this research stage has been gathered in three ways;

1. Interviewing two organizers of two different conferences
2. Interviewing the organizer of the ILA conference in Amsterdam (2005)
3. Analyzing evaluations from other conferences, available on internet

It is expected that the subject of a conference make no important difference to the results of this research, because the searched information is not focused on leadership sector specifically. Therefore it is chosen not to gather information from only conference organizations/evaluations in the 'leadership sector', but from organizations/evaluation who also has the same target market among others.

It has been chosen to use three channels to gather information about the target market approaches from other conference organization. The first channel is gathering information by interviewing an external company who organized the only ILA conference in Europe. By interviewing this organization, information will be gathered about what can be learned from the previous European ILA conference. An added benefit was that the interviewee did the marketing of some other conferences and had any experience with this topic. The second channel was the interviews of two conference organizations, who could tell about marketing from different view. The last channel was the evaluations, where conference customers have been asked about the conference. This channel has the benefit that it also represents the preferences of the customers, because the evaluations were based on questioning the customers. The interviews contained of open questions about the marketing strategy of the chosen target market earlier in this research. No closed question were used in these interviews, because of the less interviewees, comparison will not make sense. The results of this are mentioned in chapter 5, by the means of the elements of the marketing mix.

### *Positioning*

By the means of the service marketing segmentation theory of Payne (1993) it has been investigated what is the current position and the wished position of the ILA. The information has been gathered by interviewing the ILA chairman with open questions.

### *Developing an effective marketing mix*

As mentioned before this is the most important stage. From all the information gathered earlier in the research, an effective marketing mix has been developed according to the chosen elements of the marketing theory.

### *Gap analyze*

The current marketing mix, analyzed in the first stage of this research, compared to an effective marketing mix will result in a gap analyse.

### *Suggestions for improvement*

In this last stage of the research, the gathered information from the gap analyse will turn into suggestions for improvement for the marketing of the ILA conference in Prague.

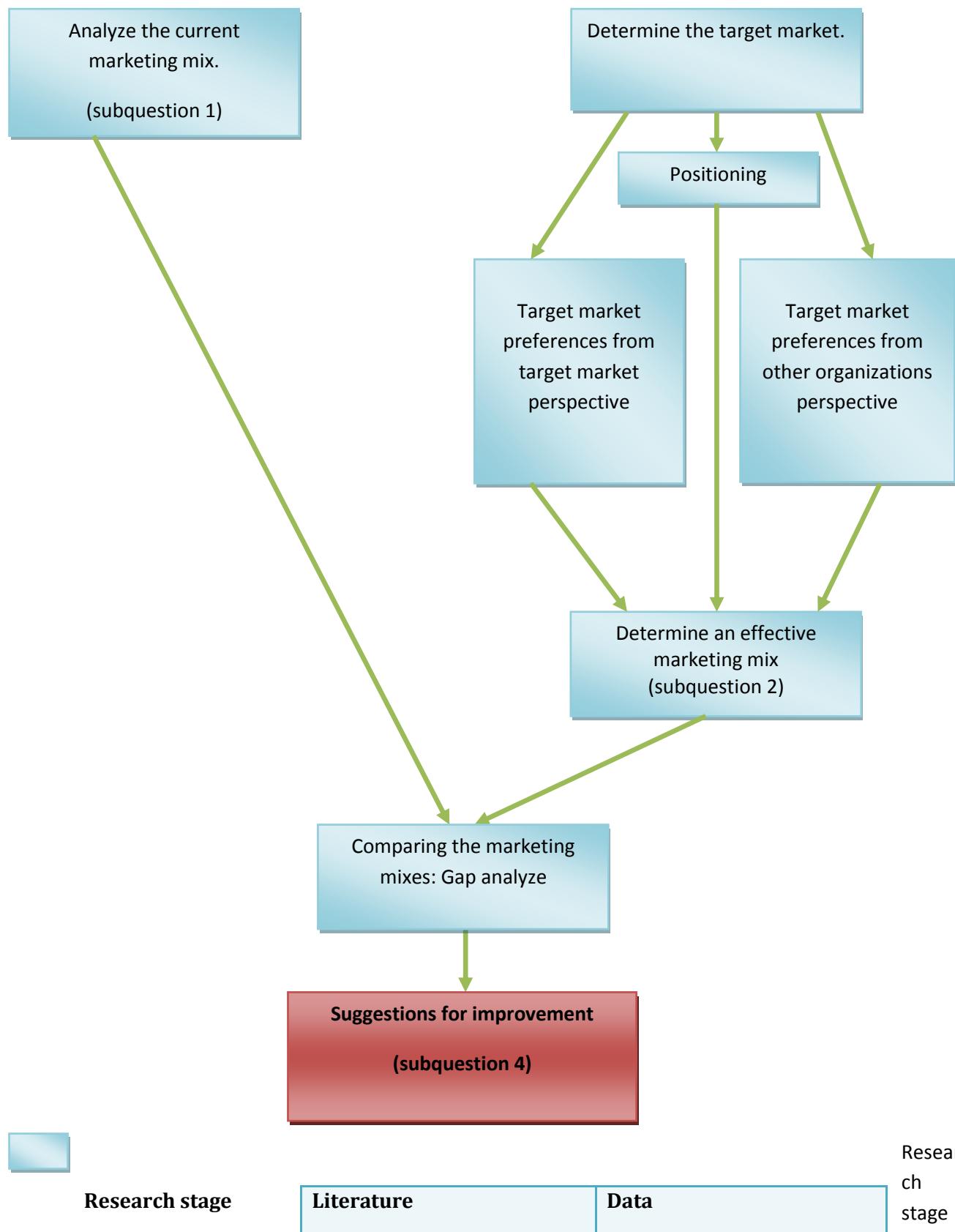


Figure 3: Methodology

<b>Analyze the current Marketing mix</b>	Marketing mix theory (Payne, 1993)	Interview chairman ILA Interview participant of last ILA conference
<b>Determine the Target Market</b>	Service marketing segmentation (Payne, 1993)	ILA website research Interview chairman ILA
<b>Positioning</b>	Service marketing segmentation (Payne, 1993)	Interview chairman ILA
<b>Target market preferences from target market perspective</b>	Marketing mix theory (Payne, 1993)  7 I's (Wood&Masterman, 2007)	Interview target market
<b>Target market preferences from other organizations perspective</b>	Benchmarking theory (Kotler, 2003)(Watson, 1993)	Interview organization other conferences  Interview old organization of ILA conference  Evaluations of other conferences
<b>Determine the desired marketing mix</b>	Marketing mix theory (Payne, 1993)	Information from earlier research steps
<b>Gap analyze</b>		Information from earlier research stages

Table 1: Research stages

## **2. The current marketing mix**

In this chapter the organization ILA is described and the current marketing mix is analyzed. The current marketing mix is determined by questioning one PhD student from Norway, who has visited an ILA conference last year and the chairman of the ILA, Mr. Baartmans.

### **2.1 The organization ILA**

In 1994 the University of Maryland intended to create a national community of scholars in the field of Leadership Studies, which was supported by the Kellogg Foundation. The goal of this Kellogg Leadership Studies Project (LSP) was to create knowledge about leadership theory, education, and practice. KLSP brought together a group of the best scholars in the leadership field to produce working papers about leadership.

In 1998 a leadership conference was organized to further expand the network of scholars active in the KLSP and to promote interaction between scholars in KLSP, educators and leaders. The idea of forming an association, committed to serving all those who are interested in leadership, was supported by a majority of the participants. The association should have an international focus and the International Leadership Association formally established in 1999.

The ILA has a board of directors, who are nominated by the nominating committee and approved by two-thirds of the board. The ILA has also a staff consisting of a President, director and some other functions. The ILA is offering their members different types of communities, which will be explained in the next chapter. During the years several forums and conferences are organized but the most important activity is the annual conference, to bring together all the members.

The vision of ILA is 'Transforming Leadership Knowledge and Practice Worldwide.' And their mission 'The International Leadership Association (ILA) is the global network for all those who practice, study and teach leadership. The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.' Following from the vision and mission the ILA strives to:

- 'Strengthen ties between those who study and those who practice leadership;
- Serve as a forum where people can share ideas, research and practices about leadership;
- Foster effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and
- Generate and disseminate interdisciplinary research and develop new knowledge and practices.' (Strategic Plan ILA, 2007-2011)

From this vision and this mission it can be concluded that transforming practice and knowledge between the different groups who are interested in leadership is the basis of this association.

In the introduction of this several strategic key issues of the Strategic Plan ILA 2007-2011 are mentioned. Another strategic key issue is '*Expansion of member involvement in ILA to provide greater*

*member value through attention to the unique needs of each core constituency (scholars, educators, practitioners, business leaders, consultants, students, public sector leaders), while achieving synergy across sectors.'* This emphasizes the importance of members from different groups.

## 2.2 The current marketing mix

The current marketing mix is handled by the chosen elements of the marketing mix theory.

### *Product*

During ILA conferences more than 100 simultaneous workshop sessions are taking place and are visited by more than 700 participants from the business and scientific leadership world. Beside the workshops several activities are organized: pre-conference, well-known keynote speakers, a leadership book fair, author signings etc. Before the conference participants can hand in a paper and if accepted give a presentation and discuss with other participants. This paper will possibly be published in 'Leadership Bridges', a journal of the conference (Sandvik, 2008).

### *Price*

ILA members have a discount on the conference tariff. Last year's ILA introduced a special student tariff for an ILA membership as well as a conference entrance. For all the participants several ways of saving costs are offered by the ILA. During the conference a hotel room can be reserved for a special ILA tariff. Participants can also sign up for the roommate matching service, where cost can be saved by sharing a room. The Continental Plan is a \$50 credit for anyone traveling to attend the conference from another continent.

### *Place*

The location of the ILA conference 2009 is already known: Prague. Prague is central in Europe and easy to reach by train, car and plane. The airport is near the city of Prague, and easy to reach by public transit.

### *Promotion*

The ILA determines networking as the best way to enter a new market. The ILA has contacts in the business world as well as in the scientific world, like professors. Although networking is the most important promotion channel, other channels are also used like advertisements in 'Leadership Quarterly' and 'Leadership Excellence Magazine' (Sandvik, 2008).

### *Customer service*

People, who submit a paper, always get feedback from the ILA, whether the paper is accepted or not. Like mentioned before, the ILA is offering the room matching service, where people are 'matched' to share a room to save costs. After the conference participants can download the handouts from the internet.

### *Time*

The annual conferences of the ILA take place in October or November. For the conference in Los Angeles, taking place from 12 until the 15<sup>th</sup> of November 2008 (four days), the deadline of the abstract is 29<sup>th</sup> of February, 9 months before the conference takes place. A whole paper can also be submitted. The number of days of a conference is 4 days, without the pre-conference.

### 3. The target market segmentation

To determine the marketing mix for the conference in Prague, the target market has to be clear. In this chapter the target market are determined for the conference in Prague.

#### 3.1 Past

The ILA entered the European market by networking and by the conference in Amsterdam in 2005. Before the Amsterdam conference there were 20 European members, who became a member by networking of the two European board members: Ted Baartmans and Jeffrey Beeson (Baartmans, 2008). The goal of the Amsterdam conference was to attract as many European members (Ventevogel, 2008). After the conference the ILA had 200 European members, of which 100 European members remain until now (Baartmans, 2008).

#### 3.2 Definition of the market

To expand the European market, the ILA is organizing the Prague conference. The target market for Europe will be the same as in the US: all the people who are interested in leadership (Baartmans, 2008). This is a broad target market with different market segments, which have probably different

preferences. Adapting the marketing to one or several market segments has several benefits. The organization can create a more fine-tuned service offering and price it for the target segment, which will be probably create a better result in that particular target segment. Knowing the preferences of a target segment, makes selecting the most effective communication channel easier. (Kotler, Marketing Management, 2003, pp. 279-280).

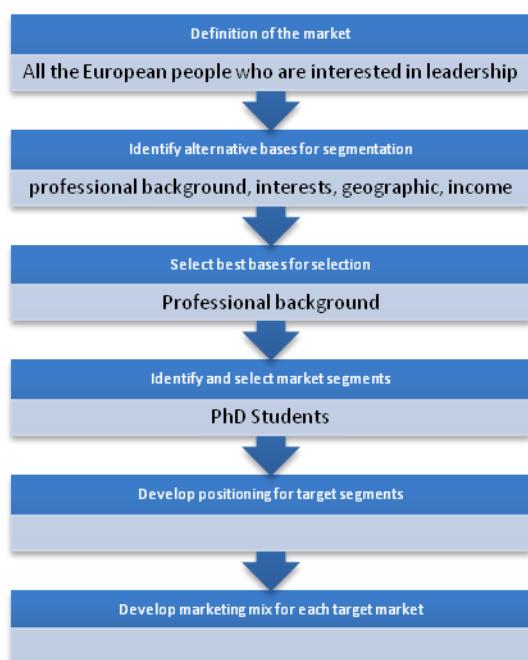


Figure 4: Service segmentation model of the ILA

(<http://www.ila-net.org/About/index.htm>). Here the market segments are distinguished by professional background, like the public and private sector leaders, scholars, educators and consultants. The ILA is adapting his service to the several market segments by offering three different types of communities. The first type, member Interest group, distinguishes market segments by the different interests of the target market; business leadership, leadership development, leadership education etc. Secondly the regional communities, like ILA-Europe and ILA Latin America, use the geographic base for segmentation. The learning communities are aiming at the market segments, who are interested in particular questions (ILA, 2008). The membership price of the ILA differs between the above mentioned market segments. First, three market segments are distinguished,

who can become a member: an organization, an individual or an institution. Within these membership categories, the price of membership depends on income (ILA, 2008). Conferences are also adapting the price on the base of market segmentation by income; Students pay less than non-students (ILA, 2008).

### **3.4 Selecting best base for selection**

An organization cannot meet the needs of all customers. Therefore it is important to identify the most attractive segments of the market, so that it can serve them effectively and results in the greatest profit (Payne, 1993, p. 69). The conference in Prague intends to create a European market for now and in the future. So the attractive market segment will be one which can be still attractive in the future and which can be a solid base. For the ILA the most attractive segment of the market is students. They are good for the continuity of the ILA, but also for its innovativeness. Students are often more innovative and more critical to a situation, which is good for the development of the organization (Baartmans, 2008). Beside this they have knowledge about the current trends, and students can raise the discussion (Ventevogel, 2008).

### **3.5 Selecting market segment**

When aiming the marketing strategy at the student segment of the market, the question is whether to consider the whole student market or pick a part of it. A segment can be divided in sub segments, the so called niches. A niche is 'a more narrowly defined group seeking a distinctive mix of benefits' (Kotler, Marketing Management, 2003, p. 280). The market segment student can be divided in the niches: PhD students, master students, bachelor students, etc. A student needs to be specifically interested in leadership before he or she will spend time and money going to a conference. Probably only master and PhD students will come to a conference about a specific topic. Master and PhD students have different preferences, so the marketing strategy will not be the same. To attract master students it is necessary that the students can get study credits for the conference. The ILA can talk to professors to incorporate the conference visit in a course. For less costs and study credits, master students might be willing to come. For PhD students it is important to gain advantage of the conference for their research. To convince the professors to incorporate the conference in the master course will take a lot of time. Also there is only a small chance that master students will become an ILA member after the conference, because they don't gain much advantage from a membership. PhD students, on the other hand, amass knowledge of conferences and a membership of a knowledge-organization for their research. Therefore there is a bigger chance that PhD students will come to a conference and will become an ILA member (Ventevogel, 2008).

### **3.6 Conclusion**

To serve the specific target market(s), the ILA handles a concentrated marketing approach. The most attractive target market segment is (European) students, because of the continuity of the ILA. This market segment can be divided in several niches. Master and PhD students are the most attractive niches, but need a different marketing strategy. PhD students are a more attractive target market, because there is a bigger chance that they become an ILA member. Therefore this research will aim at designing a marketing strategy for PhD students.

## 4. Preferences of PhD students

To adapt the marketing strategy to PhD students, the preferences of this target market have to be explored. Eight PhD students of the University of Twente (the Netherlands) have been interviewed for this research about the goal of a conference and their preferences, which will be discussed per element of the marketing theory. The marketing element ‘product’ receives extra attention and is subdivided in the 7 I’s (Wood & Masterman, 2007). At the end of this chapter the most preferred aspects of a conference will be summarized. The detailed interviews can be found in the appendix 3 and in appendix 1 the table about importance of conference aspects, evolved from the interviews.

### 4.1 The goal of a conference

A PhD student requires additional value to its dissertation research. This is a broad and vague conception and therefore the interviewed PhD students have been asked which aspects they want to take away from a conference. The PhD students ranked four aspects from most important (score 1) until least important (score 4), shown in Appendix 1: Importance of conference aspects. The interviewed PhD students were not in total agreement with each other about the most important aspect. Though the total score shows relative differences of importance, the lower the total score the higher the importance. As shown on the total score and the number of times the aspect is first ranked, ‘contacts for further cooperation’ and ‘starting points for the research’ are the most important aspects, which PhD students want to take away from a conference. ‘Research knowledge’ was twice ranked as most important, but moreover it was ranked on the third place, which correspond with the third place of total score. Less important to take away from the conference are the ‘contacts with the same interests’. None of the interviewed PhD students ranked this aspect on the first place (most important) and the total score is the highest one (Table 2: Goal of a conference).

	Research knowledge	Contacts with the same interests	Contacts further cooperation	Starting points for the research
Interview 1	1	4	2	3
Interview 2	3	2	4	1
Interview 3	1	4	3	2
Interview 4	4	2	1	3
Interview 5	3	3	1	2
Interview 6	2	3	3	1
Interview 7	3	3	1	1
Interview 8	3	4	1	1
<b>Total score</b>	20	25	16	14

Table 2: Goal of a conference

## 4.2 Marketing mix elements

### 4.2.1 Product

This marketing mix element is analyzed by 6 event attributes of the 7 I's for enhancing the event experience (Wood & Masterman, 2008).

**Involvement:** an emotional involvement with the brand, the event and experience

Some conferences have a good reputation, which can be a result of the reputation of the organization or only the conference has an outstanding reputation. A good reputation of the conference influences positive the reputation of the PhD student if he or she is allowed to give a presentation or even better if the paper is published in the conference book (Nehles, 2008; Pullen, 2008; van Dun, 2008).

**Interaction:** interacting with brand ambassadors, exhibits, the brand and other attendees

PhD students give a high importance score to the aspect 'other participants' (**Fout! Verwijzingsbron niet gevonden.**). A conference is good for networking with other people and possibilities for cooperating in research projects (Buitinga, 2008; Habets, 2008; van Dun, 2008; Beune, 2008; Nijhuis, 2008). Other participating PhD students give importance to talk about each other's researches and give advices (Habets, 2008). In the beginning of the PhD research, the student has a small network, therefore it is good to know if other known PhD students are also participating (Buitinga, 2008). Well-known participants or people with a lot of subject knowledge can be important, because of the good feedback (Habets, 2008; Pullen, 2008; Truijen, 2008). PhD students require a workshop, where they can give a presentation about their paper and get feedback. Another important aspect of the workshops is the discussion leader, who influences the quality of the workshops. By preference the discussion leader is experienced and well-known and can give good feedback to the presentations of the PhD students (Nehles, 2008; Truijen, 2008). In general keynote speakers are not that important for PhD students (Appendix 1: Importance of conference aspects **Fout! Verwijzingsbron niet gevonden.**). It is interesting to hear a key note speaker, but it is not the deciding factor for a PhD student to go to a conference. But that does not count for all PhD students. One interviewed PhD student ranked the aspect 'keynote speaker' even higher than the subject. In his opinion, keynote speakers are important to attract PhD students if they give a workshop. Keynote speakers have a lot of knowledge and they are accessible at conference. Feedback of a keynote speaker is very useful and possible if he or she is giving a workshop (Habets, 2008).

**Individuality:** the event is unique, one-to-one opportunities, customisation. Each experience is different.

Publishing papers is an important aspect of a conference, mentioned by several PhD students (Pullen, 2008; van Dun, 2008; Beune, 2008). To customize conferences can offer a book with the presented papers, which is important for PhD students who have to publish during their PhD (Pullen, 2008). It is even more interesting if someone from an important Journal is present to publish the best papers in the Journal (van Dun, 2008). The possibility to publish can play a decisive role for the decision of going to the conference. During the dissertation it is of importance to publish as much as possible, but there are quality differences between the published conference books. The quality of the book with the papers depends on the reputation of the conference (Pullen, 2008)

**Innovation:** creative in content, location, timing, audience etc.

A desired aspect mentioned by several interviewed PhD students, is the presence of a PhD workshops (Pullen, 2008; Nehles, 2008; Truijen, 2008). A PhD workshop before the conference is desired, where PhD students can discuss research aspects beyond the subject of the papers. But such a workshop is only enhancing the event experience for first and second years PhD students (Nehles, 2008; Pullen, 2008). As mentioned before publishing is important for PhD students, therefore a workshop about publishing from an important journal is desirable (Nehles, 2008).

Other mentioned aspects which can be of importance are social activities, attractive website and a good mix of experienced people and PhD students.

**Integrity:** provides real benefits and value to the consumer

This is the case when a conference provides value to a dissertation research of a PhD student. According to the interviewed PhD students, the delivered value to a research depends for a great part on the subject of the conference; therefore it is the most important aspect of a conference (Appendix 1). The subject determines the additional value of the conference to a dissertation research (Nijhuis, 2008). The subject have to match with the dissertation, so the PhD student has the opportunity to send in a paper, give a presentation and get useful feedback (Beune, 2008; Habets, 2008; Nehles, 2008; Nijhuis, 2008; Pullen, 2008; Truijen, 2008; van Dun, 2008). The subject is also determining for the background of the other people who are coming (van Dun, 2008).

#### 4.2.2 Price

Total customer value is the value of the bundle of economic, functional and psychological benefits, customers expect from an offering. Total customer costs is the bundle of monetary, time, energy, and psychic costs customers expect from evaluating, obtaining and using of the offering (Kotler, Marketing Management, 2003, pp. 60-61). The monetary cost of the conference is included the travel cost, which will be more if it is abroad. Location can then be of importance, when it is expensive to travel; consequently this provides higher travel costs and higher total costs. The university is paying the cost of a conference for an intern PhD student. Therefore the cost of a conference for an extern PhD student, who have to pay the cost by themselves, is more important than for an intern PhD student (Nijhuis, 2008). An intern has to ask permission of his supervisor, where value for the PhD research and costs of the conference are weighed against each other (Nehles, 2008; van Dun, 2008; Pullen, 2008; Habets, 2008; Buitinga, 2008). Customer perceived value (CPV) is the difference between the prospective evaluation of the customer and all the costs of an offering and the alternatives (Kotler, Marketing Management, 2003, p. 60). If the cost of the conference (offering) is high, then the value for the PhD research (prospective evaluation) has to be high as well, otherwise the PhD student (customer) chooses another conference (alternative) (van Dun, 2008).

#### 4.2.3 Place

As mentioned above location can play a decisive role in combination with number of days and total costs, but location on itself is not very important (Appendix 1: Importance of conference aspects).

#### 4.2.4 Promotion

Customers form their expectations by past experience, advices from friends and associates, and marketers and competitors' information (Kotler, 2003, p. 62). PhD students make their expectations

especially by advices from friends and associates, like supervisors and PhD colleagues. Many PhD students are connected to a research school, who inform their members about for example research schools. PhD students think the best way to attract students is by networking, research school or by personal email.

#### **4.2.5 Customer Service**

One interviewed PhD student mentioned that fast and personal reactions by email give a positive feeling about an organization (Truijen, 2008). Another PhD student mentioned the importance of offering access to handouts and papers (Nijhuis, 2008). Getting feedback on the paper or abstract, whether it is approved or not, can be also part of the customer service. PhD students whose paper is not approved can learn from the received feedback.

#### **4.2.6 Time**

The aspect ‘time’ plays an important role in several ways. For PhD students time costs can play a role in combination with energy cost; a conference is very tiring because of all the knowledge to process. Therefore it cannot take too many days ( Beune, 2008; Habets, 2008). A disadvantage of a long conference (high time costs) is the workdays that have to be missed (Buitinga, 2008; Nijhuis, 2008). But also a short conference has disadvantages, because the combination of location and number of days can play a decisive role; travelling far for a short conference of only one day is not worth it. The ideal number of days is three (van Dun, 2008; Beune, 2008; Nehles, 2008). Another important ‘time’ aspect is deadlines. The papers have to be sent in before a certain deadline (Nehles, 2008; Pullen, 2008; Truijen, 2008). Sometimes only the abstract has to be sent in, but it is also possible that the whole paper has to be handed in (Nehles, 2008). In some cases first the abstract is valued: when the PhD student gets a go then the whole paper has to be handed in (Pullen, 2008). The first deadline is in that case far before the conference itself. The feasibility of these deadlines is of importance to the PhD student. If a conference has a good reputation, the deadline is often far before the conference. Another reason for an early deadline can be that the papers have to be on time for publishing in a book.

### **4.3 Conclusions**

The most determining factor for going to a conference is the additional value of the conference to the dissertation research. In the first place this additional value depends on whether the subject of the conference matches with the subject of the dissertation research or not. The subject also determines the background of other participants, who are important to interact with about the research. Essential is the presence of a PhD workshop, where a handed in paper can be presented and feedback can be received. The feasibility of the deadline for sending in the paper can be decisive. A desired aspect is the possibility to publish the paper in a conference book or even better in a (important) journal. The importance of the costs of a conference depends on the additional value to a dissertation research. Another important aspect is the number of days, where a conference of three days is perfect. The reputation of the organization or the conference is only of importance, if it is an outstanding good reputation which can provide a good reputation for the student. Less important aspects are the keynote speakers and the location, although the location can become of importance in combination with the number of days or the expensive travel costs.

It can be concluded, that the subject is far the most important, followed by the other participants. The importance of costs, number of days and location depends on the combination with other

aspects. From a conference PhD students want to take away ‘starting points for the research’ and ‘contacts for further cooperation’, followed by ‘research knowledge’ and on the last place ‘contacts with the same interests’.

## **5. Target market approaches of comparable organizations**

After elaborating the expectations of the target market, in this chapter is examined how other organizations approach the target market ‘PhD students’. To examine this, 3 conference organizers have been interviewed, of whom one organized the marketing of the ILA conference in Amsterdam (2005). In addition to the interviews, evaluations of other conferences have been examined. The outcome of these interviews and evaluations are handled by the chosen marketing elements.

### **5.1 Marketing mix elements**

#### **5.1.1 Product**

Several (evaluations of) organizations underline the importance of networking between participants, which is the most important activity for the participants (Oude Alink, 2008; Ventevogel, 2008; UIC Conference Evaluation 2004, 2005; Committee on Institutional Cooperation, 2006). PhD students prefer to network with other students, professors or other well-known people (sharing similar interests). In several evaluation reports it was mentioned that more opportunities to network is recommended (Committee on Institutional Cooperation, 2006; UIC Conference Evaluation 2004, 2005). Networking can be supported by using name badges, where the research concentration is mentioned. It is important to offer possibilities for networking, like (PhD student) receptions, social (cultural) activities and recruitment fairs (Committee on Institutional Cooperation, 2006; UIC Conference Evaluation 2004, 2005; Oude Alink, 2008). The opportunity to network can also be provided for example by volunteering work. Volunteer opportunities can give the PhD students a feeling of involvement (Committee on Institutional Cooperation, 2006). Involvement is one of the 7 attributes which is enhancing the event experience, it is defined as ‘an emotional involvement with the brand, event or experience’ (Wood & Masterman, 2008, p. 5). In general it is important that attendees get the opportunity to be involved in the workshops and/or discussions (Eddy, 2006). Active participations are especially important for (PhD) students, who don’t like to listen too much to boring readings (Ventevogel, 2008).

Very important to the PhD students is the opportunity to present and publish papers. Publishing papers can be organized by a conference book, and presenting papers can be organized by roundtables (Poppe, 2008) (Ventevogel, 2008). Roundtables are the most popular component of a conference, which can be explained by the possibility to present a paper there. At a roundtable the PhD student gets feedback on his/her paper from the facilitator and other participants, like PhD students and professors. PhD students value the feedback from others, especially from professors (Committee on Institutional Cooperation, 2006; UIC Conference Evaluation 2004, 2005; Committee on Institutional Cooperation, 2007). Secondly the poster sessions are popular, for the same reason as getting feedback from others and get confidence about their research.

#### **5.1.2 Price**

As mentioned several times above, PhD students have different financial requirements. To meet these requirements a special student tariff can be introduced, like the ILA did. But the total monetary cost of a conference is not only the price of the conference, but also other costs like accommodation, travel costs and diner costs. To offer a total low budget conference, the organization should attempt to reduce also the other costs. Accommodation costs can be reduced by offering alternative less expensive sleeping possibilities, for example dormitories, hostels or local area hosts (UIC Conference

Evaluation 2004, 2005). Travel cost should be reduced by securing airline discounts and select locations with good public transit, also to the airport. To reduce the diner costs group discounts at local restaurant should be useful (UIC Conference Evaluation 2004, 2005).

### 5.1.3 Place

The location is of importance in combination with the aspect of costs. As mentioned above, it is recommended to select a location with cheap travel costs and a good public transit. Also the availability of hostels and dormitories near the conference are advantage for PhD students.

### 5.1.4 Promotion

If marketers raise the expectation too high, customers are likely to be disappointed. On the other hand if marketers set expectation too low, it won't attract enough customers (Kotler, Marketing Management, 2003, p. 62). The interviewed organizations think that PhD students make their expectations by advices from people in their network (associate's advice) (Oude Alink, 2008; Poppe, 2008; Ventevogel, 2008). According to an organization PhD students are connected to a research school to create network. Research schools inform their members concerning interesting activities in their research area (Ventevogel, 2008). Besides information of the research school organizations think that PhD students are informed by their supervisor, who gives the advice to go to a conference (Ventevogel, 2008; Poppe, 2008). It can also be the case that a PhD student is obliged to go to a conference (Ventevogel, 2008). A marketing way to attract PhD students are personalized invitations (Eddy, 2006), which is possible by networking. Besides networking through a research school or a supervisor, an organization can have 'ambassadors' on a university, who are doing the marketing on their university (Oude Alink, 2008).

### 5.1.5 Customer service

As mentioned before it is good to offer cheap accommodation. An organization can book some cheap sleeping accommodation in advance; consequently the students are not forced to take an expensive hotel because the cheap accommodations are not available anymore. The conference organization can arrange some accommodation in cooperation with the local university (Ventevogel, 2008; UIC Conference Evaluation 2004, 2005). It is important to PhD students to publish; therefore a conference book can be published with the papers.

### 5.1.6 Time

It is of importance a conference is not taking too many days, because of stuffed agenda's and the longer the conference takes the more chance that presentations are not interesting (Oude Alink, 2008) (Poppe, 2008).

## 5.2 Summary and conclusion

It is of importance to find a good balance in satisfying the different target markets. PhD students require a special marketing, because of other characteristics and preferences. Students have less money to spend and consequently they want to have a return on their invest. PhD students require giving a presentation about their paper, getting feedback and discussing with other PhD students about their research. The best way of attracting PhD students to a conference is by networking. PhD students can be informed about a conference by supervisor, research schools or ambassadors of an organization. Organizations know the importance of networking and offer possibilities to network. Involvement is important in involving participants during workshops and discussions, but also

involvement in the organization by volunteering work. Roundtables are the most important component of a conference, followed by posters. These components are of importance because of getting feedback and confidence about the research. PhD students have different financial requirements than other participants, because of less money to spend. Conferences should have a special student tariff, furthermore it can offer discounts on other costs, like accommodation, diner and travel. In conclusion we can say that the organization of a conference should offer network possibilities, round tables and poster sessions. Costs are decisive for participating or not, consequently an organization should offer possibilities for a low budget conference.

## 6. The new marketing mix

A marketing strategy can be build on STP; Segmentation, Targeting and Positioning. An organization discovers different needs and groups in the market, targets those needs and groups that it can satisfy in the best way and then positions its offering so that the target market recognizes the company's distinctive service (Kotler & Keller, 2006, p. 310). The current marketing mix is elaborated in chapter 2. Segmentation and Targeting have been discussed in the third chapter. In chapter 4 en 5 the basis has been made for positioning; the preferences of the target market are elaborated. In this final chapter the discussions of chapter 4 and 5 are used, to design an effective marketing mix for the ILA conference in Prague.

### 6.1 Positioning the offer

Positioning is 'the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market' (Kotler & Keller, 2006, p. 310). A good brand position helps guiding marketing strategy by explaining the brand's essence, what goals it helps the consumer to achieve, and how it does in a unique manner. The result of positioning is the creation of a customer-focused value proposition; a distinct reason why the target market should buy the product (Kotler & Keller, Marketing Management, 2006).

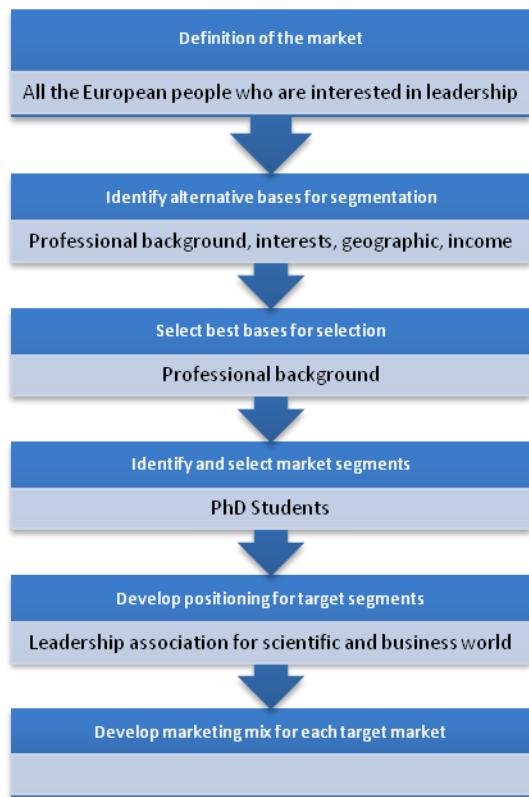


Figure 5: Service segmentation model of the ILA

In the leadership world several leadership knowledge associations exist. The ILA distinguishes from other leadership association by allowing members from the business world (Baartmans, 2008). The ILA likes to have a balance between scientific and business members. At the moment, scientific members have a majority, but in Europe the market started from the business world, which can result in more members from the business world. In general the brand 'ILA' likes to be positioned as a leadership association, where the target market can interact about leadership with people from the scientific world as well from the business world. The 'product' conference in Prague has to be positioned in the mind of PhD students (target market) as a product delivering value to the PhD research and gives the opportunity to interact with scientific and business people from all over the world.

## 6.2 An effective marketing mix

By interviewing the target market and a benchmarking of other conference organizations information is gathered to elaborate an effective marketing mix.

### Product

To plan the marketing offer, the marketer needs to think through five levels of the product, whereby each level adds more customer value (Levitt, 1980, pp. 83-91). The fundamental level is the core product, which consists of the basic service product (Payne, 1993, p. 124). In this research the ILA conference in Prague is the core product. A consumer is buying the entrance of the conference in Prague. The second level, the expected product, consists of the core product together with the minimal conditions which consumers expect when they buy the product (Payne, 1993, p. 124). As mentioned in chapter 4,

the most determining factors for PhD students are subject and other participants. The subject has to match the subject of the dissertation and the backgrounds of other participants are important for the quality of discussion. Beside these factors, the PhD students expect to have an opportunity to present their paper and discuss about it with others.

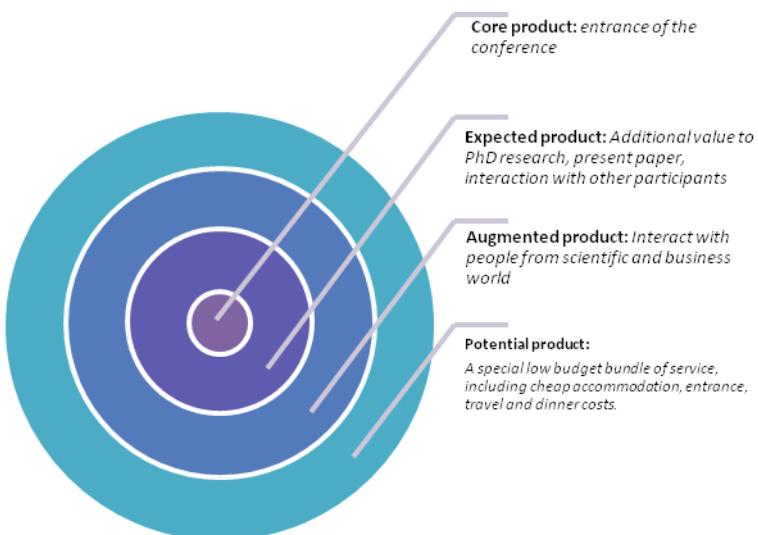


Figure 6: Product levels (Levitt, 1980, pp. 83-91)

The augmented product enables the product to differentiate from another (Payne, 1993, p. 125). Nowadays the competition mainly takes place at this augmentation level (Kotler, 2003, p. 408). As mentioned in the introduction the interest in leadership has raised in the last two decades and more leadership institutions and/or conferences are foreseen. Consequently the competition will increase and the ILA needs to differentiate on the augmented product level. If more leadership conferences are organised, PhD students have more options to choose from. Still attracting this target market requires a conference to meet the expectations and requirements of PhD students. A desired aspect to distinguish from another conference is the presence of PhD workshops in advance for first and second years PhD's (Nehles, 2008; Pullen, 2008; Truijen, 2008). In general a brand name can become an important element of the augmented product (Payne, 1993, p. 125). To enhance the event experience by the dimension 'individuality' (Wood & Masterman, 2008, p. 5), the ILA needs to organize a conference with an outstanding reputation. Giving a presentation about a PhD paper at a conference with a 'big' name provides a good reputation to the PhD student (Pullen, 2008; Truijen,

2008; van Dun, 2008). This good reputation of a conference can be reached in two ways. First the organization (ILA) gets a well-known good name and consequently their conferences get a good reputation too. Secondly the ILA conferences itself receive an outstanding reputation in the area of leadership. A conference organization can reach a good reputation and distinguish from others by offering publishing possibilities in a book or even better in a journal (Beune, 2008; Pullen, 2008; van Dun, 2008; Ventevogel, 2008). Some PhD students even require that a publication is possible, otherwise they won't participate (Pullen, 2008).

The last level, the potential product, consists of all potential augmentations and transformations the product or service might experience in the future (Kotler, 2003, p. 409). An organization can offer a bundle of services for one price, including entrance, sleeping accommodation, flight, dinner. The organization can offer a tool on its website, where the customers can buy the bundle of service in one go. An organization should offer for PhD students a special low budget (and quality) bundle of services, including cheap accommodation, entrance, travel and dinner costs. Not only the total low costs are for the benefit of the PhD students, but also the ease of only one booking. The PhD student doesn't have to search for cheap flight tickets and know the total costs at one time.

It is important to recognize that all customers are not the same, requirements for different configurations of benefits, features and attributes vary by market segment (Payne, 1993, p. 125). Like already mentioned the market segment 'PhD students' requires a different product than the other participants. And also within this market segment, different requirements exists, for example keynote speakers is an important aspect for one of the interviewed PhD students, while the others think it was of less importance. It is of importance that a good balance is reached between the preferences of PhD students and other participants.

### **Price**

Pricing decisions must take into account many relevant factors. The most important of pricing decisions is that it must be consistent with the overall marketing strategy. Different prices in different markets have to be taken into consideration (Payne, 1993, pp. 136-137). The overall marketing strategy of the Prague conference will serve different market segments: academics, business people and PhD students. The last years the ILA offers the PhD students a special low tariff, because for a normal conference tariff the students will not come (Ventevogel, 2008). Service companies need to understand the relationship between demand and price and how demand varies at different pricing levels. This demand can be elastic (a percentage change in price produces a greater percentage change in demand) or inelastic (a change in price produces little change in levels of demand). This may vary by market segment (Payne, 1993, pp. 138-139). In the case of the ILA conferences, the relation demand and price varies by market segment. (PhD) students demand a low price otherwise they do not participate, while other participants will pay the normal price. Students require a return on their invest, while the others want to socialize and having a good time (Ventevogel, 2008). The demand will even be more elastic, if the (extern) PhD student have to pay it by their self (Nijhuis, 2008). The price has a strong relationship to the product; the value of the conference (to the PhD research) is weighted against the costs (Buitinga, 2008; Habets, 2008; Nehles, 2008; Pullen, 2008; van Dun, 2008). If the value of the conference is low, the demand will be more elastic and the other way around. The consumer (PhD student) is willing to pay a relative high price for a conference with high value, which means that a change in price will not provide a big change in demand.

Although mentioned several times before, costs can play a decisive role in choosing a conference. Not only the conference costs itself, but also the travel and dinner costs. As mentioned in one of the evaluations of a conference, an organization should offer a total low budget conference. A conference organization should offer discounts for dinner and travel costs or like mentioned in before and offer a bundle of services for one low price.

### **Place**

Location is not the most important aspect of a conference (Appendix 1: Importance of conference aspects), but in combination with the aspect of costs it can play a determining role. Not the location itself is of importance, but the costs to get there. Beside the energy and time costs, travel cost can play a determining role in participating on a conference. Supposing a conference takes only two days, it would probably not worth it to travel far and long. Another aspect is important in combination with location; the value to the dissertation research. In case that a conference has high value to the dissertation research, the PhD student will less care about the location and the travel and time costs to get there. The conference has to take place in a city, good to reach by train or airplane. A city with good public transit (also to the airport) is advantageous of PhD students, because taking taxis is much more expensive. Summarizing I may say that an ideal location has low energy, time and travel costs to get there and good public transit.

### **Promotion**

As mentioned by organizations and PhD students the best way to attract PhD students to a conference is by networking, the so called 'word of mouth' promotion (Payne, 1993, p. 161). PhD students are frequently informed by their supervisor, which is a good promotion channel. PhD student often follow up the advices of the supervisor and the supervisor has to give one's approval for participating on a conference. Therefore it is important that professors in the leadership field are informed and enthusiastic about the conference. A research school can also be an important promotion channel, as many PhD students are connected to a research school and informed by the research school about conferences.

### **Customer service**

Customer service is a broad aspect and difficult to differentiate from other marketing mix aspects in the service business. Offering options for sleeping accommodations and dinner options can be part of the extensive product but also an extra customer service. Like mentioned in chapter three, personal reactions and access to handouts and papers give a positive feeling about an organization. Getting feedback on papers can be also part of the customer service.

### **Time**

During the interviews with PhD student's one aspect often came up: time. Time is for PhD students of importance in several ways: as date, as deadline and as the number of days of a conference. The date of a conference can be of decisive role if other conferences are organized in the same month or other job or social obligations at the same time. One interviewed PhD student mentioned that a restricted number of conferences can be visited, because of time and money. Consequently a staggering of conferences during the year is ideal, because PhD students get knowledge and feedback on their research the whole year through. An organization has to organize a conference in a month with less other (important) conferences in the same research area. As mentioned in chapter three, the feasibility of deadlines is of importance. There has to be enough time between the

promotion of a conference and the deadlines, because a student needs time for writing between the decision to participate and the deadline of handing in. Sometimes even two deadlines exist: first the abstract has to be handed in and later the whole paper has been sent. Especially writing the whole paper takes a lot of time, which an organization has to take into account. A deadline close to the conference is also not ideal, concerning the selection process and informing PhD students if they are allowed to participate. Between the deadline for handing in a paper or abstract and the conference itself, there has to be a good balance between time for writing and time for the selection process. Deadlines have to be maximum 6 months before the conference (Nehles, 2008). The importance of the aspect 'Number of days' is connected to several other aspects, like energy costs, missing workdays and travel time (see chapter 3). As mentioned by several PhD students the ideal number of conference days is three.

### 6.3 Conclusion

Several marketing factors influence the decision of a PhD student, whether to go or not to go to a conference. Some aspects are decisive factors, like the subject and other participants (Appendix 1: Importance of conference aspects). Other factors are less important, but in combination with some other factors they can play a decisive role.

The most effective marketing mix to attract PhD students exists of a product (conference), where participants can present and publish papers. Especially for the 'young' PhD students (first and second years) a PhD workshop is of importance. It is important to offer PhD students low cost possibilities, by a special student tariff or discounts for accommodation, travel and dinner. Location itself is not very important, but the several costs to get there; time, energy and travel. Due to these costs the ideal location has low energy, time and travel costs to get there and good public transit. The promotion should be done by networking and through research schools. Customer service is not very important but it can enhance a positive feeling about an organization, which can be deciding when the participant doubts to go to a conference. The marketing mix element time is of importance in several ways: as date, as deadline and as the number of days of a conference. The date of a conference can be deciding if other interesting conferences are organized around the same date. Consequently a conference has to be organized in a month with less other (important) conferences in the same research area. Time in the aspect of a deadline of submitting the abstract (or paper) is important if enough time is existing between the promotion and the deadline or between the deadline and the conference (maximum 6 month). The importance of the time aspect 'Number of days' is connected to several other aspects, like energy costs, missing workdays and travel time.

An opportunity to differentiate from the competitors is offering a bundle of package, where a participant books in one time the whole package needed to visit the conference: hotel/hostel, travel (flight, train) and the conference entrance. This takes a lot of time, but it is also an advantage for the other participants. An expensive bundle of package and a cheap bundle of package can be offered.

## 7. Comparison of the current and an effective marketing mix

In the beginning of this research the current marketing mix of the ILA has been analyzed. During the research the target market has been analyzed and the desired marketing mix for this group has been explored. In this chapter the current marketing mix and the desired marketing mix are compared. Differences between the marketing mixes are elaborated and suggestions to overcome these gaps are given.

### 7.1 comparing current and desired marketing mix

The current as well as an effective marketing mix have been described and the comparison is made in table 3.

	<b>Current marketing mix</b>	<b>Best marketing mix</b>	<b>Difference</b>
<b>Product</b>	<ul style="list-style-type: none"> <li>-Many workshops, possibility to present/publish paper, many other participants</li> <li>-Differentiated by diversity of members</li> </ul>	<ul style="list-style-type: none"> <li>-Possibilities to present and publish papers</li> <li>-PhD Workshop</li> <li>-Potential product: A low budget bundle of service</li> </ul>	<ul style="list-style-type: none"> <li>-<i>PhD workshop</i></li> <li>-<i>Low budget bundle of service</i></li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>-Special student tariff</li> <li>-Special accommodation rate</li> <li>-Credit for visitors from another continent</li> </ul>	<ul style="list-style-type: none"> <li>-Special student tariff</li> <li>-Discount for accommodation, dinner and travel</li> <li>-Low budget bundle of service</li> </ul>	<ul style="list-style-type: none"> <li>-<i>Offering cost savings outside the conference and accommodation</i></li> </ul>
<b>Place</b>	<ul style="list-style-type: none"> <li>-City central in Europe, good to reach by train, car and airplane.</li> <li>-Good public transit</li> <li>-City near airport</li> </ul>	<ul style="list-style-type: none"> <li>-Central city, good to reach by train and airplane.</li> <li>-Good public transit</li> <li>-City near airport</li> </ul>	<ul style="list-style-type: none"> <li>-<i>No differences</i></li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>-Networking with professors</li> <li>-Promotion by research school</li> <li>-Advertisements in journals</li> </ul>	<ul style="list-style-type: none"> <li>-Networking with professors (supervisors)</li> <li>-Promotion by research school</li> </ul>	<ul style="list-style-type: none"> <li>-<i>No differences</i></li> </ul>
<b>Customer service</b>	<ul style="list-style-type: none"> <li>-Feedback on papers at selection process</li> <li>-Access to handouts</li> </ul>	<ul style="list-style-type: none"> <li>-Feedback on papers at selection process</li> <li>-Access to handouts</li> </ul>	<ul style="list-style-type: none"> <li>-<i>No differences</i></li> </ul>
<b>Time</b>	<ul style="list-style-type: none"> <li>-Deadline abstract is nine month before conference</li> <li>-Four days</li> </ul>	<ul style="list-style-type: none"> <li>-Conference takes place in a period with less other conferences</li> <li>-Deadline abstract maximum six month before conference</li> <li>-Conference of three days</li> </ul>	<ul style="list-style-type: none"> <li>-<i>Deadline of abstract too early</i></li> <li>-<i>Conference takes one day too long</i></li> </ul>

Table 3: comparison of the current and an effective marketing mix

Regarding this comparison, it can be concluded the ILA is not performing worse. No differences exist between the current and an effective marketing on the elements of ‘promotion’, ‘place’ and ‘customer service’. Therefore the ILA doesn’t need to change their marketing on those elements. On the elements ‘product’, ‘price’ and ‘time’ a gap exists between the current and an effective marketing mix.

## 7.2 Suggestions for improvement

To overcome these gaps suggestions will be made for the conference in Prague and other conferences in the future of the ILA in order to attract PhD students. The suggestions are set in order of priority.

### 1. Organize PhD workshops in advance

A PhD workshop in advance, the day before the conference, is important to attract the ‘young’ PhD students, who are in their first or second year of the PhD study. During the workshop PhD students can discuss about topics beyond the conference subject. It is important to attract PhD students in the beginning of their dissertation research, because in that time PhD students are searching for network and knowledge. For this reason the ‘young’ PhD students search for a knowledge-organization in their research area. Once the PhD student is a member, it probably will remain it for a long time; although this depends on aspects like the future interests of the PhD student or the quality of the knowledge-organization. The PhD workshop can be organized during the pre-conference day, where the other participants can have another pre-conference workshop, discussion or reading.

This suggestion for improvement has the highest priority, because PhD workshops turned out to be of a decisive role and it is easy to introduce.

### 2. Offer cheap accommodations for PhD students

PhD students have less money to spend and consequently make low demands on a sleeping location. For this reason the ILA can offer a low budget accommodation. The ILA can organize some cheap sleeping accommodation in cooperation with the local university. If this is not available, the ILA can book in advance some (cheap) hostel rooms beyond the normal (expensive) hotel rooms. To book the hostel rooms in advance prevent that hostel rooms are not available anymore and PhD students are obliged to book an expensive hotel room.

The ILA is now organizing the hotel rooms, and it will not be too difficult to organize some hostel rooms. Therefore it is not difficult to implement this suggestion that it is very important to PhD students.

### 3. PhD students become ambassador

The ILA is an international organization and is purposed to have more (PhD) members from different countries beyond the USA. To attract more members from other countries, activities can be organized in the countries. Those activities, for example readings, can be organized by resident members in those countries. PhD students, who are already an ILA member, can function as such an ambassador of the ILA. Those members are likely known to more PhD students (in their research field) in their country and can organize activities on universities. To encourage PhD student members to become an ambassador, the ILA can offer a free entrance of the conference or other advantages.

The ILA has to talk to their current PhD members about this idea. If the PhD members react positively, it isn't hard to organize it and can offer a lot of commitment.

4. Move deadline of abstract

The deadline of submitting an abstract is nine months for an ILA conference, but the ideal time between the deadline of an abstract and the conference is six months. The ILA deadline is too early and this could have consequences for the attendance of PhD students. A PhD student needs time between the decision to participate and the deadline of submitting an abstract, because of thinking of the article's subject and writing the abstract. Consequently there have to be enough time between the promotion of the conference and the first deadline.

The ILA probably has a good reason to have a deadline so far before the conference, but to attract PhD students the time between the deadline and the conference have to be reduced.

5. Reduce conference length

An ILA conference is four days, but the ideal number of days is three. The number of days is of importance because of tiredness and required time and costs. A conference is very tiring because of all the knowledge to process, consequently a PhD student prefer conferences of three days. Also the number of missing workdays is an important aspect choosing a conference.

Not all ILA members would welcome less conference days. Therefore it could be hard to change this 'culture' of 4 days. It is not the most important part, but it can be decisive when a PhD student doubts to go. For other participants one additional day can be offered for a higher price, with some additional workshops.

6. Offer more discounts

It is important to offer PhD students cheap accommodation, but also small discounts are desirable. The ILA should organize more discounts on restaurants, museum, shops, etc. The ILA should give the participants by entrance a discount card, where the participant can use it outside the conference. Probably it is not too difficult to organize these discounts, because it is a promotion for the restaurant or museum. This suggestion gets a low priority because only offering a few more discounts will not increase the number of participating PhD students. It is an additional customer service and several discounts have to be organized before to offer it as a special feature of the conference. It is maybe not hard to negotiate discounts, but it takes some time to organize several discounts for a special discount card. The ILA has to ask oneself if the spending time is outweighed by the upgrading attractiveness for PhD Students.

7. One bundle of package

The ILA can offer a bundle of services for one price, including entrance, sleeping accommodation, flight, dinner. This can be introduced in two variations; a cheap (student) package and an expensive quality package. The cheap package should include a hostel room, cheap (basic) dinner and a cheap flight, suitable for PhD students. On the ILA website a tool should be available, where participants are able to book the whole package. This saves time,

because only one booking is enough. The participant (PhD student) doesn't have to waste time to search for cheap flight tickets.

This suggestion got a low priority because it takes a lot of time and energy to organize these bundle of package. Especially the first time this bundle of package is offered, need a lot of preparation time; negotiations, designing the website tool etc. First it is better to offer more undependable discounts for the participants, like flight discounts and accommodation. If this is working and received with thanks by the participants, it can be investigated to combine the discounts.

If it turned out to be that it doesn't take much time or it is possible to source out, then this suggestion for improvement will get a higher priority. It will cost money to source out, but it is not only an advantage to PhD students but for all participants.

## **8. Conclusion**

The marketing strategies in this research is handled by six elements of the marketing mix; product, price, place, promotion, customer service and time. The current marketing mix exists of a conference of four days and one pre-conference day. During these conference days more than 100 simultaneous workshops are offered to about 700 participants. The ILA conferences are visited by people from the business as well as the scientific leadership world. Beside the normal conference tariff, a special student tariff is offered. The ILA organizes hotel rooms to a special ILA price. More discounts are offered by sharing a room with another participant or \$ 50 credit for participants from another continent. The location, Prague, is easy to reach by public transit and in the central of Europe. The promotion of a conference is particularly by networking, but also by advertisements in journals. The customer service consists of feedback on papers, room matching service and access to handouts. The abstract of papers have to be submitted nine months before the conference. Comparing this marketing mix to the desired marketing mix, it can be concluded the ILA is doing well to attract (European) PhD students. On several elements no differences are present; promotion, and customer service. The other elements (product, price and time) show some differences. However, only five European students are a member of the ILA at the moment, which is suggesting that some improvements should be made.

The question is '*how far should ILA go to attract more PhD students?*' From the mission of the ILA can be concluded that the diversity of ILA members is their strength; as well as members form the scientific world as from the business world. Consequently it is not be recommended to only focus on PhD students, because the risk exists other participants are leaving and the diversity of the ILA is subjected to great pressure. But on the other hand as mentioned in the introduction of this report, due to the globalization it is of importance to be up to date of the international trends. PhD students are aware of these trends and can raise new discussions, as mentioned during the interviews. Therefore 'young' members are of importance for the continuity and at the moment only a few members are PhD students. The ILA needs to find a balance between the desired marketing strategies for the different target markets. Therefore it is recommended to find similarities between the different desired marketing strategies and provide necessary changes in the current marketing strategy.

Because of the importance of PhD students for the continuity they need some extra attention above other target markets. Suggestions to improve the current marketing mix have been made in the previous chapter. The first suggestion 'organizing a PhD workshop' is not at the expense of other members and good to introduce; it is expected that it takes less time to organize an extra workshop besides the 100 other workshops. During the interviews with PhD students, it was mentioned several times that other conferences have a PhD workshop and it is a decisive factor to go to a conference. A PhD workshop attracts first and second years PhD students and it is desirable to hold the PhD students as early as possible, before they apply for another membership. Offering cheap accommodations (suggestion 2) is also good to organize for the ILA; they should book some hostel rooms in advance or ask the local university for some accommodation possibilities. Maybe other participants would also welcome cheaper accommodation. For suggestion three, PhD students become an ambassador, the ILA should contact their PhD students every year (for example by a

general email), to ask if they want to organize some local activities. This suggestion is not that important and if PhD students do not take the initiative to organize something, the ILA should not invest much time. The decision to move the deadline for submitting an abstract (suggestion 4) is depending on other factors, maybe other target markets require a deadline nine month before the conference or it is desirable for the organization of the conference. If moving the deadline is not important to other target markets or the organization, the ILA should move the deadline to six months before the conference. If it matters to the other target markets or the organization, different interests should be weighed. The same applies for reducing conference length (suggestion 5), if other target markets require a four days conference it shouldn't be reduced because it isn't of great importance. Introducing suggestion six, offering discount, depends on the time it takes and if it is also required by other target markets. Probably other participants would also like discount, but it is not that important for them to visit a conference. In general offering discounts can give a positive image and it is recommended to offer some discounts, but not wasting too much time for offering many discounts. As mentioned before offering a bundle of package (suggestion 7) will be an advantage to all participants, because they don't waste time to search for flight tickets. It may take a lot of time to introduce this option, but if it can be outsourced it provides a positive image for the ILA. It is probably a new feature and the ILA would be seen as innovative. This last suggestion needs more investigation, before the ILA should introduce it.

The mainquestion of this research was '*Which adaptations in the marketing strategy have to be made in order to attract new European members?*' Now this research is performed, the question can be answered as following.

During the research in turned out to be that the most attractive target market would be PhD students. PhD students are of great importance for the continuity and at the moment the group of PhD students is too small for the ILA. Therefore an effective marketing strategy is developed to attract this target market. As mentioned in chapter 7 several adaptations in the marketing strategy should be made to attract European PhD students. PhD students need some extra attention from the ILA, but the strength of the ILA is the diversity of their members. The organization is striving to bring all people who are interested in leadership together. Consequently it is recommended not only to change the marketing strategy for the benefit of PhD students, but find a good balance with the desirable marketing strategies of other target markets of the ILA.

It can be concluded that the ILA should introduce a PhD workshop and she should provide cheap accommodation directly. The other suggestions for improvement are dependent on other factors, which have to be taken into account. It is recommended to investigate the preferences of other target markets of the ILA. Knowing an effective marketing mixes of the different target markets should result in a marketing strategy suitable for all target markets. But at this moment it can be concluded that attracting of PhD students need some extra attention.

## **8.2 Discussion**

In this section the limitations of this research are explained and suggestions for further research will be made.

During the research the design was changing, therefore the interviews not fit the research design. The interview questions are not based on the theoretical framework, but the information gathered

from the interviews was suitable to draw conclusions fitting the research design. Therefore the change of the research design didn't affect the results of this research.

For this research the interviewed group consists of Dutch PhD students from different research fields, from the University of Twente. Therefore only a small part of the European target market has been interviewed. Their view was taken as a general view of all PhD students. To investigate the target market approaches of comparable organizations, a diversity of organizations is investigated. As well as from organization at the University of Twente as from other organizations around the world. From both research stages comparable conclusions are made and reflected in the suggestions for improvement; students have to be attracted by networking, PhD workshops and conference length are of importance, and costs are of special importance to PhD students. These comparable conclusions from a small group and a diverse group indicate that the origin of students does not affect the results of this research. This research was focused more general, because the preferences of PhD students were never before investigated. If the suggestions for improvement of this research are followed, further research for the ILA could be more in detail. For example a research to the conference part 'PhD workshops'. In such a research it might be interesting to investigate the influence of the national or university culture on the preferences of PhD students for more detail. Another limitation could be that only two of the interviewed PhD students did research in leadership area and only one of the organizations did organize a leadership conference. But again, the results of their interviews are not much different from the others. And the same applies here; if a further research is going into more detail, it might be interesting to focus more on PhD students or investigate the difference between PhD students of different research areas.

In this research no distinction has been made between in which research year the PhD student is operating, because during the research PhD students in general turned out to be the most attractive target market. The ILA need to get the PhD students as a member, before other (leadership) organizations 'steal' these PhD students. Once a PhD student is a member of other organization, it is even harder to get this student as a member. But at the moment, the ILA needs to enter the market of European PhD students. If in this research was decided to focus only on first and second years, could suitable PhD students be missed. It is recommended to enter the European market of PhD students, interested in leadership, and if it is succeeded to research more in detail. In the future a research can be done about the length of a membership when a PhD student becomes a member in the first or second year of his/her graduation. During one interview it was mentioned that a staggering of conferences through the year is ideal, therefore the ILA conference have to take place in month with less other conferences. Because it was only mentioned one time, it is not further investigated. In a further research of the ILA it can be investigated more specifically the leadership conferences and in which month it is taking place.

During the interviews two other organizers got the same question as when interviewing PhD students: '*What do you think is important to attract PhD students to a conference?*' This has been asked to the organizers to compare the answers and investigate if a gap exists between the expectations of the organizations and the preferences of the customers. During the research it appears this is relative less important in this research, particularly because only two conference organizers have been asked. As mentioned above, comparable conclusions are made from the interviews and therefore it was not of influence on the results of this research. But again; if further research is going into more detail, it might be interesting to investigate the gap between the

organization and PhD students. Or even a wider research about the gap between organization and conference customers in general.

Another limitation is the less people who have been interviewed from the organization (ILA) or conference organizations in general. Information about the organization ILA is based on information from the internet and one interview with the chairman of the ILA, Ted Baartmans. Further investigation can be made by interviewing more people from the ILA, to get a broader view of the preferences of the ILA. In this research it has been chosen to interview the chairman, because although ILA members may have different views, the chairman and his board members formulate the policy and strategy of the ILA.

This research has started to investigate a sort of market entry strategy in Europe. It turned out to be that PhD students are the most attractive target market in Europe. It is expected that is not only the most attractive target market in Europe but also in other parts of the world. As mentioned in the introduction and conclusion, due to globalization it is necessary for leadership organizations to stay up to date. PhD students are more aware of these trends, and it is expected that not only the European PhD Students are aware of these trends. Therefore this research can also be used for other ILA conferences (outside of Europe). It may be good to investigate this assumption by a research about the influence of nationality or university on conference preferences of PhD students, like already mentioned in the beginning of this discussion.

During this research the assumption is made that the target market has specific preferences, but the suggestions for improvement can also be suitable for the other participants. The differences in preferences from different target markets will be interesting to investigate, because the ILA can give priority to suggestions for improvement which are suitable for more target markets. In general the ILA needs to find a balance between satisfying PhD students and other participants.

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## Appendix 1: Importance of conference aspects

	Subject	Keynote speakers	Location	Organization	Number of days	Other participants	Costs
Interview 1	10	7	8	4	9	6	8
Interview 2	9	1	5	7	7	8	7
Interview 3	9	6/7	3	8	6	8	5
Interview 4	9	7	7	4	6	8	7
Interview 5	9	2	2	2	6	7	5
Interview 6	8	9	3	2	3	5	3
Interview 7	10	1	6	2	7	8	7
Interview 8	7	6	6	7	6	7	4
<b>Total</b>	71	39.5	40	36	50	57	46

## Appendix 2: Interview Chairman ILA, Ted Baartmans

### 1. *How did you get to the ILA?*

I was at a conference in the beginning of the nineties. Some colleagues told me about the conferences of the ILA, so I got interested.

### 2. *Why did you become a member of the ILA?*

At that time there were only scientific organizations for leadership. To become a member of these organizations you had to be a scientific worker. The ILA is at the moment the only organization also for people from the business world.

### 3. *What do you think are the characteristics of the current target market?*

At this moment there are more academic people and more American people. I would like to have a good balance between non-profit/profit, American/non-American, academic/non-academic.

The balance between American/non-American can be reached by organizing a European conference. Before the Amsterdam conference in 2004, there were 20 European members. After the conference there were 200 European members, and the half was from the Netherlands. Now there are 150 European members. Because the market in Europe is started from the business world, I also hope a rebalance between academic/non-academic by the conference in Prague.

### 4. *Why does the ILA organize a conference in Europe?*

It is better to continue on an existing market. The people from the USA like to have safety and build on a market they know. It is important to create a market in Europe, to create an international club, where the members can talk with people from other parts of the world.

### 5. *What do you think are the characteristics of the current target market?*

The target market is what is stated in the mission. The target market are all the people who are interested in leadership. The current members are mostly from the scientific world.

### 6. *What is the target market in Europe?*

It is in the same as in the US. But in Europe the market it is started from the business world. We try to build up the market by contacts.

*7. How did the ILA enter the European market?*

By the conference of Amsterdam and through contacts from the European board members: Jeffrey Beeson and me. We try to attract people to the Amsterdam conference also by networking. We have contacts in the business world, but also in the scientific world like professors in the field of leadership. I think contacts with professors are important to network with PhD students. By networking we also tried to attract people to the activities we organized in the two years before the conference. There were two sorts of activities before the conference; 1 day seminar and round tables. The activities were part of the marketing of the Amsterdam conference; to make people attend that there will be a conference of the ILA in Amsterdam. People would go to those activities, and think 'oh this is nice, I want also participate on the Amsterdam conference'.

*8. What is the target market for the conference in Prague?*

For the future it will be important that more young people become an ILA member. It is good for the continuity of the ILA, but also for the innovativeness of the ILA. In general young people are more innovative than older people and to become an international leading organization the ILA has to be innovative. By young people I think of students, who are interested and study leadership. In Australia there is already someone who is organizing special ILA activities for students. Students from today can travel all over the world for their study, and have often many contacts in other parts of the world. They have a network to build on, which will be very good for the ILA. I think in the future networking will still be the best marketing tool for the ILA. At the moment there are 5 European student members. Students have special tariff, so for low cost they get access to leaders and speakers from today's world.

## Appendix 3: Interviews PhD Students

### 1. Interview European PhD student Alexander Sandvik (attendant ILA conference)

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1. *What is your research area?*

My research area is leadership. I am investigating how to lead knowledge workers.

2. *How did you get to the ILA?*

I have a subscription at the Leadership Quarterly, and I saw an advertisement for the ILA conference there.

3. *Why did you become a member of the ILA?*

I got a membership to get a discount for the Leadership Quarterly and the conference, and to get updates from the field.

4. *How many ILA conferences did you visit?*

Only 1 - Vancouver

a. *Why did you go to the conference(s)?*

To network and get knowledge.

b. *How did you know about the conference(s)?*

Advertisements in Leadership Quarterly

c. *Were there any special PhD student activities/program?*

There were activities which focused on theory development, research etc, and that is helpful topics for the PhD students.

d. *Could you send in a paper and give a presentation?*

You can send in a paper, but I did not try to do so. At my school I can attend one conference without a paper, and get a grant for it. I have used this one possibility, so for the forthcoming conference in Los Angeles I must have a paper to attend.

e. *Was there a possibility to publish the paper?*

You can publish through 'Leadership Bridges', a journal for the conference.

f. *Was there a PhD workshop before the conference?*

As I can remember, there was no specific workshop for the PhD students. I think a PhD workshop can attract more PhD students, and it is important to get PhD students together to collaborate about leadership research. ILA can then be such a forum.

g. *What should the ILA improve at conference for PhD students?*

The conference is good, so the improvements must be to have a PhD workshop, bringing PhD students together to discuss and help each other with their research, mentored by more experienced researchers.

5. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)*
  - a. *How important is the subject of the conference on a scale from 1 to 10? Why?*  
6, important to attract
  - b. *How important are the keynote speakers on a scale from 1 to 10? Why?*  
8, important to attract participants
  - c. *How important is the location on a scale from 1 to 10? Why?*  
4, not important
  - d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*  
4, choosing a conference I only look at the conference itself.
  - e. *How important is the number of days on a scale from 1 to 10?*  
3, it is not important
  - f. *How important are the other participants on a scale from 1 to 10? Why?*  
9, networking are important
  - g. *How important is the price of the conference on a scale from 1 to 10? Why?*  
4, if the content is good the price doesn't matter
  - h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*  
If you have the possibility to meet experts in your field and discuss problems with your research – 10. It is very important.
6. *What do you think is the best way to attract PhD students to an ILA conference, concerning marketing (by networking, email etc.)?*  
The best way is by email, a journal (like the Leadership Quarterly) or a website.
7. *What is important for PhD students, concerning the agenda?*  
The most important is to present and get feedback about ones research.
8. *What do you want to gain from a conference? Can you put these aspects in sequence of importance with arguments? Did you miss something?*
  - a. *Research knowledge*
  - b. *Contacts with the same interest*
  - c. *Contacts for further cooperation*
  - d. *Starting points for the research*

The most important aspect is to meet a more experienced researcher, get feedback and tip about researching, publishing etc. To get comments from an expert in the field. I can discuss my problems with a lot of the professors at my school, but it is always valuable to discuss my problems with people outside as well. D, c, b, a

## **2. Interview PhD student 'leadership' Joke Nijhuis.**

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1. *What is your research area?*  
Leadership behaviour, primary school
  
2. *Have you ever been on a conference?*  
Yes
  - h. *About what was your last conference?*  
Academy of management that was last year
  - i. *How did you know about the conference?*  
It was a compulsory part of my MBA
  - j. *Why did you go to the conference?*  
Because it was compulsory
  
3. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important).*
  - a. *How important is the subject of the conference on a scale from 1 to 10? Why?*  
10, it has to be of additional value to my research.
  - b. *How important are the keynote speakers on a scale from 1 to 10? Why?*  
7, it is not the most important, but is interesting and you can learn something of it.
  - c. *How important is the location on a scale from 1 to 10? Why?*  
8, I prefer that it is not too far away.
  - d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*  
4, it doesn't matter, it is all about the content of the conference.
  - e. *How important is the number of days on a scale from 1 to 10? Why?*  
9, I have to combine it with my work. I'm from extern company.
  - f. *How important are the other participants on a scale from 1 to 10? Why?*  
6, I think that is not so important. It is not of additional value for my research, only maybe for cooperation.
  - g. *How important is the price of the conference on a scale from 1 to 10? Why?*  
8, I have to pay it by myself.
  - h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*  
8, Access to the researches which are presented, copy's of the papers, hand-outs etc.
  
4. *What do you think is the best way to attract students to conference, concerning marketing?*  
Through professors of universities.
  
5. *What is important for PhD students, concerning the agenda?*

It is important that there is some time for social activities and of course that you give a presentation of your paper and get feedback.

6. *What do you want to learn from a conference?*

- a. *Research knowledge*
- b. *Contacts with the same interest*
- c. *Contacts for further cooperation*
- d. *Starting points for the research*

a, c, d, b First I like to get some more knowledge, and then look if there are some people to cooperate.

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3. *Interview PhD student 'leadership' Desirée van Dun*

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1. *What is your research area?*

I'm just starting with my PhD about Leadership

2. *Have you ever been at a conference?*

Yes

a. *What was the subject of your last conference?*

Work values, that was in Singapore

b. *How did you know about the conference?*

My professors send an email for a call of sending papers for this conference. At that moment I was finishing my Master assignment Paper, so I send in that paper.

c. *Why did you go there?*

I wrote a paper for my master degree, I send it in and was allowed to give a presentation.

3. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important).*

a. *How important is the subject of the conference on a scale from 1 to 10? Why?*

9, subject determines what kind of people are coming. If the subject is good for me, there is a big chance that people are coming with the same interests to discuss with.

b. *How important are the keynote speakers on a scale from 1 to 10? Why?*

1, not important. I'm coming for the other participants to discuss about the subject.

c. *How important is the location on a scale from 1 to 10? Why?*

5, it depends on the budget and the subject. If you have to travel far and it is expensive, the conference needs to be good. You have a budget to travel and visit conference, so you have to contemplate if you are going to an expensive conference.

- d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*

7, I'm in the beginning of my PhD, and now it is important to visit the conference organized by the 'big' names.

- e. *How important is the number of days on a scale from 1 to 10? Why?*

7, it is not the most important, but it something you look at when choosing a conference. 3 days of conference is excellent. If it is too long, I will think over to go too not all days. When it's only 1 day and you have to travel far, it is not worth it.

- f. *How important are the other participants on a scale from 1 to 10? Why?*

8, like I already said it is important for me. The other participants have to be my target group, so I like to network with them. To meet new people is good for your research. At this moment 'big' names are not interesting, but people with the same interests are good to discuss with.

- g. *How important is the price of the conference on a scale from 1 to 10? Why?*

7, there is a budget. If a conference cost 500 euro and you have to pay travel costs, it have to be a very good conference, because you have to miss two or three other conferences because of the budget.

- h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

8, Social program is important, to meet new people. Talk to other PhD students but also other people from the scientific or business world. I don't like a social program only for students, I want to meet everyone.

4. *What do you think is the best way to attract PhD students to a conference, concerning marketing?*

Approach profession groups, which are in the target group of the congress. Send personalize clear mails. Networking is the best way. A good website is important, but it isn't the way to contact students. First you have to contact them by professor, and then they will look on the website, which can be important in that stage.

5. *What is important for PhD students, concerning the agenda?*

You can always give a presentation about your paper. It is good that someone from an interesting journal is present, who will publish the best papers in their magazine.

6. *What do you want to learn from a conference?*

a. *Research knowledge*

b. *Contacts with the same interest*

c. *Contacts for further cooperation*

d. *Starting points for the research*

d, b, a, c. I'm just starting my promotion, so for me it is important to find starting points for my research. I'm in the stage that I'm searching which way I will go. People with the same

interests are also important; it is the start for c. First you have to network and then you can build on for further cooperation.

#### **4. Interview PhD student Annemien Pullen**

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**1. What is your research area?**

I'm doing a research about new product development of medical equipment.

If middle or small companies want to develop something, which network do they need and which companies can cooperate with them.

**2. Have you ever been at a conference?**

Yes a couple of times

**a. What was the subject of your last conference?**

International Product and innovation management. The conference was about everything that has to do with innovation. The conference was organized by an American Journal, Journal of Product Innovation Management, it is high summoned Journal. They organize a conference every year, next year in the Netherlands.

**b. How did you know about the conference?**

I have been there last year. Then I heard it from my professor, who is very active in that network. The network is connected to my research school, so I also get all the emails.

**c. Why did you go there?**

Many people, whom I encounter as references when I am reading articles for my theoretical framework, also come to this conference. So the things they present at the conference can I use and if I give a presentation myself I can get useful feedback.

**3. What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)**

**a. How important is the subject of the conference on a scale from 1 to 10? Why?**

9, if the subject is not appropriate at my research, then I cannot use the presentations also.

**b. How important are the keynote speakers on a scale from 1 to 10? Why?**

6 or 7, it is nice but no priority

**c. How important is the location on a scale from 1 to 10? Why?**

3, it doesn't matter. If the subject is interesting I will travel far.

**d. How important is the organization who is organizing the conference on a scale from 1 to 10? Why?**

8, from certain organizations you know they organize it well. They guarantee also the quality of papers which are presented. If you are allowed to give a presentation at a conference organized by a 'big' organization, you can be proud of yourself and it is good for your PhD.

**e. How important is the number of days on a scale from 1 to 10?**

6, it doesn't matter. Most of the times it is two days and a welcome drink. In America it is often three days. Three days are a maximum; it is very busy and tiring. However frequently a day in advance there is PhD workshop. You can present your research proposal and get feedback from others.

- f. *How important are the other participants on a scale from 1 to 10? Why?*

8, you encounter frequently the same people, with whom you can cooperate in research projects. It is also important that there are some people that are well known in the network and can give good feedback.

- g. *How important is the price of the conference on a scale from 1 to 10? Why?*

5, most conferences cost between 400 and 500 Euros. Of it is more expensive then the conference needs to be of very high quality. I have to ask at my department if I can go, they pay my costs. My department requires then that I will give a presentation at the conference about my paper.

- h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

The feasibility of deadlines is important. At this last conference I had to hand in my abstract in November, in February I get a go and in April I had to hand in the complete papers. That is hard work but possible. But some conferences have time too little between the go and the deadline of complete paper. Those papers must be on time for publishing in a book. It is also important that you can publish your paper. During your PhD you need to publish as much as you can, but there are quality differences. To publish in the book of my last conference is very good, because the conference has a good reputation, but is of course harder to get in. If you can not publish, I don't go to the conference.

4. *What do you think is the best way to attract students to conference, concerning marketing?*

It does not work to send promotion material. PhD students don't see that as scientifically. It doesn't matter if it is by email or mail, but it has to show the content and if you can publish.

5. *What is important for PhD students, concerning the agenda?*

PhD Workshop in advance is very important, but it is only for first and second years PhD's interesting. You can discuss about something for your research, beyond the handed in paper. It is not that important who will give presentations; the most important is that you can learn something for your research. It is good to have dinner with all the people, also not students, and then you can talk with everybody.

6. *Which aspect do you want to get out of a conference? Can you put these aspects in sequence of importance with arguments? Do you miss something?*

a. *Research knowledge*

b. *Contacts with the same interest*

c. *Contacts for further cooperation*

d. *Starting points for the research*

A is the most important, than d, than c, en contacts with the same interests are always there.

## **5. Interview PhD student Anna Nehles, 2-7-2008**

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**1. What is your research area?**

Human Resource Management. I'm investigating the obstacles that executives get at HRM tasks.

**2. Have you ever been at a conference?**

Yes,

**a. What was the subject of your last conference?**

The conference was called 'IWP – Institute of work psychology'.

Normally I go to HR conferences, this was more psychology. The next conference is the 'Academy of Management', where all the important management themes are discussed in California.

**b. How did you know about the conference?**

I heard it from another PhD student and then I looked on the website.

**c. Why did you go there? Waarom ging u naar die conferentie?**

For me it was interesting to get feedback from psychologists. They are qualitatively better educated than HRM people. The planning was very good, it was before the summer. The deadline of hand in abstract was ideal for me. The date is important, I have one conference in August and I liked to have one before it. You can't go to many conferences in a year, because of time and money, so it is good to have a staggering of conferences during a year.

**3. What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)**

**a. How important is the subject of the conference on a scale from 1 to 10? Why?**

9, the subject has to match with my research. If there is any interest in my research and if I am allowed to give a presentation. Also people with the same background are important for good feedback.

**b. How important are the keynote speakers on a scale from 1 to 10? Why?**

7, it is not the deciding factor. If there is no important speaker, but the subject is important, I will go to the conference.

**c. How important is the location on a scale from 1 to 10? Why?**

7, it is important in some way. If the subject is good, you will go whether the location is good or not. If you doubt about going to the conference, the location can be important to add some holiday.

**d. How important is the organization who is organizing the conference on a scale from 1 to 10? Why?**

4, it is not important. Some research schools have a good name, and then you know it is organized well. The reputation of the conference itself is even more important and this is not only dependent of the image of the organization.

e. *How important is the number of days on a scale from 1 to 10? Why?*

6, if you have to travel from far, then it can be important. But normally it doesn't matter is it is 2, 3 or 4 days.

f. *How important are the other participants on a scale from 1 to 10? Why?*

8, you have to know if there are people from your research area, who can give your feedback and then it is good to network.

g. *How important is the price of the conference on a scale from 1 to 10? Why?*

7, there is a budget on the university. I always have to ask my professor and then the costs can play a role. If the conference is more expensive, then you need a cheap ticket and hotel. And of course, if it is expensive the subject needs to be interesting.

h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

8, the image of the conference. There are some conferences, which have a very good name. If you give a presentation on a conference like that, it is good for your own reputation. You achieve something if you are allowed to come and you are sure that the other participants are also good. For many conference the deadline of hand in your abstract is 4 until 6 months before the conference, 6 month is a maximum. But it is also possible that you need to send in your whole paper. Most of the times if a conference has a good image, then the deadline is very early and you need to hand in your whole paper. It is also important, how the selection process is. It is much better to get feedback on your paper, whether you are allowed to come or not.

4. *What do you think is the best way to attract PhD students to a conference, concerning marketing?*

I think networking and newsletters are very effective. If you went once to a conference, you get an email for the following conferences. Newsletters from the research school are always been read. Mouth-to-mouth marketing is very important. If a conference is promoted by a professor, it is always good and you will think about it. In the beginning you don't have a big network, so you hear it from your professor or your PhD colleagues.

5. *What is important for PhD students, concerning the agenda?*

A good discussion leader, who gives you direct feedback. The workshops have to be small, not too many people in one session. A workshop from an important magazine will be good, about how to publish. A PhD workshop before the conference is also good, where you can give a presentation about something else, for examples things you doubt about. Or professors who give some education about important cases in the PhD world.

6. *What do you want to learn from a conference?*

a. *Research knowledge*

b. *Contacts with the same interest*

c. *Contacts for further cooperation*

d. *Starting points for the research*

All are important. Contacts are the most important. I think the most important is c, then b, d, a.

## 6. Interview PhD student Laurien Buitinga

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1. *What is your research area?*

Rheumatism and the quality of life.

2. *Have you ever been at a conference?*

Yes couple of times

a. *What was the subject of your last conference?*

About psychology and health.

b. *How did you know about the conference?*

I am connected to a research school. It is good for your research to be connected to a research school. They inform me about this conference.

c. *Why did you go there?*

Some conferences are obliged, this one wasn't. This was interesting for my research; it was about the quality of life.

3. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important).*

a. *How important is the subject of the conference on a scale from 1 to 10? Why?*

9/10, that is the most important.

b. *How important are the keynote speakers on a scale from 1 to 10? Why?*

For me they are not very important, I know less of them. But sometimes someone is saying that an important keynote speaker is coming.

c. *How important is the location on a scale from 1 to 10? Why?*

2, for me it isn't important. The university is paying the costs. But of course there is budget, so I cannot make it too bad. I always discuss it with my professor.

d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*

2, not important, it is about the content.

e. *How important is the number of days on a scale from 1 to 10? Why?*

6, if it is a short conference, I don't think about it. If it is a conference of 4 days, I think more about it because I miss workdays.

f. *How important are the other participants on a scale from 1 to 10? Why?*

7, it is important. I like to know if there are more students. If there are going some people I know, it is better and the decision to go is easier. I just started my research, so then it is important to know if other students are also going.

g. *How important is the price of the conference on a scale from 1 to 10? Why?*

5, I take it into account. If it is very expensive, it has to be more value for my research.

h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

7, it is important that is attainable. I don't have a car so it has to be attainable by train.

4. *What do you think is the best way to attract students to conference, concerning marketing?*  
I think the best way is networking by colleague, or by email of research schools and important websites. Direct email from someone I know is very good.

5. *What is important for PhD students, concerning the agenda?*  
I think the workshops, where you can be active with a certain theme.

6. What do you want to learn from a conference?

- a. Research knowledge
- b. Contacts with the same interest
- c. Contacts for further cooperation
- d. Starting points for the research

All 4 are important. I think c and d are the most important for your research, then a and b.

## **7. Interview PhD student Thijs habets, 3-7-2008**

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1. *What is your research area?*

Innovation and entrepreneurship

2. *Have you ever been on a conference?*

Yes a couple of times

- a. *What was the subject of your last conference?*

High tech small firms, a NIKOS conference.

- b. *How did you know about the conference?*

This one was organized by my department. Normally I hear it from colleagues or by emailing.

- c. *Why did you go there?*

This conference has interface with my own research.

3. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)*

- a. *How important is the subject of the conference on a scale from 1 to 10? Why?*

8, if the subject has nothing to do with your own research, you cannot use it. I think there are a lot of interesting conferences, but you have to make priorities what is important.

- b. *How important are the keynote speakers on a scale from 1 to 10? Why?*  
9 or 10. Keynote speakers have a lot of knowledge and give often workshop where they can give feedback on your paper. At conferences the keynotes are accessible. You hope that a keynote will look at your paper and give some feedback.
- c. *How important is the location on a scale from 1 to 10? Why?*  
3 or 4, it is nice to have a conference in a nice city, so you can add a holiday, but it is not that important. It is good to have the conference nearby, then you are more tended to go and it is not that expensive. Unfortunately the conferences for my research are in the USA.
- d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*  
2, it is not important, it is about subject and the keynote speakers. Of course it has to be well organized.
- e. *How important is the number of days on a scale from 1 to 10? Why?*  
3, it doesn't matter, not more than 3 days. Otherwise it cost too much time and energy, which you need for your PhD research.
- f. *How important are the other participants on a scale from 1 to 10? Why?*  
5, more important are the important names of keynotes and people who can give good feedback. On the other hand you can talk with other PhD's about each other's research and get good advices.
- g. *How important is the price of the conference on a scale from 1 to 10? Why?*  
2 or 3. My department is not very difficult. Of course the conference has to give some value to your research.
- h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*  
No.
4. *What do you think is the best way to attract students to conference, concerning marketing?*  
I hear a lot from my supervisor. He can say that I have to go. So it is important that the supervisors know about the conference. They will also look to the quality of the conference.
5. *What is important for PhD students, concerning the agenda?*  
Keynote speakers and current themes. Keynotes have to give some workshops. A social program is also good to socialize.
6. *What do you want to learn from a conference?*
- a. *Research knowledge*
  - b. *Contacts with the same interest*
  - c. *Contacts for further cooperation*
  - d. *Starting points for the research*

D is for me the most important. I'm in my third year; I know what my research is about, but I need to specify it more. A is also important. B and C are of the same importance.

## **8. Interview PhD student Karlijn Beune**

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**1. What is your research area?**

It is about conflict situations, particularly situations such as an examination, where they use influence strategies.

**2. Have you ever been at a conference?**

Yes

**k. What was the subject of your last conference?**

International Association of Conflict Management in Chicago

**l. How did you know about the conference?**

I'm a member of this association, so I go to their conference

**m. Why did you go there?**

To give a presentation about my paper and to network.

**3. What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)**

**a. How important is the subject of the conference on a scale from 1 to 10? Why?**

10, it must connect to my research.

**b. How important are the keynote speakers on a scale from 1 to 10? Why?**

1, it is not important. It is interesting but I don't choose my conference for the keynote speakers.

**c. How important is the location on a scale from 1 to 10? Why?**

6, it is nice when it is a beautiful location. If it is an interesting conference and interesting participants, but a bad location, I will go to the conference.

**d. How important is the organization who is organizing the conference on a scale from 1 to 10? Why?**

2, it doesn't matter.

**e. How important is the number of days on a scale from 1 to 10? Why?**

It depends if it is Holland or abroad. If it is in Holland, it doesn't matter; I will travel for one day. If it is abroad and only one day, I think I will not go. Three days is good for a conference, 5 days is too much, and you got too much knowledge to process.

**f. How important are the other participants on a scale from 1 to 10? Why?**

8, it is important, because you can exchange information with other participants, but also built up a network.

**g. How important is the price of the conference on a scale from 1 to 10? Why?**

7, you've got a fixed budget. A conference in Holland may cost 500 Euros maximum. Abroad it is 1500 euro maximum.

**h. Are there any other important aspects? If yes, can you scale them from 1 to 10?**

It is good if you can publish your paper in a book or magazine.

4. *What do you think is the best way to attract PhD students to a conference, concerning marketing?*

Networking is the best. Most of the time you hear conference news from PhD collegians or professors. As PhD student you got many emails, so a standard marketing email will not be read.

5. *What is important for PhD students, concerning the agenda?*

Last conference a conference was organized with the 'guru's' of my research area and students, to discuss about subjects. Important is also a good possibility of given a presentation of your paper. Feedback by paper selection is also useful, but it is not decisive.

6. *What do you want to learn from a conference?*

a. *Research knowledge*

b. *Contacts with the same interest*

c. *Contacts for further cooperation*

d. *Starting points for the research*

To build up a network is very important, also for further cooperation. All are important but networking is the goal of going to a conference. B and C are the most important, then a and d.

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## 9. Interview PhD student Karin Truijen (18-7-2008)

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1. *What is your research area?*

Investigating collective routines within teams. What is the cause of the existence of these routines? What happened with these routines if an organization is changing?

2. *Have you ever been at a conference?*

Yes, I am in my third year now. In my first year I went to one conference, in my second year I didn't visit any conference. I switched from professor, and needed time to reorganize my research. This year I will go to a conference in September.

a. *What was the subject of your last conference?*

Behaviour and organization. It was also about routines.

b. *How did you know about the conference?*

I searched on the internet to expand my network. I found an organization and send email to them. I got an email back, that they organize a conference.

c. *Why did you go there? Waarom ging u naar die conferentie?*

I thought to acquire knowledge. The conference was about my research, so I hoped to get new knowledge.

3. *What do you think is important to attract PhD students to a conference? Can you give the following subjects a score on a scale from 1 to 10 (10 is very important)*
- a. *How important is the subject of the conference on a scale from 1 to 10? Why?*  
7, I have frequently the idea that a theme just is chosen without obvious reasons. The subthemes are more important, because I can see if it has value for my research. Of course the conference has to be connected to my research.
  - b. *How important are the keynote speakers on a scale from 1 to 10? Why?*  
6, it is not decisive for the papers, which are presented. I think the keynote speakers are invited to make it nicer.
  - c. *How important is the location on a scale from 1 to 10? Why?*  
6, it is nice if it is in another country, but not decisive.
  - d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*  
7, if it is an important well-known organization, it is good to go there. There are fewer organizations with a 'big' name, so frequently the organization is not important for me.
  - e. *How important is the number of days on a scale from 1 to 10? Why?*  
6, it doesn't matter. Maybe if I go often to a conference, that it will be more important.
  - f. *How important are the other participants on a scale from 1 to 10? Why?*  
7, it is nice if a well-known person is participating. I think the type of people who are coming, are decisive for the content of the conference. The discussions will be better.
  - g. *How important is the price of the conference on a scale from 1 to 10? Why?*  
4, I don't pay it by myself. You can't visit many expensive conferences, but that is not in my case. I never looked at the price of conference, because I don't go frequently to a conference.
  - h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*  
7, It has to be well organized; if I send an email, I expect a quick reaction. I send in my paper for the conference in September and I got a personal email back, which gives a positive feeling about the organization. The organization also has to keep its deadlines. Also the website has to be attractive and clear.
4. *What do you think is the best way to attract PhD students to a conference, concerning marketing?*  
I frequently got emails about conferences. Most of the times when I see the subject, I delete the email. So in that way the subject is important and decisive. An attractive website, with clear information is important. An email with a personal character is always good, but often difficult. Also my professor is giving advices about good conferences.
5. *What is important for PhD students, concerning the agenda?*  
A conference in Tilburg had special PhD workshops. I was not participating there, but I can imagine that it is attractive for PhD students. The discussion leader has to be experienced, so it can lead the discussion well. A good discussion leader is of importance for the quality of the workshop. When I see the name of the discussion leader, I search on the internet for

more information about him. A well-known discussion leader would even be better. A good mix of students and experienced people is also important.

6. *What do you want to learn from a conference?*

- a. *Research knowledge*
- b. *Contacts with the same interest*
- c. *Contacts for further cooperation*
- d. *Starting points for the research*

a is the most important, but is difficult to achieve. A conference is often superficial, go in depth is not possible. Therefore contacts for further cooperation (b) and starting points for the research are the most important at a conference. For me it is also motivation aspect, to go on with my research and got new ideas. B is less important, because they are always there if you go to the right conference.

## Appendix 4: Interview other conference organizers

### 1. Interview organizer ILA conference Astrid Ventevogel

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1. *How did it come that you got the task to look after the marketing of the ILA conference in Amsterdam (2005)?*

In 2005 I worked at a company, which organized the marketing of conferences and other events.

2. *What was the target group of the conference in Amsterdam?*

We tried to reach as many European people, who are interested in leadership. The problem was that the organization lay in America, and this resulted in inefficient and ineffective work.

3. *Were students also part of the target group?*

Yes, in the beginning we try to aim at also students. But then the problem show up that there was no special tariff for students at that moment. For students it was too expensive to come to the conference. I hope this is changed now so students have their own tariff. There were a number of students which has cooperated voluntarily in the conference, but there were no other.

4. *Was there a special marketing strategy for students?*

No, it had no usefulness because there was no special tariff for students.

5. *Looking afterwards, did you handle the marketing differently?*

A large problem was the registrations by means of Internet. Opening those registrations happened too late. Moreover the problem was the organization happened from America, this was totally not efficient. To commission Europeans you need a different marketing strategy, but that did not happen.

6. *Do you see a difference between the marketing of students and other target groups?*

Yes, you have to amuse students nevertheless more than other interested people. Students have generally less money, and consequently they want to see a result of their invest. Other people are participating for socializing, networking and just having a good time. It is relative less important for them that the conference bring some value to their work.

7. *In your opinion, what is the best way to attract students to a conference?*

Like already said, the tariff for students is very important. You must choose for a low tariff, where only costs are covered. I think in Prague it would be possible to organize cheap sleeping-accommodation. Perhaps it is possible to organize some sleeping accommodation in cooperation with the local university. Also important is that the conference has a special program for students, because a normal conference is much too dull for a student. Students will not pay and travel for a normal boring conference. In my opinion it is better to make one day a special program for only students. During that day interesting keynote speakers give reading and especially ensure that students not have to listen too much, but can do things together. For example you give the students a case, which they have to make under the

guidance of the keynote speaker. Also it is important that it is a short program, for example one day. I think to remind that the conference all including took five days and that is too much for a student. It is better that a student can come one or two days, than it is also less expensive.

8. *Do you think a pre-conference for students is necessary?*

Yes I think that will be good. But then something different, not such as the normal pre-conference, where people will visit drowsy companies. Students have nevertheless other interests such as the older guard. Prague is a nice city, where certainly nice activities for students can be organized. You can also invite some keynote speakers from a number of renowned institutes to give some education about leadership. Institutes want gladly make publicity, therefore a good speaker can be organized easily I think. One day pre-conference and one conference day is very well for students, more than two days will be too long. Students do not have enough time for this. For the students I also would arrange some drinks and dinners. I can remind myself of Amsterdam, which no alcohol could be given there. This cannot happen again in Europe, certainly not if there students must be attracted. I would organize a student diner and a nice party, perhaps in association with the University of Prague.

I would make also a special student edition of the booklets which are in advance pressed. An extract of the most important subjects in for example the form of a flyer. You do not have to disturb the students with especially drowsy stuff. And the cheap sleeping-accommodation I would book in advance, so that the students are not forced to take an expensive hotel.

9. *Is there any difference between attracting master students and PhD students?*

Yes. Those two groups need to be attracting differently and also demand different programs. If the ILA wants to attract master students, the best method is doing it by means of a professor. A professor can incorporate it in his course, so that the complete class will register itself. For master students it is important if they can get study credits and not too many costs. The advantage of doing it by means of a professor is also that you can register the complete class in one time. If they arrive on the conference you note again all names. At master students I would make an active conference day with cases & discussions, and a well-known keynote speaker. You have to be careful to choose the right keynote, because well-known keynote speakers from the leadership world will probably not know by the master students. You have to ensure that it becomes an interesting day, where desirably credits can be obtained. Then master students will spend some money to go to the nice city Prague.

You need to offer PhD students something else. For them it is important that they can present their paper and they have the opportunity to discuss with other PhD students about their research. The PhD students must hand in their paper approximately half a year in advance and a commission will assess those papers and the bests can present. After the conference a book can be published with the papers. This is possible also in PDF if there is not enough money.

10. *Should the ILA aim at master students or PhD students?*

There are much more master students, but there is the problem that most of them are not yet very specialized interested. As the ILA aim at master students, they will reach a lot, but I

think that the chance is smaller that all students will come. Master students have less money. For master students you must ensure that they can get study credits and then still the question is if they will become a member after the conference. I think that it is better to aim PhD students. There are less, but if you do it well there will be a bigger chance that the students will become a member. PhD students can gain more advantage from the conference, but the program need to be adapted to them.

*11. In your opinion what is the best way to attract students to the ILA?*

I think the ILA must aim at the most important markets that are the most important countries. In those countries there are already contacts, and there is already some interest in leadership. However, I think that the ILA will know, which European countries are important, where many potential members live. . Thereby the ILA must search for the profession groups, specialized in leadership. Students frequently hear by means of their supervisor that there is an interesting conference. Supervisors give the PhD student advice to go there or even convince the PhD student to go there. Moreover PhD students are connected to a research school. These research schools inform the students concerning interesting activities in their interest area. In the Netherlands there are 400 research schools, and estimated there are ten specialized in leadership.

*12. Do you think it is important to attract students to the conference?*

Yes I think students are a very important target group. They are the people which will be important for leadership development in the future, and needs to be attracting as early as possible. Students are an important target group because several reasons:

- They are critical to situations
- They know the current trends
- They can raise the discussion

This important target group needs to be attracted before other organizations will do.

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**2. Interview conference organizer Ronald Poppe (Human Media Interaction)**

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*1. About what is the conference?*

Abbreviation is: ECAG, Facial and Bodily Expressions for Control and Adaptation of Games. The conference is about recognizing expressions, gestures or pictures. We are organizing a workshop, specifically for the subject.

*2. How is the content defined?*

Every year there is another subject, with a few sub themes. We are organizing this workshop for the first time. The organization has to approve it.

*3. How the choice is be made between speakers, workshops, discussions, etc.?*

Workshop proposal have to be submit. Most of the times, networking is important. I have been last year to the conference and know the organization.

*4. What is the target Group?*

Scientists from the information, picture processing world. A few people from the business world. Students from the area of picture processing, data processing etc. It is an international group, where many Chinese people come. People give their own presentation, often with a poster presentation.

*5. Which part of the target market is student?*

I think 1/3 is student, almost all PhD. It is expensive to participate.

*6. How are you going to reach these students?*

They are confessed by means of well-known canals; mailing lists and websites. Master students are attracted mainly by means of networks. I'll also give a course for master students and try to send them to this conference.

*7. Which resources are used to attract students?*

Students get a reduced tariff; 400 or 500 dollars for the complete conference. You can also only go to one workshop, and then it is cheaper.

*8. Why is your marketing strategy attractive?*

Networking is the most important. PhD student are often informed by the supervisor or colleagues.

*9. How do you attract students by marketing?*

Websites and networking

*10. What is important for students, concerning the agenda?*

Invite the more popular keynote speakers. For students it has to be not too boring.

*11. How do you ensure that the student network continues?*

Not of application. It is rather expensive to build a network for students.

*12. What do you think is important to attract students to a conference? I have some subjects and you give them a score on a scale from 1 to 10 (10 is very important)*

*a. How important is the subject of the conference on a scale from 1 to 10? Why?*

7, important, it is the basis for many developments.

*b. How important are the keynote speakers on a scale from 1 to 10? Why?*

5, most speakers for the workshops are not well known. But there are some invited speakers, who more well-known, but are often boring for students.

*c. How important is the location on a scale from 1 to 10? Why?*

3, it is an international conference where a fixed group of people is coming. As a result, the location is less important. But you have always the people who only come if it is a tropical location. Moreover good accessibility is important, but generally it is good organized.

*d. How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*

8, within the data processing there are many developments the last 20 years, so it is hard to keep quality. For this reason a number of organizations has developed to set up a number of conferences and strictly monitors quality of them. Certainly for newer subjects, people will intend to give a presentation on a conference connected to such an organization.

e. *How important is the number of days on a scale from 1 to 10? Why?*

7, the numbers of days are generally a measure of the size of the conference, and those are dependent of the breadth of the subject. If you conference lasts too long, the chance is bigger that half of the presentation is not interesting. On the other hand a conference too short is also bad, because it must offer the possibility to talk with colleague and possibly cooperation to maintain or contract.

f. *How important are other participants on a scale from 1 to 10? Why?*

9, I think this is the most important. Generally you describe your own work. You can promote yourself, but for a good public. Moreover you want know what other people from your research area are doing. How more interesting that work, how better.

g. *How important is the price of the conference on a scale from 1 to 10? Why?*

3, the costs are generally paid by the employer, for me therefore the university. It is frequently also an assessment with the quality of the conference: if it is good, the university wants to pay more, it gives a good image. As the costs have to be paid from a certain determined budget or you have to pay by yourself, the price will be more important.

h. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

8, publication which cohere with the conference. For this moment the policy at the most of the profession groups in the Netherlands are that you only are allowed to go to a conference, where you can present your work. Thereby stricter rules are applied, especially to restrict exuberant conference visits. At our conference a publication, a paper, have to be published in the proceedings, the book with all papers, with a minimum of page numbers, and made by a good editor. If the conference is organized by a well-known organization, this has been generally regulated well.

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### **3. Interview conference organizer Pim Oude Alink (Veerstichting)**

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1. *What is the conference about?*

The aim of the conference is to make a bridge between generations of current illustrators and the current students. It is about ambitious students who will form the society in the future. It happens by organizing a conference of 2 days in Leiden, for 250 students and 250 illustrators. Illustrators are people from the top of businesses, government, sport, art or religion. Also people who are innovative what can change the society, such as people of green companies. They are interesting because they are renewing and they can influence other people with it. Two days filled with top participants, workshops, discussions, dinners and drinks. There is an informal open environment. Everyone dares to give his opinion and

the illustrators are there as a person and not in his profession. On the name placard is not published the profession.

2. *How is the content defined?*

The board exists from 5 students from Leiden, which is a year fulltime busy. They have a lot of contacts, mainly by means of old board members. One of the board members only occupies itself with topic and subjects to consider. This board member talks with a lot of people. It starts with an idea, and then he will speak with important people, and then develops it increasingly further. After a half year definitively the topic is then determined.

3. *How the choice is made between speakers, workshops, discussions, etc.?*

The board looks mainly to the topic. Speakers must tell something concerning the topic. Previous year was the topic very broad 'the strength of the herd'; a man of the UN spoke about India. The illustrators look after the readings and workshops. People present something and students can react, thereby the discussion is very important. The aim is talking. However, you can see if someone is an illustrator or a student. The nice thing of it is that you talk with a lot of people you don't know. You know nobody and someone addresses you if you are standing alone. That is also the intention of the conference. It is really nice for a student to speak to well-known people.

4. *What is the target group?*

There are two target groups; the ambitious students and the illustrators of the society. Participants are in principle Dutch-speaking. With exception of some readings by international illustrators. International students can come if they speak Dutch.

5. *Which part of the target market is student?*

250 students en 250 illustrators.

6. *How are you going to reach these students?*

One boardmember is responsible for participants. The students are reached by means of ambassadors. Ambassadors are students who participate in the past. On each university there are two or three ambassadors and they care that the Veerstichting is confessed on the university. The ambassadors ensure that there will be organized a pre-conference on the concerning university. The ambassador brings in students by direct networking; to mail and phones. That works well. Ambassadors on the UT also pass by at student associations and these associations give a list of people who are maybe interested. An ambassador does not pay for the conference and doesn't have to write an essay. People are invited directly for a pre-conference. During the pre-conference a short interesting reading is kept and the board will tell something about the 'Veerstichting'. It is for the students a chance to acquire ideas for the essay they need to write. It is important that there are enough people for the pre-conference. As people mail that they are coming, the ambassador send an email for memory a couple of days in advance. Also for the deadline of the essay an email is send to the people who have indicated that they are interested. Each student must write therefore an essay concerning the topic. A jury of professors assesses the essays and tries to ensure diversity of students (study, universities). Previous year there were 500 essays for 200 spots. Previous

year 37 students sent in, 17 are then allowed. People from the business world are approached directly, but also much by means of networks.

7. *Which resources are used to attract students?*

Students pay a lower tariff for participation: 50 euro, including food and sleeping place. Illustrator pays 500 euro.

8. *Why is your marketing strategy attractive?*

At the Veerstichting everything is about personal approaching. Posters do not work. Get personally then you improve the contact.

9. *How do you attract students by marketing?*

Like I already said the marketing is by networking of ambassadors.

10. *What is important for students, concerning the agenda?*

The topic is very important. Illustrators discuss with the board member about what is relevant in the society at this moment. The conference is in the Pieterskerk in Leiden. It is a beautiful location, with a podium and platforms. Art students perform dance and cabaret between the lectures and workshops.

11. *How do you ensure that the student network continues?*

Ambassadors have their own network. If the ambassadors change, the old ambassador passes its network on to the new one. The ambassadors also keep up to date the database with all the contacts.

12. *What do you think is important to attract students to a conference? I have some subjects and you give them a score on a scale from 1 to 10 (10 is very important)*

a. *How important is the subject of the conference on a scale from 1 to 10? Why?*

7, the topic for our conference is based on an actual and social relevant theme. Consequently the subjects have some sort of same meaning. The subject itself is not the reason to take part, but that it is social relevant is more important. Though the subject influence the number of handed in papers.

b. *How important are the keynote speakers on a scale from 1 to 10? Why?*

8 our conference is maybe different than others, but we deserved a good reputation by the good keynote speakers and the interesting people taking part. It is of great importance that the readings have enough depth and variation, to have good discussions.

c. *How important is the location on a scale from 1 to 10? Why?*

7, the conference is organized every year in the Pieterskerk in Leiden. The church is beautiful and big, but the decor of the conference is also good. The stage is designed creative and artistic, but it looks professional. The fact that is organized in Leiden is not of importance, but the advantage is that it is good attainable.

d. *How important is the organization who is organizing the conference on a scale from 1 to 10? Why?*

9, the organization at the Veerstichting is of importance, because we have a broad network in business, politics and science. So we succeed every year to get interesting keynote speakers to come. The organization has a good reputation which helps to find interesting speakers and participants.

- e. *How important is the number of days on a scale from 1 to 10? Why?*

6, the conference takes 2½ day, which is very good turned out the last years. To have good discussions you want the conference to last as long as possible, but the participants have a stuffed agenda. The length of the conference is long enough to make it interesting, but short enough to fit in the agenda's.

- i. *How important are other participants on a scale from 1 to 10? Why?*

9, in the booklet of the conference 2007 the First sentence was 'a symposium is as good as its participants', which illustrates how the veerstichting means it seriously inviting good participants. The 250 students are selected on basis of their essay, and the 250 illustrators are invited personally.

- f. *How important is the price of the conference on a scale from 1 to 10? Why?*

5, the price is not that important, because it is in no proportion to what the participants get. Students only pay 50 Euros, which is very less; only the dinner on the first day will probably cost more. Illustrators pay more, I think 450 Euros, but that is less for a conference like this.

- g. *Are there any other important aspects? If yes, can you scale them from 1 to 10?*

Prestige is at the VeerStichting of great importance. When you tell someone about the VeerStichting, you notice that it is very prestigious. For some people it is additional reason to take part, but sometimes people are put off by it