

The decision making process in the subsidy market



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Management summary

Opportunities and challenges arise when organizations have difficulties in requesting subsidies. Intermediaries are using their expertise and are helping these organizations in requesting subsidies. PremieAdviseurs is specialized in investigating the subsidy opportunities and giving energy advice. Within five year, PremieAdviseurs their goal is to secure a position in the energy sector in the Netherlands. An understanding of the decision process in the subsidy market will be essential in broadening the current package of services. For that reason the research goal is:

Create understanding in the decision making process in the subsidy market

The decision making model of Mintzberg (1976) is chosen out of several models about the decision making process. This model consist out of three phases and starts with the identification phase that consists out of the recognition routine and the diagnosis routine. The second phase, the development phase, consists out of the design routine and the search routine. The third and last phase is the selection phase, consisting of the screen routine, evaluation-choice routine and authorization routine. The model is used to clarify the whole process of the subsidy request and to identify the bottlenecks in this process. This theoretical model of Mintzberg (1976) is used to develop a theoretical model that can be applied in the subsidy market. All routines will be described and this will be the basis for the telephone questionnaire that is performed.

40 organizations are being interviewed in the following seven different organization types: wholesale business, care organization, housing corporation, installer, swimming pools, care homes and the re-integration. Organizations in each organization type have been interviewed and the employee class (small/medium/large) is used to determine the range. Only in the re-integration are the organizations chosen by purposive sampling using the internet. Organization specific and combined results and recommendations are given for PremieAdviseurs.

PremieAdviseurs can actively approach the larger, thirty and more, organizations in the wholesale. The care organizations and the care homes are also an interesting, but insecure, market for acquisition. It should therefore not get the entirely focus even as the housing corporation and the installer market. Those markets are only attractive when there is a high difficulty in performing the subsidy request, otherwise the organizations in the housing corporation and installer market are performing the subsidy request internal. Swimming pools and organization in the re-integration are not interested for PremieAdviseurs since these organizations already receiving assistance from branch specific organizations and do not need any help of an intermediary.

These organization type specific results can combined into the overall results from this research. Organizations that have contact with their social network performed a subsidy request in the in past even as the organization that are searching for subsidies. Furthermore is 85 % of the organizations that is performing an internal request not need any kind of help from an intermediary.

Important criteria in selecting an intermediary in the branch organizations that have been interviewed differ from the scientific literature. Rate is ranked in the middle position according to the theory, where in this research rate is seen as the most important criteria in selecting an intermediary. Reference and reputation however are ranked high in the literature and in the performed research.

The following recommendations for PremieAdviseurs resulted out of this research. PremieAdviseurs should start reaching internal consensus about the long term goal and act on the determined goal. The goal of PremieAdviseurs is to gain a position in the energy sector within five years on a structural and continuous basis, the long term vision of the company is very important. Is the long term goal to

gain the highest amount of money by each client or to built a long term relationship with clients by asking a lower rate. An interdependent point is that at start of this long term goal services can be offered gain market share, instead of offer only profitable services.

After achieving a consensus on the long term, PremieAdviseurs their website should be up to date and attractive. When this is accomplished organizations will easier select PremieAdviseurs as their (potential) intermediary. It is furthermore essential that the website should attend high in the search hits since a lot of organizations are using the internet searching for an intermediary. When search optimization is performed for the current website, it will be easier for potential clients to locate PremieAdviseurs.

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Chapter 1 Introduction

1.1 Introduction

The subsidy market is providing intermediaries a lot of opportunities and challenges simultaneously. There are subsidies with a structural character that return with a certain regularity and there are subsidies that are offered once. For instance certain energy subsidies that are offered for aspiring sustainability. Requesting subsidies is not a continuous process for organizations, but they have to put, at least enough, time and effort in the process of the subsidy request. Sometimes the subsidy request is too difficult to perform and sometimes organizations do not know that there are subsidy possibilities.

Intermediaries arise and are offering their expertise in the subsidy process. While there are several intermediaries available an intermediary is trying to distinguish itself with their services to create a competitive advantage. When are these intermediaries desirable as an external party? Why do organizations select a certain intermediary? And what are the problems organizations have in requesting subsidies? These kinds of questions will emerge in this research.

1.2 PremieAdviseurs

Linders Consultants was founded in 1988 by Tom Linders and Simon Splinter. Linders Consultants was offering subsidy services with an expertise on innovation and technological development. After 2000 Simon Splinter saw other chances and started PremieAdviseurs in 2005. In its first years it was a service for employers (profit and non-profit) getting a surplus paid on WAO-premium in return. Since this market reached to an end, PremieAdviseurs timely changed on return on energy tax for non-profit organizations and the energy investment tax for profit organizations.

Nowadays PremieAdviseurs, with approximately 6 FTE, is specialized in investigating the subsidy opportunities and giving energy advice, working with the principles of no cure no pay. The field of activity for their services is the Netherlands. The services of PremieAdviseurs are based on a broad expertise in the area of subsidy, energy and legalisation. Since the subsidy market is not an ongoing market, PremieAdviseurs should prepare for and adapt to new opportunities in this market.

The goal of PremieAdviseurs is that in about five years the company secure a position in the energy sector in the Netherlands by offering several services, as well as in the profit and in the non-profit sector. To reach this goal it is the intent to intensify the contacts and relations with current clients and future clients on a structural and continuous basis. Combined with these PremieAdviseurs would like to broaden the current package of services (return on energy tax and energy investment tax), both horizontal and vertical.

1.3 Practical problem

Several practical bottlenecks should be eliminated in order to reach the five year goal as mentioned in paragraph 1.2. The services PremieAdviseurs mainly is offering are subsidy requests for the refund on energy tax (in the non-profit sector) and the energy-investment tax (in the profit sector). The refund on energy tax is even approximately 90% of the present-day work within the company. Since the goal is to gain a position in the energy sector in the Netherlands (profit and non-profit sector), PremieAdviseurs should expand current activities.

In the past, PremieAdviseurs also tried to expand current activities with services like contract optimum, energy care and checking energy bills for inaccuracy. PremieAdviseurs stopped offering those services after a short time due to several causes. The service offered on contract optimum stopped when the employee working on this service left the company resulting in a great loss of

knowledge. Until that moment, there was one mailing with a low response. PremieAdviseurs considered if the contract optimum service was attractive enough to let another employee take over the work or to quite this type of services. PremieAdviseurs did not find the service attractive enough and stopped offering the service. In the energy care the employee with knowledge, the same as in the contract optimum, left PremieAdviseurs. This employee, who worked a short time for PremieAdviseurs, had previous experience in the energy care which is a very specific service. And in the inaccuracy of bills, PremieAdviseurs reviewed ten organizations without further agreements. This demanded a lot of time and only some small inaccuracies were found. It produced for the time and effort not enough money to go on with this type of service. The internal basis was too low for all three services which lead to a stop on the those three offered services.

At this moment PremieAdviseurs possess insufficient insight in the attractiveness of subsidies in the market. It is hard to determine whether a subsidy is attractive for a potential client. Furthermore, when a client is asking for another subsidy than the core business of PremieAdviseurs, this is not directly seen as an opportunity. It takes a lot of time to dive into a new subsidy area with the uncertainty about the final return. But in order to survive and prosper in a rapidly changing world, organizations need to continually identify new opportunities beyond their existing competencies (Shepherd & DeTienne, 2001).

Possible bottlenecks for PremieAdviseurs to reach the five year goal as mentioned in paragraph 1.2:

- There is a lack of knowledge within PremieAdviseurs about other subsidies;
- The continuity of the subsidies itself PremieAdviseurs is offering;
- Previously explored services turned out to be not financial attractive (enough);
- The services PremieAdviseurs is offering do not receive a structural character.

The bottlenecks can have a relation with each other; one can originate through another or can have at least a relation with the other problem. Starting point of most of the problems is the discrepancy between the way PremieAdviseurs is approaching subsidies and the demand of the market towards subsidies. It is obvious that PremieAdviseurs and their (potential) market are looking differently towards subsidies; PremieAdviseurs is offering their services for a percentage of the total subsidy their client is receiving and the clients do not want to give an intermediary, like PremieAdviseurs, a high percentage of the fee because they want to keep the granted subsidy inside their own organization. PremieAdviseurs would like to broaden the current package of services, but an understanding of the decision-process in the subsidy market is essential to start this process accurate. Understanding the decisions in the decision-making process of the subsidy market will help PremieAdviseurs match their services with the bottlenecks in the subsidy process.

1.4 Research

The following paragraph will consist of the research goal, an elaboration of the research model and an overview of the list with research questions and sub-questions. Starting point is the decision-making process that will be examined in order to understand this process and to discover the bottlenecks. The book of Verschuren & Doorewaard (2000) is used in the designing of the research and is in this paragraph used in generating the research model out of the research goal. The research model is used for generating the research questions and sub-questions.

1.4.1 Research goal

In a practical research, the research goal is usually part of a bigger practical problem. The entire problem is too extensive for one graduation paper and the research should deal with a specific part of the entire problem. Since there are several bottlenecks stated for the problem within PremieAdviseurs, it is not possible to do a research on all these subjects. The starting point of the problem, as mentioned in the practical problem in paragraph 1.3, is the lack of knowledge in the

decisions and decision making process of customers in the subsidy market. The goal of this research is as a consequence:

Create understanding in the decision making process in the subsidy market

This research will be useful for PremieAdviseurs as insight will be given in the decision-making process in the subsidy market, leading to a better understanding of this market. PremieAdviseurs can adjust their services on the bottlenecks in the decision-making process and can offer their services more specific in several organization types. This research is useful for the university because a theoretical concept of the decision-making process is used to generate a model that can be used in the subsidy market. Furthermore is the generated model used to analyse the subsidy market leading to several organization specific and some combined statements.

The information richness in this research will be 1) the literature review to gather information on the decision-making process 2) clarification on the decision-making process in the subsidy market after doing field research.

1.4.2 Research model

It is difficult to deduct research questions straight from the research goal. The following research model will help formulating the research questions in the upcoming paragraph. The model is created from right to left using a theoretical concept of Verschuren & Doorewaard (2000), starting with the research goal and reasoning back to the necessary starting input.

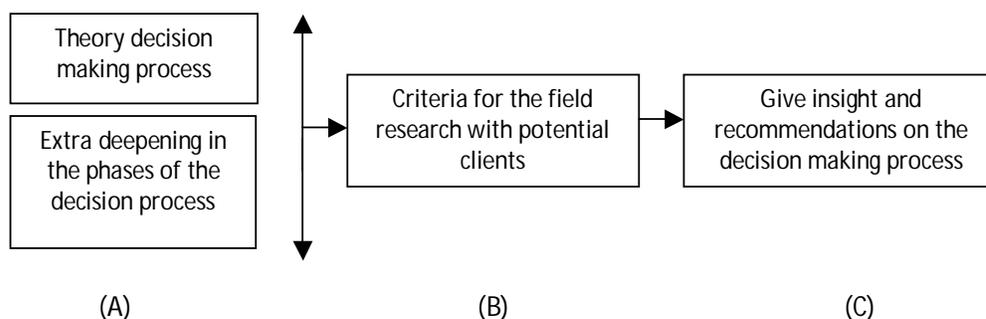


Figure 1 Research model

The model translated in words: (A) Studying the theory about the decision making process and the theory to deepen the phases of the decision making model that will generate the input for the field research. (B) The criteria will be used to develop questions in order to perform a market research on the decision making process in the subsidy market. (C) The results will be analysed to give insight in the decision making process in the subsidy market.

1.4.3 Research questions

As can be seen in the research model in figure 1, the final goal is to give insight in the decision making process of organizations in the subsidy market. The research goal will lead to the following research questions and sub-questions:

- What are the key concepts in the decision making process?
 - What are the key phases in the theory of the decision making process?
 - What are the important components of those phases in the decision making process?
- What insight provides the decision making process PremieAdviseurs in the subsidy market?
 - What are the organization type specific insights in the decision making process?

- Which general insight can be given on the subsidy market in the decision making process?

1.4 Conclusion

This master thesis is performed in collaboration with the University of Twente and PremieAdviseurs. PremieAdviseurs is an organization that is specialized in investigating the subsidy opportunities and giving energy advice. Since there are several intermediaries offering the same kind of services, PremieAdviseurs is interested in the bottlenecks of their current and potential clients in their decision making process during their subsidy request. When these bottlenecks will be clear, PremieAdviseurs can adjust their services on these bottlenecks and can give optimal service in the subsidy market. The research goal is leading to two research questions, and two sub questions for each research question, in order to give PremieAdviseurs their overview of the decision making process in the subsidy market.

Chapter 2 Theoretical framework

2.1 Introduction

There are several models for the decision making process available in the literature. Each subsidy request, especially the first one, is a different and sometimes hard to understand process for a contribution of the government to stimulate certain investments. Since conditions of subsidies can change and there is uncertainty if a subsidy will be offered again in the future, the whole process consists out of a lot of uncertainty. The governments (rural, provincial or local) have the power to start, change or stop a subsidy dependent on the policy of the government in that specific area.

2.2 Decision making process

The decision making process is the process used to reduce uncertainty about alternatives leading to a final choice for the best alternative in a certain decision. Schwenk (1984) derived a decision making model using the models of Hofer & Schendel (1978), Mintzberg (1976), Glueck (1976) and Mazzolini (1981). These models involve various numbers of stages and are generally similar to earlier models of the organizational decision making process (Lang, Dittrich & White, 1978). All these models contain the activities of problem identification, alternatives generation and evaluation/selection, and some of them include implementation as a fourth activity. Differences arise looking at the focus of a model; the focus can be on one or certain activities in a model. After describing shortly the content of the author using the article of Schwenk (1984), one model will be chosen that is used in determining the decision-making process. The model will be translated to the subsidy market.

The model of Hofer and Schendel (1978) exist out of seven stages. Analyzing all seven stages, it appears that four are part of the identification phase and are strategy identification, environmental analysis, resource analysis and gap analysis. These analyses are used for the search for strategic alternatives. In the end the strategy is evaluated and finally there will be a strategy choice.

Mintzberg (1976) identifies three phases. The first is the identification phase that consists of decision recognition and diagnosis. The second phase, the development phase, consists of search and design. The third and last phase is the selection phase, consisting of screen, evaluation and authorization.

Glueck (1976) mentions in the first stage appraisal, where environmental threats and opportunities are determined: the company's comparative advantage. The second stage is divided in two phases; consider strategic alternatives and subsequently the choice of the strategy. Glueck finally mentions implementation and evaluation as the last phase.

Mazzolini (1981) first phase is decision-need identification. The second phase is search for alternatives for action. The third and last phase consists of investigation of courses of action, review and approval and implementation.

2.2.1 Choice of a model

When dealing with the decision process about whether to request a subsidy, or searching help for the subsidy request, the process that follows is unstructured and different all the time. Unstructured refers to the decision processes that have not been encountered in quite the same form and for which no predetermined and explicit set of ordered response exists in the organization (Mintzberg, 1976). The start is usually with little understanding of the situation which will increase only after working on the problem. In situations when an intermediary has built a good reputation, this intermediary can directly be approached for performing the subsidy request. However, even in this

case the process can be unstructured since in advance it is not known if the requirements of subsidies are the same or changed.

All phases are important in the subsidy process, but in the subsidy market and in the case of PremieAdviseurs the recognition of a subsidy and the selection of an intermediary have to be part of the model. The goal is to give PremieAdviseurs insight in the subsidy process and especially on the selection of an intermediary and how opportunities are recognized. In this light is the model of Mintzberg (1976) chosen for describing the decision process in the subsidy market.

The model of Hofer & Schendel (1978) has a lot of different aspects in the identification phase. The model is however not concrete in the selection phase and this phase is very important for PremieAdviseurs.

The model of Gluek (1976) is a more general one, a model including all phases including implementation. Implementation is not necessary for the decision making model and the other general phases are not concrete enough especially on the selection and the recognition problem.

Mazzolini (1981) distinguish the identification and the selection part in his model. The selection part is however general in comparison to Mintzberg and implementation is part of the model where implementation is not necessary.

In the model of Mintzberg (1976) can be seen that the recognition of the situation and the evaluation-choice of a solution are part of any decision process. The decision maker, in the article of Mintzberg (1976) about the unstructured decisions process, is factoring unstructured situations into familiar, structurable elements. The phases in the model of Mintzberg (1976) include all actions undertaken in a subsidy request.

2.3 The Phases of Decision Making

The framework used in the paper of Mintzberg (1976) consists of three phases: identification, development and selection. These three phases are described in terms of seven central routines, two for identification, two for development and three for selection. The phases and the central routines will be elaborated below by each phase and the model can be seen in figure 2.

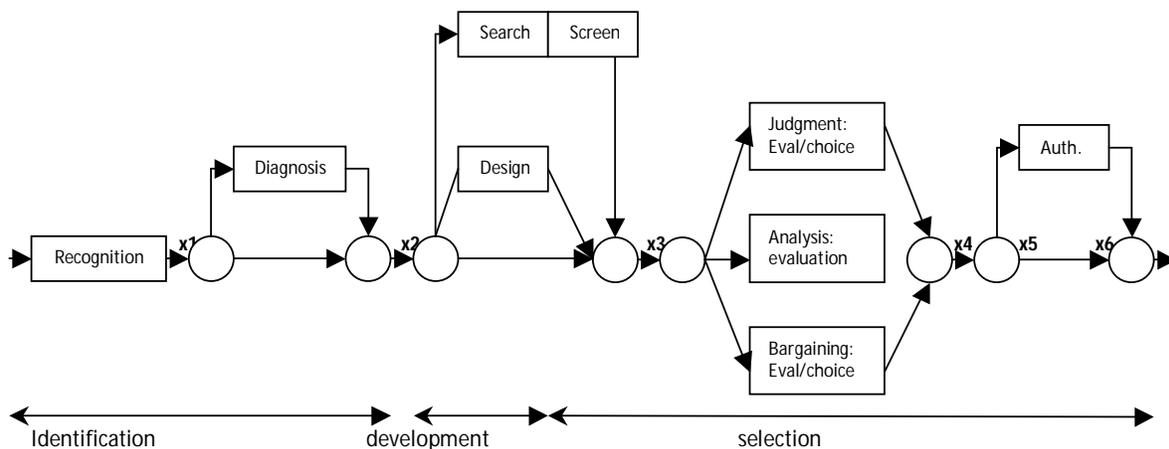


Figure 2 A general model of the strategic decision process (Mintzberg, 1976)

The "main line" through the centre of the model shows the two routines that must be a part of any decision process, recognition of the situation and the evaluation-choice of a solution (Mintzberg, 1976). The three approaches of the evaluation-choice program are shown at X3. The most basic decision process involves simply the recognizing of a known solution and then the evaluation and

choice of it. Not any case is that simple, but it is still the basic of a decision process. The recognition and evaluation-choice routine will be elaborated more extensively than the other five routines since these two routines are the central of each decision making process. And in the subsidy market as already mentioned is the recognition of a subsidy important even as the selection of an intermediary.

2.3.1 The Identification Phase

The identification phase of decision making comprises two routines: recognition, in which opportunities, problems, and crises are recognized and evoke decisional activity, and diagnosis, in which management seeks to understand the evoked stimuli and determine cause-effect relationships for the decision situation (Mintzberg, 1976). Recognition in the subsidy market is how potential interesting subsidies are recognized and diagnosis is about clarifying the recognized subsidy.

- **Recognition Routine**

Opportunities, problems and crisis decisions are most clearly distinguished in the recognition routine. The opportunity decision is often called up by an idea, perhaps a single stimulus, although it may remain inactive in the mind of an individual until he is in a position to act.

According to Kirzner (1973) opportunity recognition is seen as the key component of the entrepreneurship process. It is correctly to identify opportunity recognition as a key component of the entrepreneurship process, an opportunity first need to be recognized in order to exploit the opportunity. In organizations nowadays the entrepreneur is the one responsible for recognizing opportunities, for being innovative and initiating change. Unrecognized opportunities exist all around us, but it takes the right person, in the right environment to develop a new venture idea that can result in a 'recognized' entrepreneurial opportunity (Singh, 2000). Subsidies need to be recognized before the process of the subsidy request can eventually start.

Ardichvili, Cardozo & Ray (2003) regard opportunity recognition as a continuous, proactive process essential for the formation of business. According to these authors are five major factors influencing the core process of opportunity recognition leading to business formation. Those five major factors consist of: entrepreneurial alertness, information asymmetry and prior knowledge, social networks, personality traits (including optimism and self-efficacy, and creativity) and the type of the opportunity itself.

Entrepreneurial alertness

Opportunity recognition by an entrepreneur is preceded by a state of heightened alertness to information. Alertness is heightened when there is a coincidence of several factors.

Information asymmetry and prior knowledge

People tend to notice information that is related to information they already know. Therefore, Shane (2000, in Ardichvili, Cardozo & Ray, 2003, p.114) postulated that entrepreneurs will discover opportunities because prior knowledge triggers recognition of the value of the new information.

Discovery versus purposeful search

People can discover by accident an opportunity or will search purposeful for opportunities.

Social networks

Ardichvili, Cardozo & Ray (2003) follow Hills et al. (1997) that the entrepreneurs' network is important to opportunity recognition. Social networks are important for the entrepreneurs, since entrepreneurs who have extended networks identify more opportunities.

Personality traits, including optimism and self-efficacy, and creativity

Personality traits are successfully related to opportunity recognition. Two personality traits are distinguished as successfully related to opportunity recognition, namely: optimism and creativity.

Baron agreed with Ardichvili, Cardozo & Ray (2003) that opportunity recognition is only the initial step in a continuing process, and is distinct both from detailed evaluation of the feasibility and potential economic value of identified opportunities and from active steps to develop them through new ventures.

Baron (2006) defines opportunity recognition as the cognitive process (or processes) through which individuals conclude that they have identified an opportunity. The focus is on innovative opportunities that break through new ground instead of a focus on expanding or repeating existing business models.

Three factors that play a role in the recognition of opportunities have been identified by Baron (2006) as especially important and received most attention: engaging in an active search for opportunities, alertness to opportunities and prior knowledge of a market or industry.

Engaging in an active search for opportunities

Actively searching for information is an important factor in the recognition of many opportunities by entrepreneurs. Many studies indicate that access to appropriate information plays a key role in opportunity recognition (Shane, 2003 in Baron, 2006, p. 104).

Alertness to opportunities

Alertness to opportunities emphasizes the fact that opportunities sometimes can be recognized when not actively searching for them. It has been suggested that alertness rests, at least in part, on cognitive capacities possessed by individuals— capacities such as high intelligence and creativity (Shane, 2006 in Baron 2006, p. 105).

Prior knowledge of a market or industry

Information gathered through rich and varied life experience (especially, through varied business and work experience) can be a major “plus” for entrepreneurs in terms of recognizing potentially profitable opportunities (Baron, 2006).

During early stages, (and perhaps later ones, too), opportunity recognition involves repeated steps in which entrepreneurs perceive the opportunities they are developing with increasing clarity, and adjust their business models and goals to reflect these changes (Baron, 2006). The process is never completed; rather it evolves just as growing businesses do.

Two additional points are added by Baron (2006) since they receive recently more attention. The first one is that the breadth of entrepreneurs' social networks appears to play an important role in opportunity recognition. Social networks are an important source of information for entrepreneurs, information that may contribute to the richness of their store of knowledge and the development of their cognitive frameworks (Baron, 2006).

Second, not all patterns connecting diverse events, changes, or trends perceived by entrepreneurs serve as the basis for founding new ventures (Baron, 2006). Patterns only lead to new ventures when there is a possibility of a feasible product or service. If there is not an option for a feasible product or service, they will often be remained by current or potential entrepreneurs.

Central concepts in opportunity recognition

Three central concepts on opportunity recognition can be distinguished using Ardichvili, Cardozo & Ray (2003) and Baron (2006). The central concepts in opportunity recognition that will be used in this research are:

- Entrepreneurial alertness;
- Prior knowledge;
- Social networks.

- **Diagnosis Routine**

The first step after recognition is the tapping of existing information channels and the opening of new ones to clarify and define the issues (Mintzberg, 1976). This kind of behaviour represents the first step in the diagnosis routine. In the diagnosis routine information will be collected that is relevant to the opportunities.

Diagnosis is an important routine, since it determines in large part the next course of action. Perhaps opportunities do not require much investigation; there is nothing to correct, only something to improve. The opportunity determines whether a diagnosis is necessary and on what kind of level it is desirable. Ultimately it is about acquiring enough information to ground the decision-process as much as possible to avoid incorrect decisions.

2.3.2 The Development Phase

The heart of the decision-making process is the set of activities that leads to the elaboration of an opportunity. Development is described in two routines, design and search. Design is used to modify special applications and search is used to narrow down available ready-made alternatives.

- **Design Routine**

In the design routine custom-made solutions are developed or ready-made ones are modified. Since design of custom-made solutions is expensive and time consuming, organizations are unwilling to spend the resources on more than one alternative (Mintzberg, 1976). And as in modified solutions, when relatively little design is involved, organizations are prepared to fully develop a second solution to compare it with the first (Mintzberg, 1976).

In this routine it is about the choice whether to design a subsidy request internal or to use an intermediary for the subsidy request. The design itself will not be investigated. Only the choice and the process before and after the decision whether to perform the subsidy request internal or selecting an intermediary for the subsidy request.

- **Search Routine**

The search routine and the screening routine are connected and interdependent, which can be seen in the model represented by Mintzberg (1976) in figure 2 on page 11. These routines are connected to each other in the passage of the development and the selection phase. In figure 2 can be seen that X3 will exist after the search and screening routine. As a result, search and screening will be elaborated with some overlap. The screen routine will be elaborated directly after the search routine.

The search routine begins when the first search initiator is activated and continues until there is no longer interest in taking into account new intermediary alternatives. Potential subsidy intermediaries can pass through several stages of research. A person collects information about the subsidy intermediary at each stage and may use more criteria to decide for acceptance or rejection.

In the article of Mintzberg (1976) four types of search behaviours are isolated.

1. Memory search is the scanning of the organization's existing memory, human or paper.
2. Passive search is waiting for spontaneous alternatives to appear.
3. Trap search involves the activation of "search generators" to produce alternatives, such as letting suppliers know that the firm is looking for certain equipment (Soelberg, 1967).
4. Active search is the direct seeking of alternatives, either through scanning a wide area or focusing on a narrow one.

In the same article is considerable support for the contention that search is a hierarchical, stepwise process. In general, one would expect the decision maker to begin with memory and passive search, and some convenient forms of trap search as well. The cost of generating extra alternatives during the search is small. It is for PremieAdviseurs important to know how potential clients are searching for intermediaries.

- **Screen Routine**

Screening is used to reduce the large amount of ready-made alternatives to a few feasible ones, since a very large group can not be intensively evaluated. It is a routine, more concerning with eliminating what is infeasible than with determining what is appropriate (Mintzberg, 1976).

Soelberg is an author that is describing a model on the screening topic. In this research is the job search and choice model of Soelberg (1967b) used. The model that is used in the job search and choice will be connected to the subsidy decision process. The process Soelberg is describing is the same, the only difference is the setting; it is not about screening a job, but it will be about screening a subsidy.

The screening routine (deducted from the model of Soelberg on job search and choice) is affected by:

1. The number of subsidy intermediary alternatives
2. Amount of search resources available
3. Prior rejection by a company for a potentially acceptable subsidy intermediary
4. Discovery of a desirable subsidy intermediary

People screen concurrently and usually identify more than one acceptable intermediary during the search phase. Finally, individuals activate and deactivate various search generators at different times throughout the search phase, depending on the success of the generators and on resource availability (Soelberg, 1967).

An implicit intermediary choice is often made during the search routine. Intermediaries are evaluated against absolute standards and against previously formulated goals, like primary and secondary goals. Organizations implicitly choose the first intermediary they judge outstanding on one or more primary goals and adequate on any other primary and most secondary goals.

Searching for an intermediary will stop when an implicit choice has been made and the searchers are quite certain of their capabilities or when resources are running out and two or more acceptable intermediaries have been identified.

2.3.3 The Selection Phase

Selection is the last step in the decision process. However, because the development phase frequently involves factoring one decision into a series of sub decisions, each requiring at least one selection step, one decision process could involve a great number of selection steps, many of these complicated bound up with the development phase (Mintzberg, 1976).

The selection routines are applied sequentially to a single choice. Screening is used first to reduce a large number of ready-made alternatives to a few feasible ones; evaluation-choice is then used to investigate the feasible alternatives and to select a course of action; finally, authorization is used to ratify the chosen course of action at a higher level in the organizational hierarchy (Mintzberg, 1976). The three routines will be elaborated below.

- **Screen Routine**

The screen routine is already elaborated after the search routine since they are connected and interdependent. Elaborating quickly after each other is leading to a better understanding of the existing connection and interdependency.

A small add on is that in screening, the secondary constraints are used to reject alternatives. The alternatives that remain are rated as acceptable, unacceptable or marginal in terms of the primary goal's dimensions (Mintzberg, 1976).

- **Evaluation-choice Routine**

The alternatives from the screen and design routine will be evaluated in the evaluation-choice routine. When an outstanding alternative is found the search will be terminated. In all other cases are the acceptable ones entered into an "active roster" where they are compared with each other. The decision maker has a favourable, dominant, alternative, one that best fit all the goal dimensions in making the comparison of the alternatives. If a dominant alternative can not be found, crude internal scales such as "significantly better" and "a little better", are used to compare alternatives (Mintzberg, 1976).

Evaluation-choice is used to investigate the feasible alternatives and to select a course of action (Mintzberg, 1976). In the same article is mentioned that the largest part of the literature on strategic decision process has focused on the evaluation-choice routine. This evaluation-choice routine may be considered to use three modes: judgment, bargaining and analysis. These three modes will be elaborated distinct, since they are part of the main line in figure 1. One of the three modes, depending on the choice of the organizations which one to use, will even as opportunity recognition be part of any decision process.

Judgment

In judgment, one individual makes a choice in his own mind with procedures that he does not, perhaps cannot, explain. Judgment seems to be the favoured mode of selection, perhaps because it is the fastest, most convenient, and least stressful of the three; it is especially suited to the kinds of data found in strategic decision making (Mintzberg, 1976).

The availability of information to determine a correct answer depends on the judgment of the members feeling if the necessary information is available. If the decision of a group considers that there is a demonstrably correct answer, then they may view their task as a problem to be solved. Moreover, if it is a problem to be solved, they risk being wrong because they failed to consider all of the necessary information (Stasser & Stewart, 1992). If there is insufficient information, the group is faced to reach a consensus by a collective matter of judgment. Consensus is presumably the only source of validation if there is insufficient information to demonstrate that an answer is right or wrong (Stasser & Stewart, 1992).

A judgment does not have to be logic. People often prefer to bet on their own (ambiguous) beliefs over matched chance events when they feel competent about a knowledge domain.

Bargaining

In bargaining, selection is made by a group of decision makers with conflicting goals, each exercising judgment. Bargaining appears in more than half of the decision processes- typically where there was some kind of outside control or extensive participation within the organization and the issues were contentious (Mintzberg, 1976).

The bargaining problem is a fixed problem. Group conflict is an unstable condition and organizations are seeking for equilibrium. The intent is to accept goal disagreement leading to define solution properties with shared values. Bargaining, and political devices, are used to manage external dependencies in decision tasks.

Analysis

In analysis, factual evaluation is carried out, generally by analysts, followed by managerial choice by judgment or bargaining (Mintzberg, 1976).

In the analytic approach are fact and value clearly distinguished in the selection phase. It postulates that alternatives are carefully and objectively evaluated, their factual consequences explicitly determined along various goal, or value, dimensions and then combined according to some predetermined utility function-a choice finally made to maximize utility (Mintzberg, 1976).

Selecting an intermediary

Intermediaries are selected on certain criteria. Specific articles about the selection of intermediaries were not available. The next best alternative is using an article on the consultancy topic, since the services of an intermediary and consultancy are close related. The article of Dawes, Dowling & Patterson (1992) focus on criteria that will be used in the final selection of consultancy services. Specific articles on the subsidy topic were not available.

The importance of seventeen choice characteristics were measured and the overall results can be seen in table 2:

Rank	Choice criteria	Overall score
1	Reputation of consultant in specific functional area	5.7
2	General reputation	5.5
3	Client knows specific consultant(s)	5.2
4	Client has experience with consulting firm	5.0
5	Experience in client's industry	5.0
6	Prior use of consultant	4.8
7	Written consulting proposal	4.7
8	Consultant will assist with implementation	4.6
9	Total costs for consultants	4.5
10	Formal presentation	4.2
11	Satisfied clients' recommendation	3.8
12	Offers full range of services	3.6
13	Academic qualifications of consultants	3.5
14	Size of firm	2.9
15	Location of firm	2.5
16	Other consultant's recommendations	2.3
17	Age of firm	2.2

Table 1 Choice criteria according to Dawes, Dowling & Patterson (1992)

The scores could be ranged between 1 (not important) to 7 (highly important). This is an average of the scores given by 253 organizations about choice criteria. The overall average scores in Table 1 indicate that the two most important choice criteria are the consulting firm's general reputation and its reputation in a specific functional area. The input of table 1 will be used in the conclusion to compare the results given in the research and the results using scientific literature.

- **Authorization Routine**

Authorization is used to approve the chosen course of action at a higher level in the organizational hierarchy and from outside parties if necessary. Decisions are authorized when an individual making the choice does not have the power to commit the organization to a certain course of action. The decision must follow a tiered route of approval up the hierarchy and perhaps also out to parties in the environment that have the power to block it (Mintzberg, 1976). According to the article, authorization is sought for a completed situation, after the final evaluation-choice.

Authorization appears to be a typically binary process, acceptance or rejection of the whole solution (Mintzberg, 1976). Acceptance leads to an execution of the solution or, if necessary, presenting the decision to the next level in the hierarchy. Rejection leads to its abandonment or redevelopment.

At this level the decision must be considered in the light of other strategic decisions and overall resource constraints; outside political forces are often brought to bear on the decision at the point of authorization and the authorizers generally lack the in-depth knowledge that the developers of the solution have (Mintzberg, 1976). Those choices are often made by people who do not comprehend the proposal presented to them.

2.4 Conclusion

The model of Mintzberg (1976) is chosen in paragraph 2.2 to use as decision making model. The routines elaborated in paragraph 2.3 will be used to translate the model of Mintzberg (1976) to the subsidy market. The model for the subsidy market can be seen in figure 3 and is used to clarify the decision process for the subsidy request and to identify the bottlenecks in this process. The three phases are still the same, the difference is that the input of the routines are translated into the subsidy market.

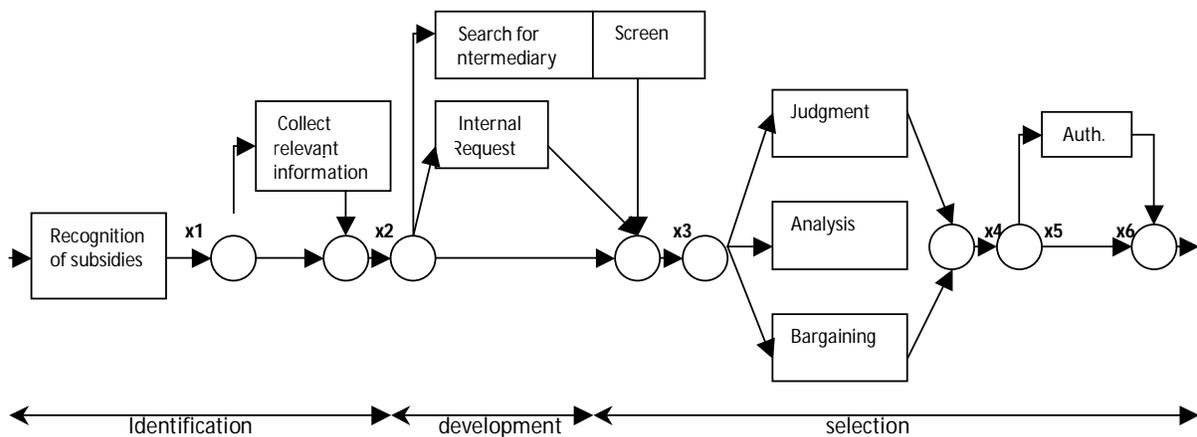


Figure 3 Decision process in the subsidy market according to the theory

This model will be the basis for the upcoming analyse of the subsidy decision-process. Since PremieAdviseurs has a marketing challenge in fine-tuning their services on the bottlenecks/needs in the subsidy market, the model helps giving a view on the decision process in the subsidy market. All seven routines will be used generating questions for the interview to generate all the necessary information for the clarification of the decision process in the subsidy market. Understanding the decision process in the subsidy market will give PremieAdviseurs a competitive advantage towards their competitors. This specific information can be used to create value in the subsidy market by offering certain services where problems or difficulties arise in the subsidy market.

Chapter 3 Methodology

3.1 Introduction

This chapter will explain how data is collected. There are multiple ways to collect data with different methods, advantages and disadvantages. The data in this research will be collected from several sources, such as internal interviews, own observations, documents and external interviews. Important is the choice of a sampling technique, for the external interview, and this process will be explained properly.

The selection of the organizations for this interview will be explained as well as the persons in the organizations that are approached to take part in the interview. Not every organization and person within an organization is relevant for collecting data. The theoretical framework developed in the previous chapter is used as a guideline for formulating questions for the upcoming research.

3.2 Choosing the right approach and method

In the following paragraph are the research approach and the research method used in this analysis elaborated.

3.2.1 Research approach

When choosing the research strategy, it is important that the strategy enables the researcher to answer the research questions. The choice of the research strategy will be guided by the research goal and the research questions, the extent of existing knowledge, the amount of time and other resources that are available. In this research the goal is to analyse the decision-making process in the subsidy market. Data is needed from this group of organizations for analysing the decision-making process.

The function of theory in this research is not formulating and testing hypotheses, but theory is used as a heuristic tool to understand reality. In this research it will be the understanding of decision making process in the subsidy market.

The survey will consist largely out of closed questions and some open ended questions to acquire more background data. This will lead to both quantitative and qualitative data. The quantitative data will consist of descriptive (dichotomous and nominal) data. Bar charts and pie charts will be used to show the results from these quantitative data. These charts are used depending on the outcome of the research. Categorising is used in analysing the qualitative data.

3.2.2 Research method

Data is essential in reviewing the decision-process in the subsidy market. In this research the survey technique will be used in order to obtain data. A survey is furthermore from practical point of view the best technique to use. Surveys are popular as they allow the collection of a large amount of data from a sizeable population in a high economical way (Saunders, Lewis & Thornhill, 2002). PremieAdviseurs wants a representative view as soon as possible to fine-tune their offered services with the bottlenecks in the subsidy market. The data gained from a survey is usually standardised, allowing an easy comparison afterwards. Using a survey process will give more control over the research process and, when sampling is used, it is possible to generate findings that are representative.

In this research is initially chosen to perform a telephonic interview with 42 potential clients in the subsidy market with seven different organization types. The intent was to interview six organizations

in each organization type, but in the re-integration and the swimming pools were only five organizations interviewed leading to a total of 40 organizations. The organization types are prescribed by PremieAdviseurs as their current market or potential market where the decision process needs to be reviewed in order to get a better insight on the present bottlenecks. The following organization types will be researched:

- Wholesale business
- Care organization
- Housing corporation
- Installer
- Swimming pools
- Care homes
- Re-integration

A telephone survey, the telephone questionnaire protocol will be elaborated in paragraph 3.5, is used since it is a quick and fast form of survey research. It is furthermore essential that the right person is giving answers on the questions and that not an employee is completing a questionnaire from his or her boss. This person must be someone with knowledge from subsidies, preferable a leading function. There will be asked for someone with knowledge from subsidies, the head of finance or a financial employee if the head of this department can not be put on the telephone.

Organizations will be approached by telephone and all telephonic contacts will be used to maximize response rate. When organizations agree or refuse to participate, the way of approaching an organization for the research can be optimised by starting a conversation somewhat different. Causes why people participate in the research will be used in the following approach by asking them to participate in the research.

3.3 Sampling technique

In this paragraph the sampling technique that will be used for selecting the 40 potential clients for the telephone interview will be described. It will be an elaboration of the steps taken towards the used sampling technique.

3.3.1 Type of sampling

When sampling, a difference can be made between probability and non-probability sampling. A lot of organizations can be a potential client and it is hard to map the whole population. Since the population is very hard to determine, this research will use a non probability sampling method.

Within the sampling methods, purposive sampling is mostly used when information is known about variables of interest or variables that represent categories within these companies for a sample of companies that represent the population of interest. In this research purposive sampling is the right technique to use since the sample to be selected will be relatively small. Six organizations for five organization types and five organizations for two organization types will be interviewed as described in paragraph 3.2.2 leading to a total of 40 interviewed organizations.

3.3.2 Purposive sampling

When using an extreme small sample, randomized and pragmatic selection are not optimal techniques. This calls for purposive sampling techniques. Cases most suitable for the research will be selected. Although this does not overcome the inherent unreliability of generalizing the sample to the population, this technique can nonetheless make important contributions in research (Seawright & Gerring, 2008).

Purposive sampling is a type of non-probability sampling in which you select the units to be observed

on the basis of your own judgement about which ones will be the most useful or representative (Babbie, 2004).

From the possible purposive sampling techniques and the goal of PremieAdviseurs, one sampling technique must be chosen in order to start the research. PremieAdviseurs their goal in this research is to analyse the decision-making process in the subsidy market. The focus should be on key themes to get the sample as representative as possible. When the focus is on key themes, heterogeneous sampling is preferred.

3.3.3 Heterogeneous case selection

Purposive sampling of heterogeneous instances aims to create a sample that does not include typical instances, but instances that vary in characteristics. Causal relations for the subsidy market are easier to find when the sample consists of heterogeneous companies instead of homogeneous and the goal in this research is to find relations in the subsidy market.

Organizations will be approached for participating in the telephonic interview. Organizations will be selected by using Marktselect, a DM database that is available at PremieAdviseurs. The database is updated each quarter and will give therefore a clear representation of the market. Every organization in the database is connected to an employee class. This employee class is used to determine the range (small/medium/large) of each organization type. Since the goal is to call six organizations in each class, two small, two medium and two large organizations are going to be called. By interviewing first two organizations from the small class before going further with the medium class, the total of two organizations in each class will be achieved. Only in the re-integration the organizations are totally chosen by purposive sampling using an internet source since there is not information available in the DM database at PremieAdviseurs about organizations in the re-integration.

3.4 Credibility of research findings

When the results of a research are not credible, the results of the decision-making process in the subsidy market are worth nothing. Reducing the possibility of getting the answer wrong to make the results credible, means that attention has to be paid on validity and reliability.

Validity

Validity is concerned whether the findings are really about what they appear to be about. In this research there are some possible threats to the validity. These threats can be divided in internal and external validity.

Internal validity

The internal validity is the extent to which the findings can be attributed to the intervention rather than any mistakes in the research design (Saunders Lewis & Thornhill, 2007).

Selection, in this research by purposive sampling, can be a threat to the validity. The use of purposive sampling can lead to a selection of organizations that is not fully representative for the entire population, although the entire population can not be mapped. To avoid this threat, 40 organizations from seven different organization types are interviewed. And the six organizations in each type are divided into small, medium and large organizations.

Testing can also be a threat to internal validity. It is possible that organizations do not give all their information on the subsidy topic since an organization can think that their valuable information can be used by PremieAdviseurs. To avoid this threat, in every telephonic interview is mentioned that the information is used for a research for the university.

External validity

External validity is about whether the findings are generalizable. Results are generalizable when findings may be equally applicable to other research settings. The results on the decision-making process in the subsidy market from this research must be representative for other organizations in the organization types interviewed. When interviewing several other organizations in one of the organization types the results have to be the same.

In this research it is essential that the start of the telephone questionnaire is good and clear. At start are the possible benefits for the interviewee's organizations mentioned to trigger them and get their full attention on the questionnaire of their decision-making process. Another very important issue is that the interviewee feels comfortable and free to talk. For the interviewer are in this case the listening skills important, leading to a comfortable situation for the interviewee.

Content validity

Content validity refers to the extent to which the measurement questions in the questionnaire provide adequate coverage of the investigative questions. This goal is reached by a careful definition of the research through a literature review and prior discussion with Jennifer Huizing and Simon Splinter from PremieAdviseurs and Rik de Ruiter from the University of Twente.

Reliability

Reliability is the extent to which data collection techniques or analysis procedures will produce consistent findings. Robson (2002) asserts that there may be four threats to reliability. These are: subject or participant error, subject or participant bias, observer error and observer bias.

Participant error in this research can occur when an interviewee is called on a different time during the week. It is different when you ask an interviewee to participate during the days in the week. Therefore are Monday morning and Friday afternoon only used for analysing and not for collecting information.

Participant bias can occur when an interviewee does not tell the true story about the decision-making process, only telling what their boss wanted him or her to say. Therefore it is very important getting the right person on the telephone. The information that can be given by the interviewees is not damaging the company if someone is telling the truth. The risk of getting information that is coloured to give a better look of the company is therefore not a threat. Furthermore is the confidence in a telephone questionnaire that the respondent you want is the respondent you get will get high since the field of the subsidy is usually a specific job within an organization and a random employee can not answer the questions on the subsidy topic. These points together will improve the reliability of the data that will be gathered with the questionnaire.

Observer error can be a threat when there are several interviewers with different ways of asking questions. This questionnaire will be completed by a maximum of two different interviewers. But to avoid this threat, a high degree of structure is introduced to the questionnaire. The questionnaire can be handled step by step gaining the answers on all the routines in the decision-making process. The two interviewers are working on different organization types and each interviewer is in any case finishing the organization type he or she is started.

The observer bias can occur when the interviewer is interpreting the questions differently than the intent of the interviewee. To avoid this threat, the questions are reduced to simple questions with little chance of inaccurate interpretation. The questions are reviewed in the contacts with methodology expert Rik de Ruiter from the University of Twente.

3.5 Telephone questionnaire protocol

Before executing the telephonic questionnaire, questions need to be developed to be sure the right things are being measured. A telephonic interview protocol is made in order to help conduct the interview from the office. The protocol should be leading during the telephonic questionnaire and the design of the protocol is discussed in the following paragraph.

The validity and reliability of the data that is collected and the response rate achieved depend, to a large extent, on the design of the questions, the structure of the questionnaire, and the rigour of pilot testing. A valid questionnaire will permit accurate data to be collected, and one that is reliable will mean that the data is collected consistently.

Foddy (1994) discusses validity and questions in terms of the questions and answers making sense. He emphasizes that 'the question must be understood by the respondent in the way intended by the researcher and the answer given by the respondent must be understood by the researcher in the way intended by the respondent'. The four stages that must occur if the question is valid and reliable are shown in figure 4.

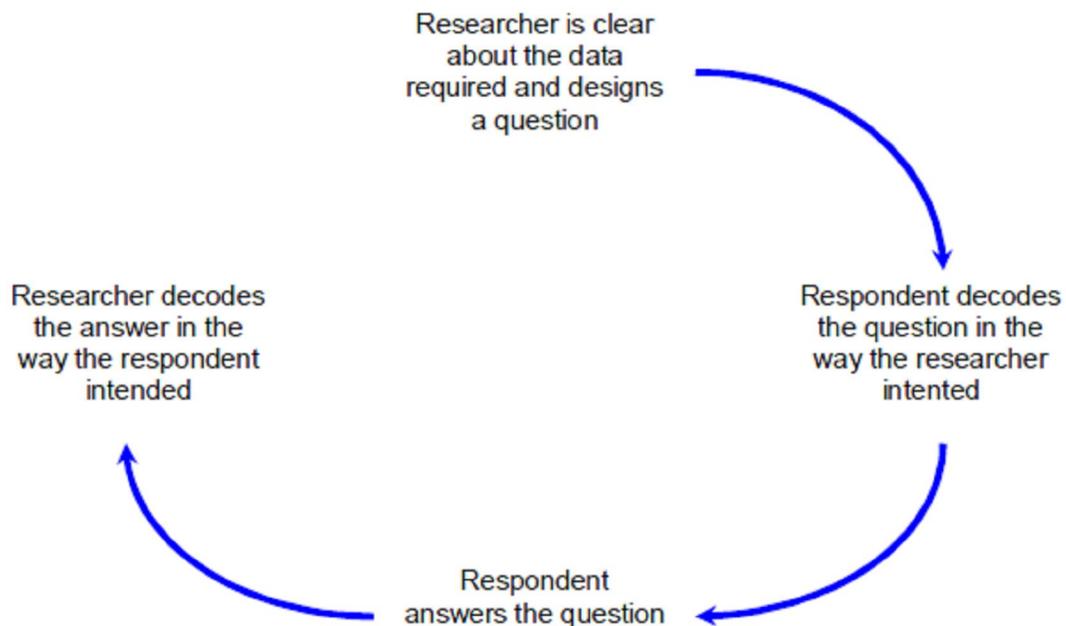


Figure 4 Stages that must occur if a question is to be valid and reliable

Interviews may be highly formalized and structured, using standardized questions for each respondent, or they may be informal and unstructured conversations. In this research the questions will be highly formalized and structured. This is because every respondent needs to understand the questions in the same way. Not every telephonic contact is the same, but a guideline in this whole process would be a helpful assistance.

In an interviewer-administered questionnaire, as a telephone questionnaire is, is the confidence that the respondent is the respondent you want high. Since the field of subsidy is usually a specific job within an organization, it is necessary to get the right person on the telephone. This will improve the reliability of the data that is gathered with the questionnaire. Interviewer-administered questionnaires will have a higher responsibility than self-administered questionnaires.

The possible benefits for the approached organizations will be mentioned in the start of the telephone questionnaire to trigger them and get their attention on the decision-making process.

3.5.1 Testing

There will be a test with two persons in the organisation. The first will be with one of the students who are assisting the communication team. After the first test, items that are tough in the conversation are rephrased in order to create a friendlier situation. The second test will be with Simon Splinter, director of PremieAdviseurs. After both tests, the questionnaire must be useful to approach organisations in order to participate in this research.

3.5.2 Designing the questionnaire

A telephone questionnaire will be used in order to gather data. The results from the seven routines in the theoretical chapter will be the basis for the questions that will be asked during the telephonic questionnaire. Recognition, diagnosis, design, search, screen, evaluation and authorization are the routines of the decision making process in the subsidy market and will be used in the questionnaire to gather insight in all routines from the derived subsidy model in figure 3. The theoretical input for the routines in each phase is used to develop questions as detailed as possible and to cover all the findings in the theory.

The three possible routes are determining the amount of questions. Within the decision-making process, it is possible that potential clients did not request a subsidy in the past (13 questions), request a subsidy internal (18 questions) or let the request perform by an intermediary (26 questions). This is the amount of main questions, but several main questions also got some sub questions depending on the answer on the main question. The questionnaire exists of several options to complete and all are important to understand the decision-making process in the subsidy market. The whole questionnaire can be seen in appendix 1, but the structure of the questionnaire will be explained shortly with opportunity recognition of the identification phase as an example.

Recognition routine

In the theoretical chapter are three concepts described in the recognition routine: entrepreneurial alertness, prior knowledge and social networks. The concepts found in a routine are in all routines used to develop questions for the questionnaire.

Entrepreneurial alertness will be measured by the following questions:

- Are you aware of the current subsidies?
 - Do you also know the current energy subsidies?
- How much time is your organization searching for potential interesting subsidies?

Prior knowledge will be measured by asking:

- How many employees do have knowledge of current subsidies?
- What is the education level of those employees?

Social networks will be measured with the following question:

- Do you have contact with your social network regarding subsidies?
 - Yes: with whom do you have contact?
 - No: why not?

All theoretical concepts, described in the seven routines in the theoretical chapter, from the derived subsidy model in the decision process will return in the structure of the questions.

3.5.3 List of abbreviations used in the results

Before starting the following chapter with results, some abbreviations that will be used need to be clarified in the methodology. Tables and figures will be used to show some differences between organizations in each type. In the tables abbreviations will be used in order to create an overview for each organization type. Sometimes the texture is quite obvious and sometimes an explanation is necessary to understand the abbreviation. In order to complete the entire list, all textures and explanations are given in table 2.

Sign	Meaning
Yes	Yes
No	No
Partly	Actual subsidies are partly known
SD	Situation Dependent

Table 2 Meaning of signs used

3.6 Conclusion

The theory in this research will be used as a heuristic tool to understand reality. Reality is seen as the decision making process of organizations that request subsidies. From the following seven organization types: wholesale business, care organization, housing corporation, installer, swimming pools, care homes and the reintegration are in total 40 organizations interviewed. The organizations are selected using the DM database that is available at PremieAdviseurs. Purposive sampling is used as sampling technique and the organizations are selected by heterogeneous case selection. Every organization in the database is connected to an employee class and this employee class is used to determine the range (small/medium/large) of each organization type.

The questionnaire is designed using the decision process model in the subsidy market. All seven routines will be part of the interview and the interview consist out of three possible routes; the organization did not request a subsidy in the past (13 questions), the organization request a subsidy internal (18 questions) or the organization let the subsidy request perform by an intermediary (26 questions).

Chapter 4: Results

4.1 Introduction

In this chapter are the results given of the telephone questionnaires that have been taken. The findings in all organization types are described. The structure of this chapter is that first each organization type is individual described and finally there will be a combined analyse with all forty organizations that have been interviewed.

4.2 Wholesale business

Identification phase

Most organizations in the wholesale business know at least partly the actual subsidies as can be seen in figure 5. Only one organization, the largest one interviewed, knows the specific interesting energy subsidies for their organization.

Internet is the main source for requiring information on a certain subsidy as can be seen in figure 6. Five out of six organizations use internet as a source for clarifying potential subsidies. Even if an organization is not requesting a subsidy, they mention internet as a potential source for gathering information on an interesting subsidy.

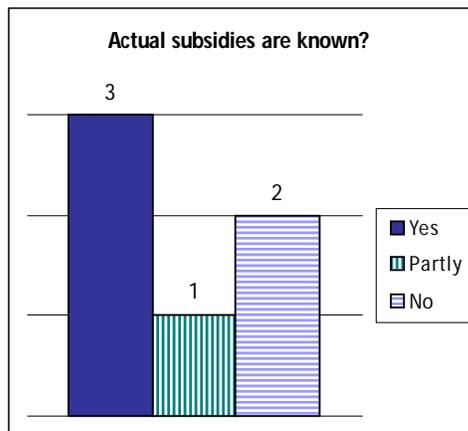


Figure 5 Familiarity with subsidies

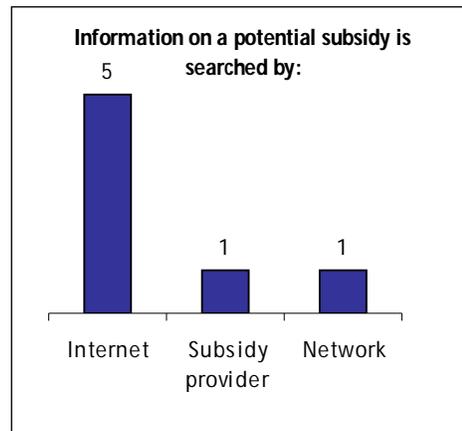


Figure 6 Sources used to clarify a subsidy

The organizations searching for potential subsidies, three out of six, are only searching for subsidies when it is desirable for their organization. It is not a continuous process but only when a new project will start or when an investment is planned in the near future. The other three organizations do not search at all for potential interesting subsidies.

The three organizations that search situation dependent for potential interesting subsidies also have contact with their social network. The other three organizations that do not have any contact with a member of their social network.

Development phase

The three organizations that search for subsidies also requested a subsidy in the past, performed by an intermediary. The three organizations that do not search for subsidies did not request a subsidy in the past.

The organizations that performed a subsidy request by an intermediary are situation dependent searching for interesting subsidies and have contact with their social network. The three

organizations that did not request a subsidy in the past are not searching for interesting subsidies and do not have any kind of contact with a member of their social network on the subsidy topic.

Intermediary

Two out of three intermediaries are selected because the intermediary was recommended by contacts in the network. The other intermediary was selected since this organization was doing research on intermediaries when the intermediary was conducting their acquisition program. They got in contact and agreed to collaborate. When organizations are using the service of an intermediary recommended by their network, the deal is made with this intermediary not searching for any other alternatives. The other organization is comparing several alternatives and will finally select one intermediary. This can be explained since organizations that approach an intermediary from their network have blind faith in the advice of the organization out of their network. All three organizations were actively searching for an intermediary.

Selection phase

Intermediary

The three organizations that selected an intermediary find the following, see figure 7, criteria important in their decision making process choosing an intermediary. Two out of three organizations (the largest ones) independently mentioned expertise, reliability and rate as important criteria for selecting an intermediary.

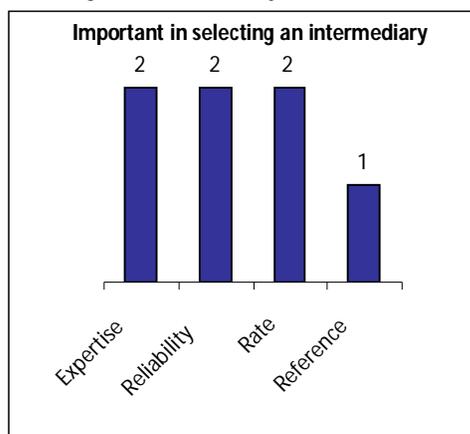


Figure 7 Criteria for selecting an intermediary

The final judgment in choosing an intermediary is in those three organizations on the basis of own judgment. When the intermediary is recommended by the own network or when there is a search for alternatives, the final choice of the decision-maker, based on own judgment, is determining the intermediary that will be selected. There are no differences on the aspect of authorization; all subsidy requests will be approved.

Conclusion wholesale business

Three organizations request a subsidy in the past using an intermediary as can be seen in the general overview of the wholesale business in table 3. Those three organizations are middle large or large organizations in the wholesale business. Organizations that requested a subsidy have contact with their social network and will search for subsidies when there is a desirable situation.

Organization	A	B	C	D	E	F
Subsidy request in the past	Yes	Yes	Yes	No	No	No
Internal	No	No	No	-	-	-
Search for subsidies	SD	SD	SD	No	No	No

Contact with social network	Yes	Yes	Yes	No	No	No
Employees	100+	50+	35	15	8	5

Table 3 Overview wholesale business

Intermediaries are found using the own network and one by the acquisition program of the intermediary. The only thing that is obvious and different in searching for an intermediary is that organizations using their network in selecting an intermediary only have one alternative and the organization that is searching for an intermediary is comparing several alternatives.

4.3 Care organization

Identification phase

In the care organization, five organizations know or partly know the possibilities in the subsidy market as can be seen in figure 8. In figure 9 can be seen that five out of six organizations have contact with their social network. These are the middle and large organizations. All organizations performed a subsidy request in the past, three by an intermediary and three requested the subsidy internal. Those requests are granted for five out of six organizations. In the organization that answered no in figure 8 and in figure 9, the request was not granted because the requirements of the subsidy were not achieved since the organization was too small.

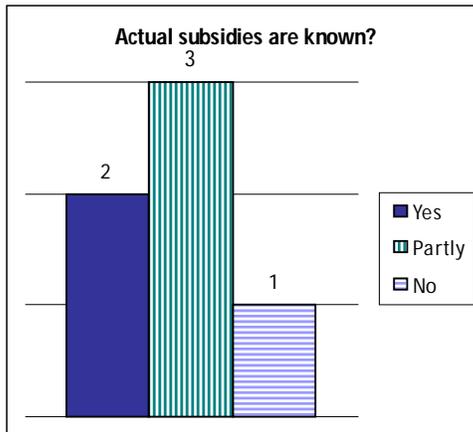


Figure 8 Familiarity with subsidies

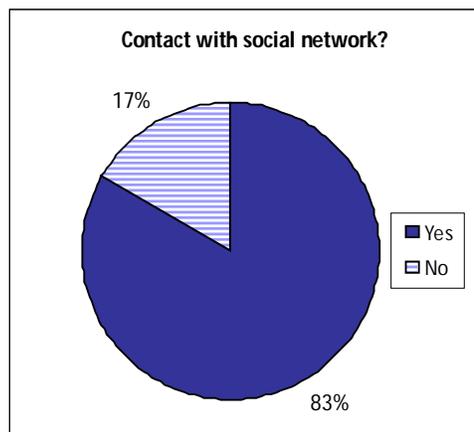


Figure 9 Contact with the social network

The information on potential subsidies is mostly required using internet, mentioned five times. Intermediaries, the subsidy provider, the government and colleagues are also mentioned as sources to gather information on the potential subsidy.

The three organizations that performed the subsidy request internal are searching for information when information is required. When a new project or investment is made, the organization is going to search for possible subsidies. When a subsidy request is completed by an intermediary, the organizations itself does not search for any subsidy possibilities because the intermediary is performing this whole process, including the search for interesting subsidies, for the organization.

Development phase

As already mentioned above, three organizations are performing the subsidy request internal and three organizations are using an intermediary for the subsidy request.

Internal subsidy request

When the organizations are performing the subsidy request internal, information is gathered from internet (three times) and from the subsidy provider (two times). Sufficient time is taken to perform the internal request and all organizations think the request will be granted after handing in the

request. As in the past subsidy requests are granted, the organizations do not need any kind of help from an intermediary.

Intermediary

The three organizations that performed the request using the expertise of an intermediary all used different sources to find the intermediary. One intermediary is known from the social network, one is found searching the internet and the last intermediary performed an own acquisition method to acquire clients. The organization that is using the internet searched actively for several hours for an appropriate intermediary. The other two organizations do not search at all for an intermediary and were passive in their search for an intermediary.

Selection phase

Internal subsidy request

An internal subsidy request is completed on the basis of own judgment. There are not criteria used or opposite interests for the organization to evaluate. The request is filled in with previous experience and in all three organizations two employees are involved in working out the subsidy request. The final plan can directly go to the subsidy provider; the employees working on the request are authorized to submit the request.

Intermediary

Important characteristics for selecting an intermediary are mentioned in figure 10. The organizations that are not searching for alternatives use the first option and the organization that is searching the internet is screening several alternatives before making a decision. In all these organizations is own judgment seen as the basis for the choice of the intermediary.

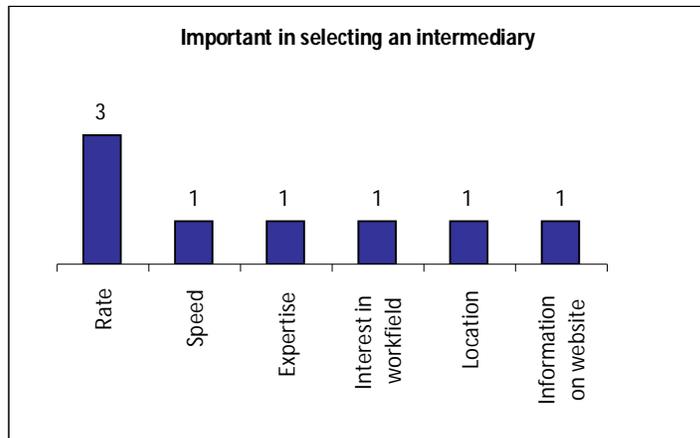


Figure 10 Criteria for selecting an intermediary

Two out of three organizations are authorized to deliver the request at the subsidy provider. In the other organization the request first will pass the director, but in the end a request is never rejected.

Conclusion care organization

All organizations performed a subsidy request in the past, three using an intermediary and three are performing the request internal (see table 4). When organizations are performing the request internal there is a search for subsidies only in a desirable situation. Organizations that using an intermediary for their subsidy request will not search at all for subsidies.

Organization	A	B	C	D	E	F
Subsidy request in the past	Yes	Yes	Yes	Yes	Yes	Yes
Internal	No	No	Yes	Yes	Yes	No
Search for subsidies	No	No	SD	SD	SD	No
Contact with social network	Yes	Yes	Yes	Yes	Yes	No
Employees	500+	400+	320	100+	50+	9

Table 4 Overview care organization

In the internal request is obvious that all organizations are using internet and furthermore answering all questions with the same answer as mentioned in the internal subsidy request on the previous page. Organizations using an intermediary for the subsidy request all using different methods in searching an intermediary. There is furthermore no significance found in the subsidy request by an intermediary.

4.4 Housing Corporation

Identification phase

The housing corporation is a market, a non-profit one, with the goal to build, manage and rent affordable housing. All the organizations in the housing corporation know all or at least a part of the actual subsidies. And five out of six organizations have contact with their social network to exchange information on subsidies.

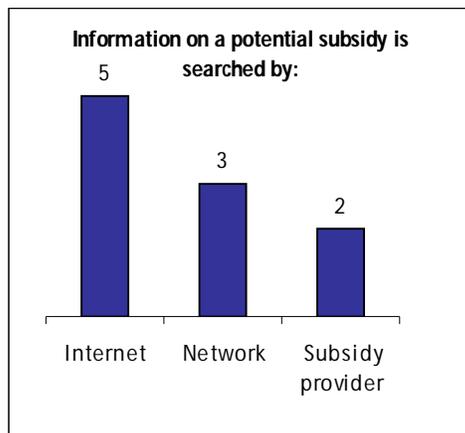


Figure 11 Sources used to clarify a subsidy

Information is gathered from several sources as can be seen in figure 11. The time spent searching for potential interesting subsidies depends on the organization. Two organizations (one large and one middle) only search when information is necessary, two organizations (one large and one middle) are searching weekly several hours hoping to find new interesting subsidies and two organizations (two small ones) are not searching at all for subsidies.

Development phase

All organizations performed a subsidy request in the past; five organizations performed the subsidy request internal if the request is not too difficult as can be seen in figure 12. Two out of these five organization will ask their intermediary when the subsidy request is too difficult. One organization is only using an intermediary for their subsidy request. This organization is however the smallest one interviewed in the housing corporation, an organization with a total of seven employees.

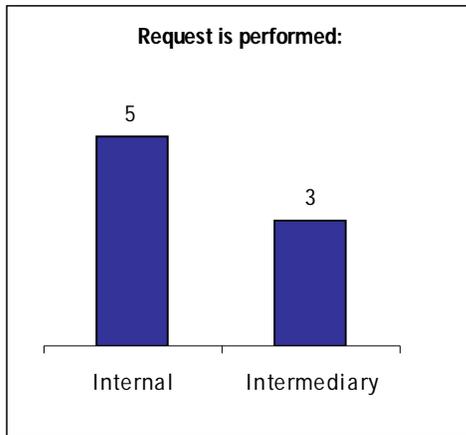


Figure 12 Performing of the subsidy request

Internal subsidy request

When an organization is performing an internal subsidy request, the information is gathered mostly from the internet as can be seen in figure 13. The organizations take enough time to fill in the subsidy request and think their request will be approved. Three out of five organizations denied on the question if an intermediary is desirable to fulfil the subsidy request. Two answered sometimes, and this is when the subsidy request is too difficult to perform internal.

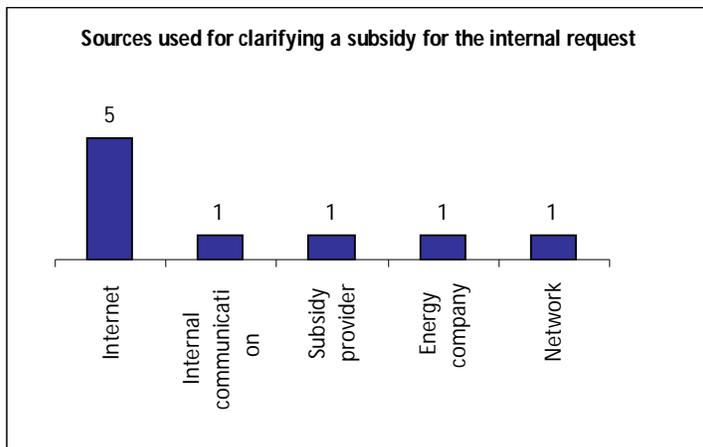


Figure 13 Sources used to clarify a subsidy

Intermediary

The intermediaries are found by the own network (two times) and by acquisition of the intermediary (one time). Intermediaries are not found by an active search of the organization. In all three organizations, the chosen intermediary is the first and only option for the organization; there are no alternatives.

Selection phase

Internal subsidy request

All organizations are using own judgment as evaluation option. In three out of the five organizations there is no need for authorization by a higher level in the organization. In two organizations where authorization is needed, is only one employee able to sign the subsidy request. A subsidy request is however not rejected by the employee with authorization.

Intermediary

All three organizations also use own judgment as evaluation option. There are not any criteria used; only a good feeling about the intermediary is enough to choose the possible option. The characteristics given of these three organizations that are important in selecting an intermediary differ completely. There are only two characteristics mentioned two times and these are reference and the possible benefits for the organization as can be seen in figure 14.

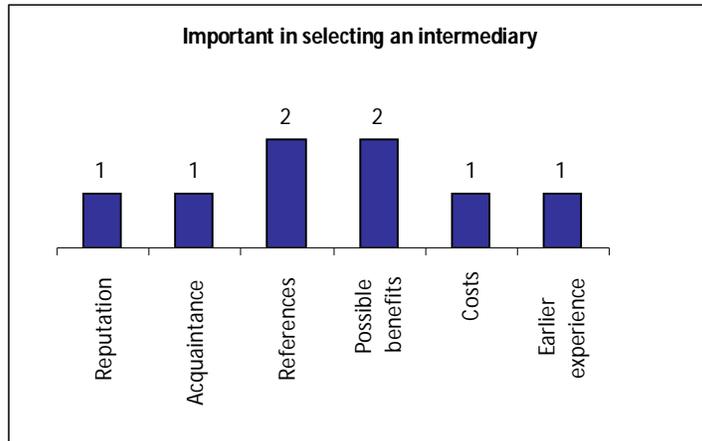


Figure 14 Criteria for selecting an intermediary

Conclusion care organization

In table 5 is an overview given of the care organization. All organizations have performed a subsidy request in the past, five are performing the request internal and one organization (the smallest one) is using an intermediary for this request. Two organizations can use an intermediary when the internal request is too difficult. In all organizations are no problems with the authorization about requesting a subsidy. Furthermore are no significant results in the care organization.

Organization	A	B	C	D	E	F
Subsidy request in the past	Yes	Yes	Yes	Yes	Yes	Yes
Internal	Yes	SD	Yes	Yes	SD	No
Search for subsidies	Yes	SD	Yes	SD	No	No
Contact with social network	Yes	Yes	Yes	Yes	Yes	Yes
Employees	75	55	35	30	20	9

Table 5 Overview Care organization

4.5 Installer

Identification phase

In the installer market are four organizations that know partly the actual subsidies and only one of these organizations declared that they know the possible subsidies as can be seen in figure 15. The four organizations that know or partly know the actual subsidies also know the energy subsidies. The two largest organizations are searching situation dependent for subsidies, the other four organizations do not search at all for subsidy opportunities (figure 16).

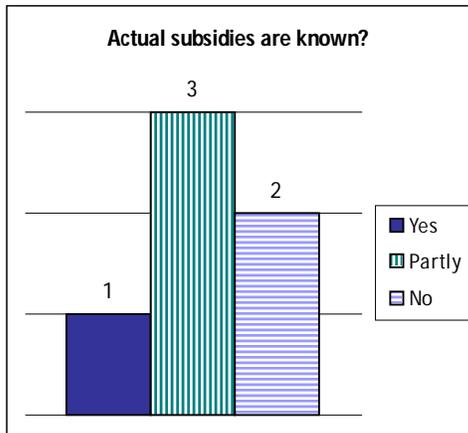


Figure 15 Familiarity with subsidies

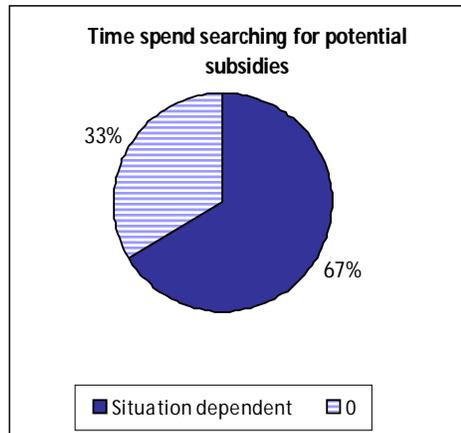


Figure 16 Time spend searching for subsidies

Information on potential interesting subsidies is gathered mostly from the internet, mentioned four times. Furthermore are journals, newspapers and specific branch organization information used in order to clarify the subsidy.

Development phase

Three out of six organizations performed a subsidy request in the past, where the other organizations did not performed one. Two out of these three organizations that did not request a subsidy in the past do not think about requesting one in the future. The other organization is thinking about requesting a subsidy in the future, but the organization is too small at this moment.

Internal subsidy request

When organizations request a subsidy internal, the search for the information on the specific subsidy is mostly found on the internet as can be seen in figure 17. All these organizations take enough time to fill in the request and think the subsidy will be granted. There is also no need for an intermediary to take over this process because the requests are granted and it does not take a lot of time.

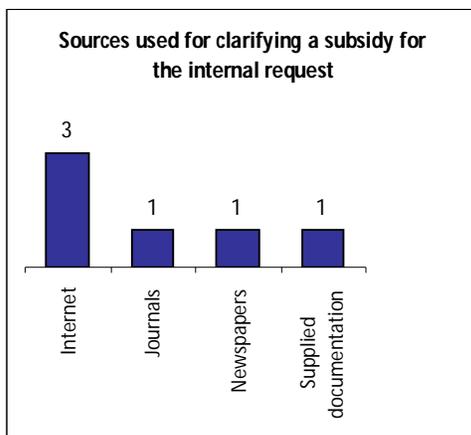


Figure 17 Sources used to clarify a subsidy

Selection phase

Internal subsidy request

The evaluation of the proposal for the subsidy request takes place on the basis of own judgment. Since the subsidy request is internal accomplished, there are not criteria used to control the own work. And in one organization an outline is formed that is build in the past years and is used for

future subsidy requests. There are no problems in any of these organizations with the authorization of the performed request.

Conclusion installer

Three organizations performed a subsidy request in the past. These organizations are performing the request internal. Organization D in table 6 is an organization that requested a smaller subsidy in the past by accident discovering an interesting subsidy. The two largest organizations are searching situation dependent for subsidies. No significant results are found in the rest of the information in the installer branch because all organizations are performing the subsidy request on the same way. One remarkable result is that branch specific sources are used for clarifying a subsidy for the internal request.

Organization	A	B	C	D	E	F
Actual subsidies are known?	Partly	Yes	Partly	No	No	Partly
Subsidy request in the past	Yes	Yes	No	Yes	No	No
Internal	Yes	Yes	-	Yes	-	-
Search for subsidies	SD	SD	No	No	No	No
Contact with social network	Yes	No	No	No	No	No
Employees	80	160	23	11	16	5

Table 6 Overviews installer

4.6 Swimming pools

Identification phase

There are five swimming pools interviewed. From these five organizations is only one organization up to date for current interesting subsidies. Sometimes on a specific area, training for example, are subsidies known. 60% of the organizations are searching for information on interesting subsidies only when there is a project or investment in the future. Not one organization is searching on a structural basis for potential interesting subsidies.

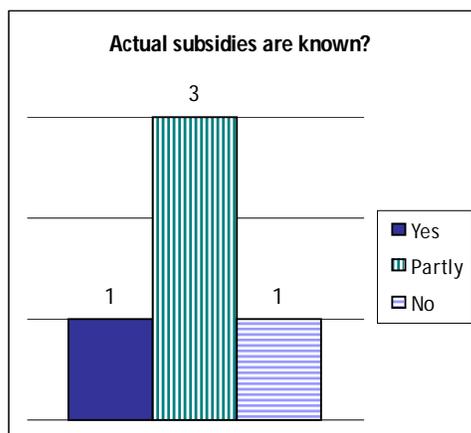


Figure 18 Familiarity with subsidies

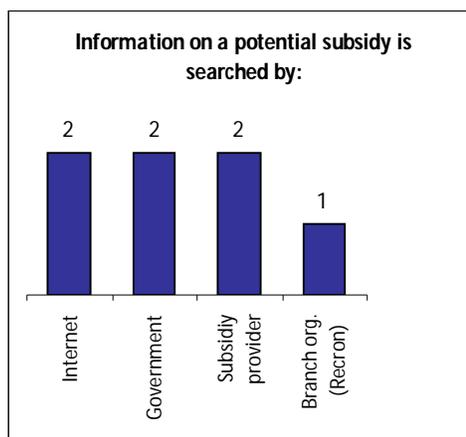


Figure 19 Sources used to clarify a subsidy

Four out of five organizations have contact with their social network on the subsidy topic. One organization that answers no in figure 18 and on the question if there is contact in their social network is a swimming pool that will be break down in two years. And according to the manager of the swimming pool there will not be an investment in those two years. The other four companies are acquiring their information on potential subsidies from several sources as can be seen in figure 19.

Swimming pools are connected with one or several branch organizations, such as 'sportsfondsen'. Sportfondsen is an organization that is helping swimming pools for example in requesting subsidies.

Development phase

Internal subsidy request

Information for the internal request is searched using several sources as can be seen in figure 20. The three organizations that perform the subsidy request internal all use the internet for retrieving information for the subsidy request. All three organizations also take enough time in performing the request and they all think the request will be approved after submitting.

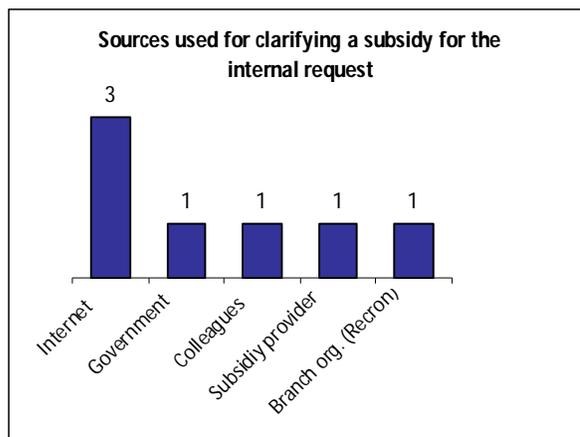


Figure 20 Sources used to clarify a subsidy

Two out of three organizations think it can be valuable when an intermediary will perform the request. The arguments for an intermediary are 1) that it takes a lot of time and effort and 2) it can produce more money instead of an internal request. In table 7 can be seen that organizations that know actual subsidies do not need help of an intermediary and organizations that partly know the actual subsidies find the help of an intermediary in some situations desirable.

Organization	A	B	C
Know actual subsidies	+	+/-	+/-
Need help from an intermediary	-	+	+

Table 7 Know actual subsidies influencing the need of an intermediary

Intermediary

One organization is using an intermediary for the subsidy request. This project is performed by the government together with an intermediary. Only the reference was enough to select this organization for the subsidy request. No further alternatives are considered, since previous good experience with this intermediary was enough to agree on a new collaboration.

Selection phase

Internal subsidy request

In two out of three organizations is the subsidy request completed on the basis of own judgment. In one organization is the subsidy request completed on the basis of analysis. The criteria for the analysis are given in a reflection with the local government.

In two out of three organizations authorization is needed from a higher level to submit the subsidy request. Finally the request is approved and signed by the person with authorization.

Intermediary

The intermediary is chosen on the basis of own judgment, the previous experience and a good reference. The persons in the government with authorization work together with the intermediary for the subsidy request.

Because this organization does have a good contact with the government and the intermediary, they do not need to know all current subsidies and do not need any contact within their social network.

Conclusion swimming pools

In the branch of the swimming pools is only one organization up to date on the actual subsidies. Organizations that know the actual subsidies do not need help of an intermediary, where on the other hand organizations that do not know all actual subsidies will need help from an intermediary in their subsidy request. A lot of organizations are part of a branch organization that is helping them requesting a subsidy.

Organizations that search situation dependent for subsidies will perform an internal request and organizations that do not search at all are using an intermediary for their request.

Organization	A	B	C	D	E
Actual subsidies are known?	Partly	Yes	No	Partly	Partly
Subsidy request in the past	Yes	Yes	No	Yes	Yes
Internal	Yes	Yes		No	Yes
Search for subsidies	SD	SD	No	No	SD
Contact with social network	Yes	Yes	No	Yes	Yes

Table 8 Overview swimming pools

4.7 Care homes

Identification phase

The five organizations interviewed in the care homes know almost all the subsidy possibilities (figure 21). One organization is actively searching for potential subsidies, three organizations are only searching when desired and one organization is not searching for potential subsidies. The organization that is not searching is receiving information from a branch organization about interesting subsidies. Furthermore do three out of five organizations have contact with their social network.

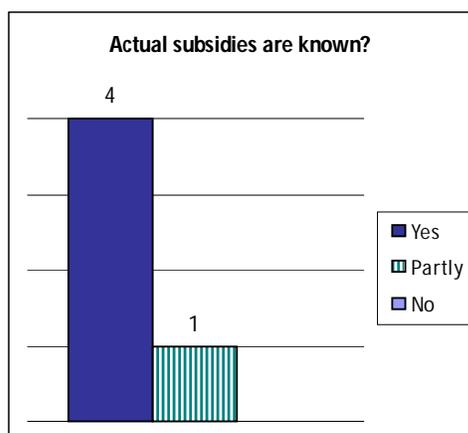


Figure 21 Familiarity with subsidies

Information on potential subsidies is retrieved from several sources as can be seen in figure 22.

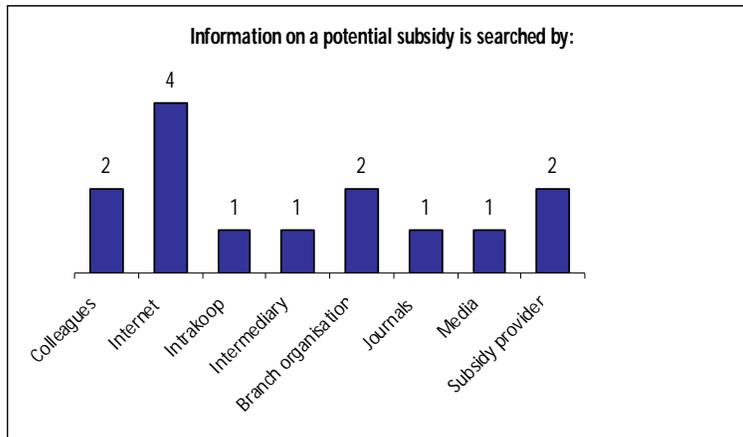


Figure 22 Sources used to clarify a subsidy

Development phase

From these five organizations, four performed a subsidy request in the past. One organization did not request a subsidy in the past, since they did not satisfied the requirements for a request. The four organizations that performed a request in the past performed the request internal. One organization is using an intermediary as an alternative when the subsidy request is too difficult to perform internal.

Internal subsidy request

The four organizations that perform the subsidy request internal are using different kind of sources to gather information (see figure 23). These organizations all take enough time for the subsidy request and they all think the request will be approved after submitting the request. Furthermore they all do not want an intermediary to perform the request for them because an internal request is not causing any problems. Only one organization however is using an intermediary when the request is too difficult to perform internal.

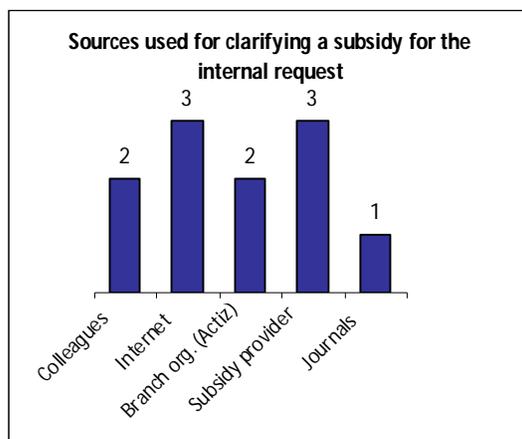


Figure 23 Sources used to clarify a subsidy

Intermediary

One organization is using an intermediary when the request is too difficult to perform internal. The intermediary became part of the organizations network after their acquisition program. The organization agreed to collaborate since they thought it was a good intermediary.

Selection phase

Internal subsidy request

In all four organizations is the subsidy request completed on the basis of analysis. It depends in three of the four organizations on the requirements of the subsidy required by the government for a certain subsidy. If there are more options the last organization will choose the one that will produce the most money as possible. This is the same organization that is performing the request by an intermediary when the internal request is too difficult. Also in three out of four is no authorization needed when submitting the subsidy request. In one organization the request has to go up for approval one level in the organization. Even if there have to be a change in the request, finally the request will be approved by the employee with authorization.

Intermediary

The organization that is using an intermediary made the evaluation on the basis of the own judgment of three employees. There is furthermore no authorization needed for the approval of the subsidy.

Conclusion on care homes

Four out five organizations performed a subsidy request in the past, where the other one did not since they did not satisfied the requirements for a request. Organizations that have contact with their social network will perform a subsidy request internal and do not need the help of an intermediary. One organization is using an intermediary when the internal request is too difficult. This organization does not have contact with their social network and is not searching for subsidies.

Organization	A	B	C	D	E
Contact with social network	Yes	Yes	No	Yes	No
Internal request	Yes	Yes	SD	Yes	
Use intermediary when it is too difficult	No	No	Yes	No	
Search for subsidies	Yes	Yes	No	Yes	No

Table 9 Overview care homes

4.8 Re-integration

Identification phase

Most organizations in the re-integration declare they know the possible subsidies. They know mostly the branch specific subsidies and not all the energy subsidies. Three organizations got contact with their social network on the topic of subsidies. The two organizations that answered no in figure 24 also do not have contact with their social network.

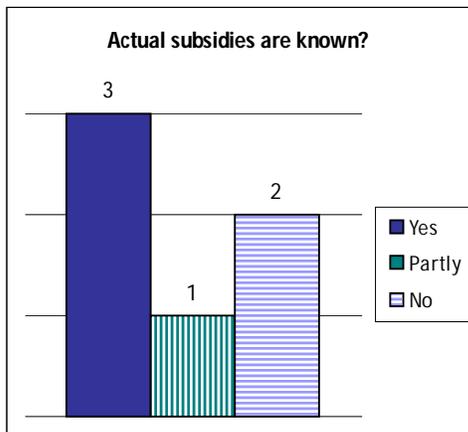


Figure 24 Familiarity with subsidies

Development phase

Two out of the six organizations performed a subsidy request in the past. Both organizations performed the request internal.

Internal subsidy request

The organizations use the internet and information from the government as a source for the internal request. Internal communications take care for the distribution of the information. Both organizations think that the request will be approved when it is submitted. In one organization however, is not enough time taken to fill in the request. Afterwards there were some problems in the internal registration. This organization also thinks that a request can be better using an intermediary but on the opposite the organization does not want to outsource the requests.

Selection phase

Internal subsidy request

Own judgment is used in evaluating the alternatives and authorization is needed in one out of two organizations. When authorization is needed, the final request is approved after the request is gone up one level in the organization.

Conclusion re-integration

Two organizations performed an internal subsidy request in the past. Organization A and B in table 10 requested a subsidy in the past. Organization D does not fulfill the requirements for requesting a subsidy. There are no significant differences in the internal request besides that one organization did not take enough time to fill in the request since several registration problems occurred afterwards.

Organization	A	B	C	D	E	F
Actual subsidies are known?	Partly	Yes	Yes	Yes	No	No
Subsidy request in the past	Yes	Yes	No	No	No	No
Internal	Yes	Yes				
Search for subsidies	No	Yes	No	Yes	No	No
Contact with social network	Yes	Yes	No	Yes	No	No

Table 10 Overview re-integration

4.9 Combined results

In the following paragraph are all organization types interviewed and individually described in the previous paragraphs put together to generate a general overview. The combined results will also consist out of the identification phase, the development phase and the selection phase.

Identification phase

In figure 25 can be seen to what extent the actual subsidies are known according to the organizations interviewed. 65% of all these organizations are also at least partly informed about the actual energy subsidies. This percentage will be 81% when you remove the eight organizations that answered no in figure 25.

Twenty-five organizations (63%) have contact with their social network concerning the subsidy topic. When the organizations that answered no in figure 25 will be removed, the percentage that has contact with their social network is 78%. If an organization does not know anything from the actual subsidies, then there certainly is not contact with their social network concerning subsidies. From these twenty-five organizations twenty-three did request a subsidy in the past. Conclude that organizations that have contact with their social network did request a subsidy in the past.

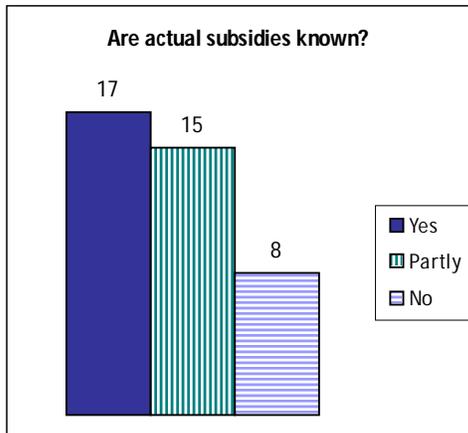


Figure 25 Familiarity with subsidies

On the other hand five organizations did not have contact with their social network but did request a subsidy in the past. Three organizations did not have any contact since they do not request the subsidy internal and an intermediary is performing their request. And two organizations do not have any contact with their social network but did an internal subsidy request. Those two organizations are from the installer branch.

The time spent searching for potential interesting subsidies is not divided into specific hours. Sixteen organizations will search situation dependent for subsidies, only when there will be a project or an investment in the near future. Nineteen organizations do not search at all for potential interesting subsidies and only five organizations search with a difference from one to five hours a week for interesting subsidies for their organization. Twenty-three organizations requested a subsidy in the past and twenty-one organizations (sixteen situation dependent and five that search several hours a week) are searching for potential interesting subsidies. The two other organizations did not fulfil the requirements of the subsidy. Conclude that if an organization is searching for subsidies they performed a subsidy request in the past.

Information for clarifying subsidies is gathered from several sources, as can be seen in figure 26, with internet by far as the most used source.

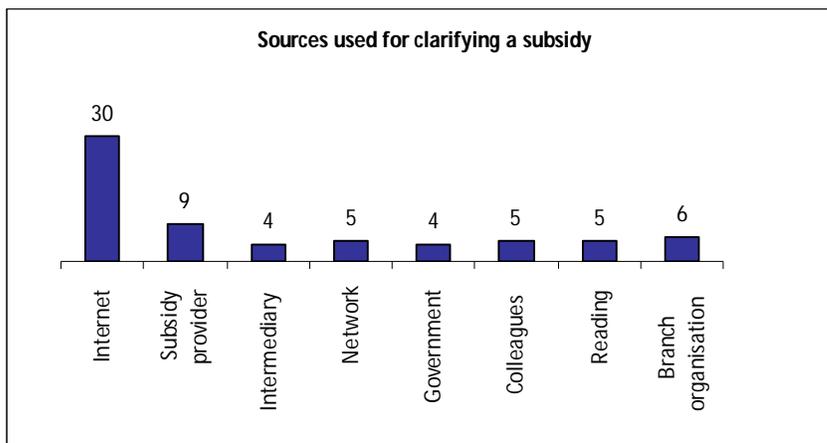


Figure 26 Sources used to clarify a subsidy

Development phase

From the forty organizations, twenty-eight organizations requested a subsidy in the past. Given that thirty-two organizations know the possibilities (see figure 25), 88% that knows the actual subsidies performed a subsidy request in the past. Twenty organizations did perform the request internal and eleven organizations used an intermediary for the subsidy request. Three organizations are first trying to perform the request internal and when it turns out to be too difficult, an intermediary will be called to perform the request for them.

In figure 26 are the sources given that are used for clarifying a subsidy. Differences can however be found when there is a distinction between organizations that perform the subsidy request internal and by organizations that let the request perform by an intermediary. In figure 27 are both options included; where the intermediary consists out of eleven organizations and the internal request consist out of twenty organizations. For an internal request is internet as a source more used than in the case of performing the request by an intermediary.

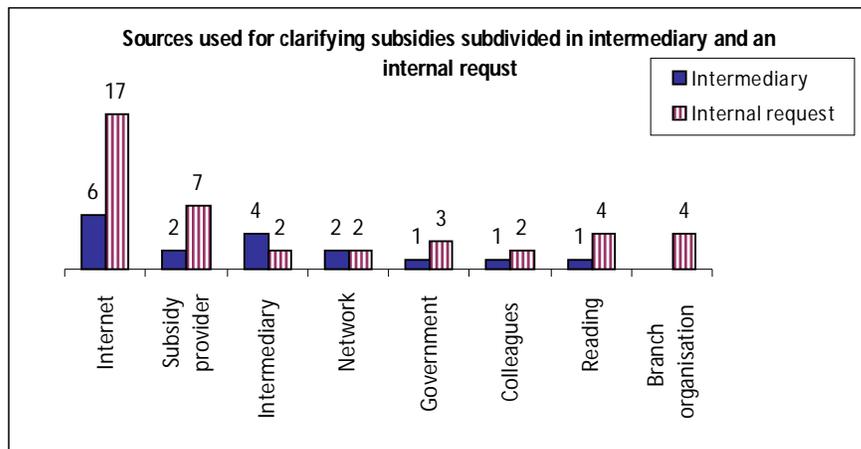


Figure 27 Sources used for clarifying a subsidy subdivided

The organizations that perform the request internal are using relative more sources than organizations that using an intermediary for their subsidy request. When the request is performed by an intermediary, the organization does not have to search for information since the intermediary will perform the whole request and also this part of the process.

Internal subsidy request

When organizations perform the subsidy request internal, information is gathered from the sources listed in figure 28. Internet is again the most used source for information followed by the subsidy provider, colleagues and the branch organization. From these twenty organizations only one organization thought their organization did not take enough time for the request since there were some problems afterwards with the internal registration. After approval this organization, even as all other organizations, thought their request should be approved. Except for this specific organization, all other organizations think they have taken enough time performing the subsidy request.

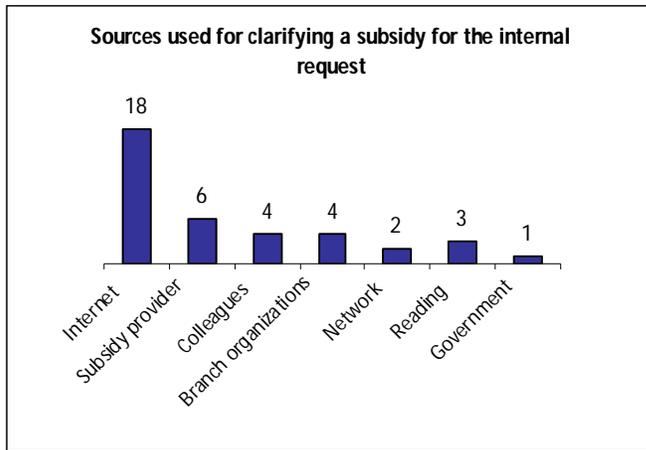


Figure 28 Sources used to clarify a subsidy

Three organizations think that an intermediary can perform the request better than the final result of an internal request. The arguments given are: an intermediary can guard the process better, it takes a lot of time and effort to perform the request internal and the approved amount of money will be higher when an intermediary will perform the request.

Only two organizations will need some help from an intermediary; this is the case when the internal request is too difficult to perform. The fifteen other organizations do not need help of an intermediary. When seventeen organizations out of twenty (85%) do not need the help of an intermediary or only when the internal request is too difficult, it can be concluded that organizations performing an internal request do not need any kind of help from an intermediary.

Intermediary

The eleven organizations that perform the request by an intermediary are using their own network (five times), internet (two times) and government (one time) as sources to find the intermediary. In three times the intermediary agreed to collaborate with the organization after the acquisition program of the intermediary.

All the five organizations using the network for selecting an intermediary are not looking at more options than the one selected from the network. Four out of these five organizations using the network as a source for the intermediary are middle large or large organizations.

Almost no time is taken in searching for an intermediary. Only when internet is used (two times) or when the network (one time) is used to find an appropriate intermediary, several hours are used searching for an intermediary. The other organizations do not search for an intermediary since the contact with the intermediary is started out of the network or by the acquisition program of the intermediary.

In two cases that internet is used, two or three alternatives are viewed before a decision is made choosing an intermediary. In the other situations, only one alternative is viewed and since this contact is satisfying, the organizations do not search for other alternatives.

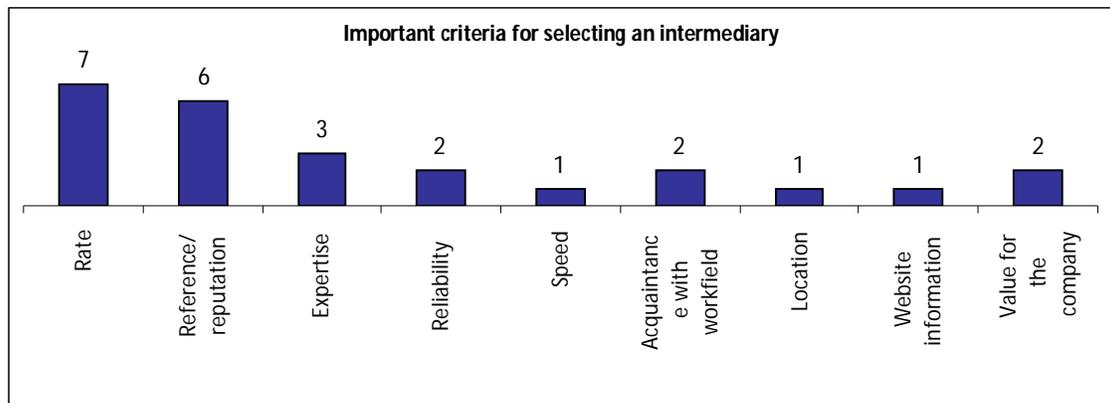


Figure 29 Important criteria for selecting an intermediary

In figure 29 can be seen which criteria organizations find important in selecting an intermediary. Several criteria have been mentioned by each organization and rate and reference/reputation are the most important criteria in selecting an intermediary.

Selection phase

Internal subsidy request

The evaluation takes place on the basis of own judgment or analysis. In fifteen of the twenty organizations is own judgment used as the evaluation method of the intermediaries. A request is developed and if the employees think the request is good enough, the request is submitted. In five organizations is analysis used as an evaluation method. It is subsidy dependable what criteria are used for this analysis. What is particular in this case is that four care homes use analysis for selecting an intermediary and almost all other organizations, and thus also all other organization types, are using own judgment.

Authorization is needed in eight out of twenty times. With or without authorization, the organizations that need to review their request only have to go one level higher in the hierarchy. And mostly it is only for a signature of a fellow employee that is authorized to sign. Since the subsidy is a benefit for the organization, the subsidy request within an organization will not be rejected.

Intermediary

A prominent point is that all organizations evaluate on the basis of own judgment. If the contact of an organization and intermediary are good, the intermediary has good chances to become their external party in performing the subsidy request. In the case of acquisition by the intermediary and in the case of using the reference from the own network, there is only one option for an intermediary instead of searching using the internet that gives two or three alternatives.

The organizations that use internet in selecting an intermediary are not selecting the first organization that corresponds with their criteria. All other organizations on the other hand are choosing the first option that fits their description of an adequate intermediary. Authorization is not needed in eight times; the request can directly be submitted to the government. In three times authorization is needed, but it only has to go up one level in the hierarchy and the request is always approved by the employee with authorization.

Eight out eleven organizations have contact with their social network. The three organizations that do not have contact with their social network are performing the request normally internal when it is not too difficult.

The organizations that search several hours for an adequate intermediary were all actively searching for an intermediary. The other organizations were not active in their intermediary search and the intermediary came up from the own network or from an acquisition form of the intermediary.

4.10 Conclusion

The interview results can be divided in organization specific results and combined results about the decision making process in the subsidy market. The organization specific results are just as the combined results divided in the identification phase, the development phase and the selection phase. Graphs and tables are used to clarify the retrieved data from the questionnaires. The organization specific and combined results are used in chapter 5 to draw conclusions and give PremieAdviseurs recommendations.

Chapter 5 Conclusion and recommendations

5.1 Introduction

With the results from chapter four and with the theoretical framework this chapter will give an answer on the research goal. The research questions are distinguished to develop an answer towards the research goal. The goal in this research is:

Create understanding in the decision making process in the subsidy market

To reach this goal, two research questions were developed. The first research questions '*what are the key concepts in the decision making process*' is answered in the theoretical chapter using the model of Mintzberg (1976). The model is adapted to the subsidy market and with this model the second research question '*what insight provides the decision making process PremieAdviseurs in the subsidy market*' in order to give an answer on the research goal. In the conclusion that will follow is the second research question answered and simultaneously an answer is given on the research goal. As in the previous chapter, the structure of this chapter is that first each organization type is individual described and finally there will be a combined conclusion. After the conclusion, recommendations will be made for PremieAdviseurs their business.

5.2 Conclusion

The conclusion will lead to a clearer view of the subsidy market since organization type specific conclusions are generated and an combined conclusion is formulated using the seven organization types examined in this research.

5.2.1 Conclusion by organization type

Wholesale business

The larger organizations, thirty-five and more, are using intermediaries in their subsidy request. The smaller, fifteen or lower, organizations in the wholesale business are not performing a subsidy request at all. When PremieAdviseurs is actively approaching the wholesale market, it is important to approach organizations out of the larger class. All smaller organizations think that there are not any possibilities for them in requesting a subsidy. Two of the intermediaries were found using the network and the other one by an acquisition program of the intermediary.

Important characteristics by choosing an intermediary in the wholesale business are rate, knowledge, reference and the reliability of the intermediary. All organizations use furthermore own judgment and do not need authorization in the selection phase.

Care organization

All organization interviewed in the care homes performed a subsidy request in the past. From the six organizations interviewed, 50% is performing the request internal and 50% is using an intermediary for the subsidy request. Organizations in the care organization are using the internet as the most used source for searching information. Furthermore is own judgment is the basis for the choice of the intermediary.

Intermediaries are found by acquisition of an intermediary, the network or by using the internet. The rate an intermediary desires is the most important characteristic in selecting an intermediary and therefore as well an excellent bargaining position for the intermediary.

Housing Corporation

Five out of six organizations are performing an internal subsidy request and two of the five organizations are using an intermediary when the internal subsidy request is too difficult. Concluding that organizations initially trying to perform the subsidy request internal and are only using an intermediary when the internal subsidy request is too difficult. The information to clarify a subsidy is gathered from several sources as the internet, the subsidy provider and the network.

The intermediary is found by the network (two times) or by acquisition of the intermediary. Important characteristics in choosing an intermediary are reputation, reference and rate. In an internal request is internet mentioned five times as a source to gather information.

Installer

Organizations in the installer market are performing the subsidy request internal. Some of these organizations mention explicit that they help their clients with a subsidy request when a product is bought in their organization.

The three organizations that performed an internal subsidy request mention internet as the most important information source and use furthermore branch specific sources.

Swimming pools

Only one swimming pool is up to date on the subsidy topic and four organizations performed a subsidy request in the past; three performed an internal request and one is using an intermediary for their subsidy request. A lot of organizations are connected at a specific branch organization. The recron is one of those branch organizations. The swimming pools are exchanging information on certain topics, including the subsidy topic.

Two out of these three organizations indicate that they like to use an intermediary that will perform the request for them. The arguments are that it can deliver more money than an internal request and it takes a lot of time to perform a request internal.

Care homes

All organizations in the care homes know that there are some potential interesting subsidies. Four out of five organizations performed a subsidy request in the past; all these organizations are requesting the subsidy internal. Organizations that have contact with their social network will perform a subsidy request internal and do not need help of an intermediary.

The four organizations that requested the subsidy internal are using internet as the most important source. All these organizations are evaluating using analysis. The subsidy request is formulated with the specific criteria for the subsidy.

Re-integration

Two organizations from the five interviewed in the re-integration performed a subsidy request in the past. Those organizations performed an internal subsidy request and the request was approved. There are furthermore no significant differences in the internal request.

5.2.2 Overall conclusion

Identification phase

80% of all organizations at least partly know the possible subsidies. 78% of these organizations have contact with their social network and almost 90% of the organization that partly know the subsidies performed a subsidy request in the past. All organizations that have contact with their social network will perform an internal subsidy request and do not need any kind of help from an

intermediary. And organizations that are actively searching for subsidies requested a subsidy in the past.

On the other hand five organizations did not have contact with their social network but did request a subsidy in the past. Three organizations did not have any contact since they do not request the subsidy internal and an intermediary is performing their request. And two organizations do not have any contact with their social network but performed an internal subsidy request. Those two organizations are from the installer branch.

Twenty organizations are performing the request internal and eleven organizations are using an intermediary for their subsidy request. Organizations that perform an internal request are using a broader amount of sources for gathering their information. Organizations are performing a subsidy request internal since the process is not too difficult and it produces more money. The fee otherwise paid to the intermediary will stay in the organization.

Development phase

Eleven organizations performed the request using an intermediary their expertise. These intermediaries are found using the own network (five times), internet (two times) and government (one time) as a source. In three times the intermediary agreed to collaborate with the organization after their acquisition program.

Internet is by far the most used source, in 90% of the organizations, to gather information or to clarify a certain subsidy.

Important criteria in selecting an intermediary are rate, reference and reputation. Reference and reputation are according to the theory important as can be seen in table 2. Rate however is ranked on position 9, where in this research rate is seen as the most important criteria in selecting an intermediary. Concluding that this research is given rate an higher ranking than the theory on the importance of choice criteria in selecting intermediaries.

Selection phase

Screening, part of the subsidy model, is not used to reduce a large number of alternatives. It appears that organizations are selecting directly an intermediary. Sometimes there are several, two or three, alternatives for the final decision. Organizations that have a good feeling by a certain intermediary are selecting this intermediary instead of looking further for more or other alternatives.

In an internal subsidy request, the selection is on the basis of own judgment in almost all organizations. Only all the organizations in the care homes are using analysis as selection method. Furthermore are all organizations using own judgment in selecting an intermediary.

In 35% of the organizations is authorization needed. Authorization is however only approval from a higher level from a person that can sign the request. Finally all subsidy requests will be approved.

5.3 Recommendations

Several recommendations can be given after the research. Now the results are described, conclusions have been drawn, specific recommendations for PremieAdviseurs in the subsidy market can be given. As in the previous paragraph, the conclusion, first each organization type is described before give some overall recommendations.

5.3.1 Branch specific recommendations

Wholesale

PremieAdviseurs should actively approach organizations in the wholesale that have thirty employees or more.

Care organization

All care organizations performed a subsidy request in the past and 50% is using an intermediary for the request. This can be an interesting market, however most organizations are very large and it is reasonable that these already have an intermediary or are already performing the request internal. When there is enough time, it is optional to approach these organizations the same time with for example the wholesale. The care organizations should not be the only focus because it is an insecure market for acquisition.

Housing Corporation

All organizations interviewed performed a subsidy request in the past. Most organizations are busy in renovation and are requesting a subsidy for a certain project. When there are subsidy possibilities not related to their daily business, PremieAdviseurs can actively approach organizations in this branch.

Installer

When organizations in the installer market are requesting a subsidy, they perform the request internal. Organizations do not need an intermediary because the subsidy request is not too difficult and they will get the entire subsidy, instead of paying the intermediary a certain rate, if the request is performed internal. If there are specific subsidies and the difficulty is high, organizations can be approached.

Swimming pools

There is not a market in the swimming pools for PremieAdviseurs. A lot of swimming pools are connected with at least one branch specific organization that is helping the swimming pool on several topics. Information will be exchanged and help will be offered around subsidy issues.

Care homes

In the care homes only one organization is using the help of an intermediary for their subsidy request only when the internal request is too difficult. Furthermore can the same recommendation be given as in the housing corporation: it is a possible market when there is enough time within PremieAdviseurs. But do not let care homes be the number one focus.

Re-integration

The re-integration is according to this research not interesting for PremieAdviseurs. The organizations that are active in re-integrating employees in the labour market know possible subsidies. The subsidies are linked to the core business of these organizations.

5.3.2 Overall recommendations

Identification phase

When PremieAdviseurs is part of potential clients social network, those organizations will earlier use the expertise of PremieAdviseurs in the future. Becoming part of the potential clients social network can the easiest be achieved by the reputation of PremieAdviseurs. When a client is satisfied about PremieAdviseurs their service, another potential client can become part of their social network.

Development phase

Internet is mentioned almost by every organization as a source to gather information for clarifying subsidies, searching information for the internal request and/of information on potential intermediaries. The website PremieAdviseurs posses is a possibility for promoting their services. Several organizations are furthermore searching on the internet for an intermediary. When PremieAdviseurs is having an up to date and attractive website, organizations will easier select PremieAdviseurs as their (potential) intermediary. Concluding that the website of PremieAdviseurs has to be up to date with all their offered services and also including all information necessary for a potential client.

It is essential when organizations are using search engines to find an intermediary, PremieAdviseurs should attend they will be high in the search hits. Search optimization is therefore a critical point. When search optimization is performed for the current website, it will be easier for potential clients to locate PremieAdviseurs.

Selection phase

Rate will be an important part of PremieAdviseurs their bargaining position. A lot of organizations, more than 60%, are selecting an intermediary on the basis of their rate. A key point in formulating the long term goal is whether it is important to build a strategic relationship with a certain client or by directly gaining the highest amount of money. Starting with a lower rate (at least at start), can lead to a better relationship with a certain client and to more contracts instead of gaining a lot of money at start resulting in a customer leaving after several years. Since the goal of PremieAdviseurs is to gain a position in the energy sector on a structural and continuous basis, the long term vision should be important.

It can furthermore be interesting to offer several services which do not take a lot of time to create a network. The goal is to gain a position in the energy market and the basis can be set with some small services. When organizations are satisfied with the contact/services, they will use your expertise also when they have larger orders. Services do not have to be profitable, but when offering services for costs organizations can use your expertise in other circumstances as well.

Organizations make, in 75%, decisions about choosing an intermediary on the basis of own judgment. The telephonic contacts or appointments PremieAdviseurs has are very important; those will determine whether an organization feels good by the contact with PremieAdviseurs and this will finally affect their choice.

5.4 Conclusion

PremieAdviseurs should start reaching internal consensus about the long term goal. Is the long term goal to gain the highest amount of money by each client or to built a long term relationship with clients by asking a lower rate. When choosing for the long term relationship, services can be offered by achieving market share without earning money. The goal will be creating a larger network which can lead to contracts on other subsidy projects.

After achieving a consensus on the long term, PremieAdviseurs their website should be up to date and attractive. When this is accomplished organizations will easier select PremieAdviseurs as their (potential) intermediary. It is furthermore essential that the website should attend high in the search hits since a lot of organizations are using the internet searching for an intermediary. When search optimization is performed for the current website, it will be easier for potential clients to locate PremieAdviseurs.

Furthermore are several organization types interesting for PremieAdviseurs. The larger organizations, thirty and more, in the wholesale can be actively approached. The market of the care organizations and care homes can also be an interesting market, however since it is an insecure market for acquisition it should not get the only focus. In the housing corporation and in the installer market is it possible to approach organizations when there is some certainty about the difficulty of the subsidies PremieAdviseurs is willing to offer. Only when there is a high difficulty those organizations sometimes use an intermediary. The swimming pool and the re-integration market are not interested for PremieAdviseurs since these organizations already receiving assistance from branch specific organizations.

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Appendixes

1. Questionnaire

Inleidende vragen:

- Wie bent u en wat is uw functie?
- Wat is de doelgroep van uw bedrijf?
- Komt u op dit moment tijd tekort om alles naar wens uit voeren? → Indien ja, doorvragen op welke terreinen dit is.

Identification phase

	MAIN QUESTION AND SUBQUESTIONS	MAIN ANSWER POSSIBILITIES
	Opportunity recognition	
1	Bent u op de hoogte van de huidige subsidies?	- Ja → door naar subvraag 1a - Nee → door naar subvraag 1d
1a	<ul style="list-style-type: none"> • Bent u tevens op de hoogte van de huidige energiesubsidies? 	- Ja → door naar subvraag 1b - Nee → door naar subvraag 1c
1b	<ul style="list-style-type: none"> • Welke energiesubsidies zijn bij u bekend? 	
1c	<ul style="list-style-type: none"> • Welke subsidies zijn bij u bekend? 	
1d	<ul style="list-style-type: none"> • Kunt u aangeven waarom u hier niet van op de hoogte bent? 	<i>Na een antwoord op vraag 1d, ga door naar vraag 4</i>
2	Hoeveel personen binnen uw organisatie hebben kennis van deze bestaande subsidies?	
3	Welke opleiding heeft de persoon/hebben deze personen met subsidie kennis in uw organisatie?	- MBO - WO - HBO + richting
4	Hoeveel tijd (in uren) wordt er binnen uw organisatie besteed aan het zoeken van subsidies?	<i>Indien antwoord geen is, dan door naar vraag 6</i>
5	Is dit onder te verdelen in het aantal uren dat men hieraan besteed in: <ul style="list-style-type: none"> • denken • lezen • praten 	<i>Antwoord graag zo concreet mogelijk</i>
6	Hebt u contact met uw sociale netwerk met betrekking tot subsidies?	Ja Nee
Ja	<ul style="list-style-type: none"> • Met wie heeft u dan vooral contact? • Hoe intensief is dit contact? (wekelijks/maandelijks?) + toelichting 	Subsidieverstrekker Intermediair Energieadviseur binnen het eigen bedrijf Familie/vrienden
Nee	<ul style="list-style-type: none"> • Waarom niet? 	

	Diagnosis	
7	Hoe zoekt u informatie om een potentiële subsidie te verduidelijken?	Intern Extern (tussenpersoon zoals PremieAdviseurs) Internet Subsidieaanbieder
8	Hoeveel tijd (in uren) wordt hier maximaal ingestopt?	

Development phase

	MAIN QUESTION	SUBQUESTIONS/RANKING
	Design	
9	Is er voor jullie bedrijf ooit een subsidie aangevraagd?	Ja → Ga verder met vraag 10 Nee → Ga verder met vraag 11
10	<ul style="list-style-type: none"> • Hebt u deze aanvraag zelf uitgevoerd? • Is de aanvraag goedgekeurd? • Welke problemen leverde dit op? 	Nee → Ga verder met vraag 13 na de subvragen Ja → Ga verder met vraag 30 na de subvragen - Ja/Nee

	Bedrijf heeft nog <u>nooit</u> een subsidie aangevraagd	
11	Hebt u er ooit aan gedacht een subsidie aanvraag te doen of te laten doen?	Ja Nee
<i>Ja</i>	<ul style="list-style-type: none"> • Waarom heeft u het uiteindelijk niet gedaan? 	- Kost teveel tijd - Te moeilijk - Te weinig kennis aanwezig - ...
<i>Nee</i>	<ul style="list-style-type: none"> • Waarom niet? 	- Te moeilijk - Te weinig kennis aanwezig - Geen idee dat het mogelijk was - ...
12	Indien een intermediair u hierbij kan helpen, staat u dan open voor een gesprek?	Ja Nee
	Vindt u het prettig dat u op de hoogte wordt gehouden van mogelijke interessante subsidies voor uw bedrijf?	Ja → <i>graag persoonlijk emailadres afgeven, geen info email adres en vraag naar een contactpersoon</i> Nee

Extra

Tot slot nog een paar kleine algemene vragen om een beter beeld te krijgen van uw organisatie:

- Bestaan er investeringsplannen voor de komende twee jaar? → aanpassen aan type organisatie dat wordt gebeld.
- Wat is de klantenkring van uw bedrijf?
- Hoe lang bent u zelf al werkzaam in het bedrijf?
 - Is dit ook gangbaar binnen het bedrijf of bent u een uitzondering wat dat betreft?
- Maakt u gebruik van externe aanbieders voor de interne organisatie?
 - Reorganisatie
 - Administratieve zaken
- Hoeveel werknemers heeft uw bedrijf?
 - En zou u dit binnen uw branche als klein/middel/groot classificeren?
- Wat voor een vergoedingskeuze vindt u aantrekkelijk bij een intermediair?
 - no cure, no pay
 - fixed price

EINDE GESPREK	
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Vragen wanneer een organisatie zijn aanvraag door een intermediair laat uitvoeren

Search		
13	Welke bronnen worden gebruikt om een intermediair te vinden?	Internet Kennisnetwerk Ervaringen uit het verleden
	<ul style="list-style-type: none"> • Waarom worden deze bronnen gebruikt? 	
	<ul style="list-style-type: none"> • En welke worden als belangrijkste ervaren? 	
14	Hoeveel tijd (in uren) wordt gestopt in het zoeken naar een intermediair?	
15	Hoeveel alternatieven worden hierbij bekeken?	
16	Bent u actief/passief op zoek naar een intermediair?	Actief Passief
	<ul style="list-style-type: none"> • Vindt u het handig als een intermediair contact met u opneemt? <i>En waarom?</i> 	Ja Nee
17	Wordt er vanuit de eigen organisatie gezocht of worden externe partijen geïnformeerd met de interesse van het bedrijf en kan men hier op reageren?	Memory search (eigen organisatie) Trap search (bedrijven informeren dat men op zoek is naar.. en kijken naar reacties)

Selection phase

	MAIN QUESTION AND SUBQUESTIONS	MAIN ANSWER POSSIBILITIES
Screen		
18	Vindt er een eerste schifting plaats voordat alternatieven daadwerkelijk worden geëvalueerd?	Ja Nee
19	Welke criteria beïnvloeden de keuze voor een intermediair?	<ul style="list-style-type: none"> - Aantal intermediair alternatieven - Aantal beschikbare beoordelingscriteria - Eerdere goede/negatieve ervaringen met een intermediair - Ontdekking van de gewenste (subsidie) intermediair
20	Welke criteria worden als belangrijkste ervaren?	<ul style="list-style-type: none"> - Mogelijke opbrengsten - Reputatie - Kosten / percentage dat een intermediair verlangt - Informatie op de website van een intermediair
21	Wordt de eerste intermediair die voldoet aan het lijstje eisen gekozen?	Ja Nee
<i>Ja</i>	<ul style="list-style-type: none"> • En waarom wordt vervolgens de rest niet meer bekeken? 	
<i>Nee</i>	<ul style="list-style-type: none"> • Hoe gaat dit dan binnen uw organisatie? 	
Evaluation choice		
22	Welke vorm van evaluatie wordt gebruikt om het beste alternatief te vinden?	Geef ze hierbij de volgende antwoordmogelijkheden: <ul style="list-style-type: none"> - Eigen beoordeling (<i>ga verder met vraag 23</i>) - Keuze maken bij tegengestelde belangen (<i>ga verder met vraag 24</i>) - Analyse volgens mbv criteria (<i>ga verder met vraag 25</i>)
23	Judgment / Eigen beoordeling <ul style="list-style-type: none"> • Hoe groot is de groep die dit bepaald? • Pakken deze keuzes altijd goed uit? 	

24	Bargaining / Keuze maken bij tegengestelde belangen <ul style="list-style-type: none"> • Wie bepaalt uiteindelijk welk alternatief beter is? • Hoe wordt de keuze vastgesteld? 	
25	Analysis / Analyse volgens mbv criteria <ul style="list-style-type: none"> • Welke criteria worden gebruikt? • Hoe worden deze criteria vastgesteld? 	
Authorization		
26	Moet een persoon met subsidie achtergrond die een overeenkomst kan sluiten zich bij hogere hand verantwoorden?	Ja, ga verder met vraag 27 Nee, ga verder naar EXTRA
27	Hoeveel levels in de hiërarchie moeten worden doorlopen om een subsidieplan er door te krijgen?	
28	Bestaat er de mogelijkheid om na een afwijzing het voorstel aan te passen en deze opnieuw in te dienen?	Ja Nee
29	Wat is het percentage (bij schatting) wat wordt goedgekeurd door hogerhand?	0-15% 31-45% 61-75% 16-30% 46-60% 76-100%

Extra

Tot slot nog een paar kleine algemene vragen om een beter beeld te krijgen van uw organisatie:

- Bestaan er investeringsplannen voor de komende twee jaar? → aanpassen aan type organisatie dat wordt gebeld.
- Wat is de klantenkring van uw bedrijf?
- Hoe lang bent u zelf al werkzaam in het bedrijf?
 - Is dit ook gangbaar binnen het bedrijf of bent u een uitzondering wat dat betreft?
- Maakt u gebruik van externe aanbieders voor de interne organisatie?
 - Reorganisatie
 - Administratieve zaken
- Hoeveel werknemers heeft uw bedrijf?
 - En zou u dit binnen uw branche als klein/middel/groot classificeren?
- Wat voor een vergoedingskeuze vindt u aantrekkelijk bij een intermediair?
 - no cure, no pay
 - fixed price

	Vindt u het prettig dat PremieAdviseurs u op de hoogte houdt van mogelijke interessante subsidies voor uw bedrijf?	Ja → <i>Graag persoonlijk emailadres afgeven, geen info email adres en vraag naar een contactpersoon</i> Nee
EINDE GESPREK		

Vragen wanneer een organisatie zijn aanvraag intern uitvoert

Development phase

Design		
30	Waar haalt u de informatie vandaan voor uw eigen aanvraag?	- Internet - Informatie van subsidieverstrekker
31	Neemt u bij het uitwerken voldoende tijd om het zo goed mogelijk in te vullen?	Ja Nee
Ja	<ul style="list-style-type: none"> • Hebt u daarna het gevoel dat de aanvraag goedgekeurd zal worden? 	Ja Nee
Nee	<ul style="list-style-type: none"> • Waarom niet? 	...
32	Zou u het prettig vinden als dit werk door een subsidieadviesbureau/intermediair wordt gedaan?	Ja Nee
	<ul style="list-style-type: none"> • Waarom wel/niet? 	

Selection phase

Evaluation choice		
33	Welke vorm van evaluatie wordt gebruikt om het beste alternatief te vinden?	Geef ze hierbij de volgende antwoordmogelijkheden: - Eigen beoordeling (<i>ga verder met vraag 34</i>) - Keuze maken bij tegengestelde belangen (<i>ga verder met vraag 35</i>) - Analyse volgens mbv criteria (<i>ga verder met vraag 36</i>)
34	Judgment / Eigen beoordeling <ul style="list-style-type: none"> • Hoe groot is de groep die dit bepaald? • Pakken deze keuzes altijd goed uit? 	
35	Bargaining / Keuze maken bij tegengestelde belangen <ul style="list-style-type: none"> • Wie bepaalt uiteindelijk welk alternatief beter is? • Hoe wordt de keuze vastgesteld? 	
36	Analysis / Analyse volgens mbv criteria <ul style="list-style-type: none"> • Welke criteria worden gebruikt? • Hoe worden deze criteria vastgesteld? 	

Authorization		
37	Heeft de persoon met de subsidie gerelateerde achtergrond de mogelijkheid een besluit te maken of moet deze zich eerst op hogere hand verantwoorden?	Ja Nee, ga verder naar EXTRA
38	Hoeveel levels in de hiërarchie moeten worden doorlopen om een plan mbt een energie subsidie er door te krijgen?	
39	Bestaat er de mogelijkheid om na een afwijzing het voorstel aan te passen en deze opnieuw in te dienen?	Ja Nee
40	Wat is het percentage (bij schatting) wat wordt goedgekeurd door hogerhand?	0-15% 31-45% 61-75% 16-30% 46-60% 76-100%
41	Denkt u het percentage goedgekeurde aanvragen hoger kan liggen als een subsidieadviesbureau of intermediair dit voor u uitvoert?	Ja Nee

	• Waarom wel/niet?	
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Extra

Tot slot nog een paar kleine algemene vragen om een beter beeld te krijgen van uw organisatie:

- Bestaan er investeringsplannen voor de komende twee jaar? → aanpassen aan type organisatie dat wordt gebeld.
- Wat is de klantenkring van uw bedrijf?
- Hoe lang bent u zelf al werkzaam in het bedrijf?
 - Is dit ook gangbaar binnen het bedrijf of bent u een uitzondering wat dat betreft?
- Maakt u gebruik van externe aanbieders voor de interne organisatie?
 - Reorganisatie
 - Administratieve zaken
- Hoeveel werknemers heeft uw bedrijf?
 - En zou u dit binnen uw branche als klein/middel/groot classificeren?
- Wat voor een vergoedingskeuze vindt u aantrekkelijk bij een intermediair?
 - no cure, no pay
 - fixed price

39	Vindt u het prettig dat PremieAdviseurs u op de hoogte houdt van mogelijke interessante subsidies voor uw bedrijf?	Ja → <i>Graag persoonlijk emailadres afgeven, geen info email adres en vraag naar een contactpersoon</i> Nee
EINDE GESPREK		