Bachelor Thesis

A research on how to improve the conversion of information requests into actual orders at a training bureau.

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Preface

Before you, you have the bachelor thesis that has been written for Jobo Training & Coaching as a part of my study Business Administration at the University of Twente.

I would like to thank the following people who helped me with tips, insights, corrections etc. during my research:

Supervisors at Jobo:	**Judith Westrek** **Arjan Bloemendaal**
Supervisors at the University of Twente:	**Drs. P. Bliek** **PD Dr R. Harms**

Enjoy!

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Abstract

The training bureau Jobo Training & Coaching is facing the problem that too little of the information requests they receive for the training “dealing with aggression” from municipalities and building corporations that are located in the middle and western part of the Netherlands, are converted into an actual order for this training. In this research the needs of potential customers of two segments, namely municipalities and building corporations, are investigated to find out how the conversion rate can be improved.

Interviews have been conducted with potential customers of Jobo in these segments. Five municipalities and six building corporations participated. The interview questions are based on the quotations of two competitors of Jobo, namely Asphalia and De Jong, five quotations of Jobo and the ServQual theory presented by Zeithaml, Parasuraman and Berry (1988). Together they should give insight in what the potential customer of Jobo value. These potential customers have also been asked to complement the list of items if they felt that there was an item missing.

The conclusion of this research is that there are some differences between municipalities and building corporations. There are differences in importance of sub dimensions and there are also differences in what the potential customers of the two segments expect from a training. Municipalities generally still need to provide their personnel with a basic training, which includes a theoretical part. This takes up more time and therefore they more easily accept 2 full days of training than building corporations that usually already provided their personnel with a basic training. Building corporations are willing to pay between 50 and 250 euro’s more per person for two full days of training than municipalities. Building corporations also accept a longer waiting time before the training is actually provided, up to 5 weeks longer on average. Building corporations more often prefer a trainer that is HBO or higher educated than municipalities. It has become clear that there are several differences in needs between the two segments and these differences will have to be considered in giving the advice to Jobo Training & Coaching. Besides the importance of the sub dimensions and the differences in what they expect from Jobo in each of these sub dimensions, it became clear that far from all items that are now added to the quotations are important to every potential customer. The interviews showed that day package information and an example of a company with a similar problem and the approach to that particular problem are not the most important pieces of information. Not adding an example might save a lot of time and it might not be missed. It also showed that some parts are very important, like the approach to the training, price of the training and the construction of the training, which every potential customer wants to see.

In the quotation, which is a written offer send out by Jobo to the customer to show what they are able to deliver, the municipalities and building corporation want to see the same things. The advise is therefore not or to hardly differentiate between these two segments in the quotations. More than 70% of the municipalities and building corporations want to see the reasons for the training, the learning goals, the approach to the training, the working model, the price of the training, the construction of the training and the organization of the training in the quotation they receive. This information therefore has to be added to the quotation that is sent out by Jobo Training & Coaching.

Only around 30% of the building corporations and municipalities value an example of a company with a similar problem. An example should therefore be added only when it does not take too much time. About 40% of the municipalities and building corporations require information about the after service. It would be good to create standardized information about the after service that can be added a little, based on the specific needs of the potential customer.

The only difference in the quotation should maybe be in the information about the day package. None of the building corporations require information about the day package, while 50% of the municipalities would like to see information about the day package.

The advice given to Jobo concerning their price is that they should either forget about municipalities and focus more on building corporations and other segments or lower their price, as their price is way above that of which municipalities are willing to pay. Jobo should consider spending more time on the theoretical part of the training and perhaps more often offer a training of one and a half day or even two days if theory has not yet been dealt with at the customer company. It is important to Jobo to show municipalities that they know what kind of problems each department faces. A similar thing goes for building corporations. Every training has to be different, depending on the job of the participants. Since every job encounters different types of aggression, they should be trained different to match the differences in types of aggression that are encountered by the employees following the training.

The quality of the training and the trainer is usually checked by an evaluation at the end of a training. Jobo already evaluates each training and the trainer, but should maybe spend more time on showing that they have improved in the areas that were capable of improvement.

The trainer's performance is deemed important and some, but far from all municipalities and building corporations demand a minimum level of education of HBO from the trainer. Jobo already demands a minimum level of education from trainers of HBO, but they should maybe make an exception if the trainer has a lot of training experience, which is valued even more by municipalities and building corporations. There is no need for a diploma or certificate at the end of a training, although some would like to receive a certificate of attendance at the end of the training and perhaps Jobo should offer this. Municipalities are more likely to accept a training that consists of two full days of training while a building corporation prefers one full day of training. There also appears to be a difference in preference concerning the location. Municipalities have the preference to train in their own facility, while building corporations have a preference to train on a location that simulates reality best. This can be externally or in their own facility. Jobo should therefore create a network of (empty) houses and other facilities to train in, so they can really custom make their training for their customer.

Besides this, there should be a 100% reliability. A training absolutely has to be given at the agreed date and time, as it is hard to miss the employees of a company for a whole, and perhaps even two days.

My reflection on the research process can be found in Appendix K.

Samenvatting

Het training en coaching bureau Jobo Training & Coaching staat voor het probleem dat te weinig informatie aanvragen voor de training “omgaan met agressie” door gemeenten en woningcorporaties uit het westen van Nederland worden omgezet in daadwerkelijke orders voor deze training. In dit onderzoek worden de wensen van potentiële klanten uit deze twee segmenten onderzocht om er achter te komen hoe de conversie verbeterd kan worden.

Interviews zijn gehouden met potentiële klanten van Jobo in de hierboven genoemde segmenten. Vijf gemeenten en zes woningcorporaties hebben meegewerkt aan dit onderzoek. De interviewvragen zijn gebaseerd op de offertes van twee concurrenten van Jobo, namelijk Asphalia en De Jong, vijf offertes van Jobo en het ServQual model van Zeithaml, Parasuraman en Berry (1988). Samen zouden zij inzicht moeten geven in wat de potentiële klanten van Jobo waardevol vinden. De potentiële klanten uit dit onderzoek zijn ook gevraagd de lijst aan te vullen indien zij van mening waren dat er onderdelen ontbraken.

De conclusie van dit onderzoek is dat er verschillen zijn tussen gemeenten en woning corporaties. Er zijn verschillen in belangrijkheid tussen sub dimensies en ook verschillen in wat de beide segmenten verwachten van een training. Gemeenten hebben doorgaans behoefte aan een basis training, waar een theoretisch gedeelte in voor komt. Dit zorgt ervoor dat een training langer duurt en daarom zijn zij ook eerder geneigd een training van twee volle dagen te accepteren, waar woningcorporaties meestal al een basis training gegeven heeft en dus met een kortere training toe kunnen. Woning corporaties zijn bereid tussen de 50 en de 250 euro per persoon meer te betalen voor twee volle dagen training dan gemeenten. De woning corporatie accepteren ook tot 5 weken langere wachttijden voor een training daadwerkelijk gegeven wordt. Woning corporaties prefereren ook vaker dan gemeenten een HBO opgeleide trainer. Deze verschillen in behoeften moeten terug komen in het advies aan Jobo Training & Coaching. Naast deze verschillen in belangrijkheid, is er ook een verschil in inhoud wat er verwacht word van deze sub dimensies. Het is duidelijk geworden dat lang niet alle informatie die momenteel opgenomen is in de offertes ook daadwerkelijk belangrijk gevonden wordt door de potentiële klanten. De interviews hebben laten zien dat de informatie over het dagpakket en een voorbeeld van een bedrijf met een gelijksoortig probleem en de aanpak van de oplossing ervan, informatie is die niet terug hoeft te komen in de offerte. Het niet toevoegen van een voorbeeld kan tijd schelen en word blijkbaar niet gemist. Het heeft ook aangetoond dat sommige onderdelen juist erg belangrijk zijn, zoals de aanpak van de training, de prijs en de opzet van de training.

In de offerte, wat een geschreven aanbod is dat verstuurd wordt door Jobo en laat zien wat zij kunnen leveren, willen de gemeenten en woning corporaties doorgaans het zelfde zien. Het advies is daarom geen of nauwelijks onderscheid te maken tussen de segmenten bij het maken van de offertes. Meer dan 70% van de gemeenten en woningcorporaties willen de reden van de training, de leerdoelen, de aanpak van de training, het werkmodel, de prijs van de training, de constructie van de training en de organisatie van de training terug zien in de offerte. Daarom zal deze informatie in elk geval in de offerte die verstuurd wordt door Jobo Training & Coaching terug moeten komen.

Slechts 30% van de woningcorporaties en de gemeenten waarderen het als er een voorbeeld van een bedrijf met een gelijksoortig probleem opgenomen is in de offerte. Een voorbeeld zal daarom alleen

toegevoegd moeten worden als dit niet teveel tijd kost. Ongeveer 40% van de gemeenten en woningcorporaties wensen informatie over de after service. Het zou goed zijn om gestandaardiseerde informatie te creëren over de after service, die lichtelijk aangepast kan worden op basis van de specifieke behoeften van de potentiële klant.

Het enige verschil in de offertes zou misschien de informatie over het dagpakket kunnen zijn. Geen van de woningcorporaties wil deze informatie ontvangen, waar 50% van de gemeenten deze informatie wel graag terug zouden willen zien in de toegestuurde offerte.

Het advies dat gegeven wordt aan Jobo met betrekking tot de prijs, is dat zij ofwel de gemeenten af zullen moeten stoten als segment en meer moeten richten op de woningcorporaties, of hun prijs moeten verlagen, aangezien hun prijs ver boven wat gemeenten bereid zijn te betalen ligt. Jobo kan ook overwegen meer tijd te steken in het theoretische deel van de training en zou mogelijk ook langere trainingen moeten aanbieden als het theoretische deel nog niet gegeven is. Het is belangrijk dat Jobo aan de gemeenten laat zien dat ze weten met welke problemen elke afdeling geconfronteerd wordt. Een soortgelijke situatie geldt voor woningcorporaties. Elke training moet verschillend zijn, afhankelijk van de functie van de deelnemers. Aangezien elke baan andere soorten agressie tegen komt, moeten zij ook getraind worden op verschillende manieren en de nadruk op onderdelen zal dus anders moeten zijn.

De kwaliteit van de training wordt doorgaans geëvalueerd aan het einde van een training. Jobo evalueert elke training en elke trainer al, maar ze zouden meer tijd kunnen besteden aan het verbeteren van de gebieden waar er mogelijkheden toe zijn.

De prestatie van de trainer wordt als belangrijk gezien en sommige gemeenten en woningcorporaties eisen een minimaal opleidingsniveau van HBO voor de trainer. Jobo heeft momenteel al een minimum opleidingsniveau van HBO voor trainers, maar ze zouden een uitzondering moeten kunnen maken in het geval van een trainer met een lager opleidingsniveau, maar met veel ervaring, aangezien dit als nog belangrijker gezien wordt. Er is geen behoefte aan een diploma of certificaat aan het einde van de training, hoewel sommigen het fijn zouden vinden een certificaat van deelname te krijgen. Jobo zou dit wellicht aan kunnen bieden zonder al te veel tijd hier in te steken. Gemeenten zijn eerder geneigd een training van twee volle dagen te accepteren terwijl woningcorporaties eerder een eendaagse training kiezen. Gemeenten trainen hun personeel graag in hun eigen faciliteit, terwijl woningcorporaties alleen een voorkeur hebben voor een situatie die de realiteit het beste nabootst. Dit kan extern zijn of in hun eigen faciliteit. Jobo zou, om externe trainingen aan te bieden, een netwerk van (lege) huizen moeten creëren waarin getraind kan worden, om zo de training op maat te maken voor hun klant.

Daarnaast is het voor zowel de gemeenten als de woningcorporaties van belang dat een training altijd geleverd wordt op de afgesproken datum en tijd. Er moet een betrouwbaarheid van 100% zijn. Dit in verband met het vrij plannen van de werknemers.

Mijn reflectie op het onderzoeksproces kan gevonden worden in Appendix K.

Index

1. Description of Jobo Coaching and Training and it's problems

Jobo Training & Coaching is a company that was founded in 1981 by Jos Bosch, and is led by Arjan Bloemendaal since 1997. Arjan is doing this with Regina Nieuwmeijer since 2002.Jobo Training & Coaching is a relatively small company that develops and offers trainings and courses. There are currently around twenty people working at Jobo, of which most are trainers. Jobo is situated at three locations, namely Hengelo, Arnhem and Zwolle. Jobo has five areas of interest whereupon the trainings are focused, which are communication, sales, customer focus, management and team development (Jobo, 2011a). The approach of Jobo is threefold (Jobo, 2011b).

- The preparation of a training to determine the goals of the employers, and an intake with the participants to determine their individual goals.
- The training itself. Training materials, handouts and case studies are developed. There is a practical approach to training to these case studies and the amount of day parts depends on the training goals.
- The final step is the assurance in practice. To ensure that the effects obtained through the training are retained, Jobo spends a lot of time on personal improvement plans, interim contact moments with the manager, and on an evaluation with the manager.

Jobo has an eight step quality concept to ensure that they deliver high quality services. The eight steps can be found in Appendix A.

In January 2011, Jobo Training & Coaching has launched a site for a training called "Omgaan met agressie", which means "dealing with aggression". The customer can find this training online by typing in terms like "agressie training", "agressiecursus", "anti agressie training" et cetera in the search engine "google". The training is aimed at teaching personnel of a company to recognize and deal with aggression, to prevent things from getting out of hand and to process events where aggression was present.

Currently, Jobo faces the problem that too little of the information requests for the training "dealing with aggression" from potential customers that are located in the middle and western part of the Netherlands, are converted into an actual order for this training (Bloemendaal&Westrek-Vlaanderen, 2011a).

The question that arises then is what the most interesting potential customers of Jobo are. There are three segments that Jobo Training & Coaching targets, which are (Westrek-Vlaanderen, 2011a):
- Municipalities
- Building corporations
- Health care companies

Since, according to Ms.Westrek-Vlaanderen(2011a), the manager at Jobo training & Coaching, the first two are the largest customers in terms of order size, they are the most interesting in terms of potential income in the long term. In other words, they have the higher life time value. Since there is only limited time to do research, the focus will only be on those two segments. This research should provide more insight in what the potential customers of Jobo in these two segments are looking for in a training "dealing with aggression". Now the problem is clarified, a main research question can be formulated:

How can Jobo Training & Coaching improve their conversion on information requests for the training of personnel to help them deal with aggression?

This question can be divided into a few more detailed questions, of which the answer contributes to answering the main question. These sub questions are:

1. What factors influence the conversion rate on the information requests for a training “dealing with aggression”?
2. Why is the conversion on information requests for a training “dealing with aggression” lower than expected by Jobo?
3. How can Jobo influence the conversion rate in a positive way?

2. Theory

2.1 The differences between services and goods

Before going to the analysis of the problem Jobo Training & Coaching faces, it is good to mention that there is a difference between services and goods (Zeithaml, Parasuraman& Berry, 1985). This is important to keep in mind as it will influence the theory that will be chosen in this chapter.

According to Zeithaml et al. (1985) there are four differences between services and goods. These four differences are caused by the four unique features that only services have, namely: intangibility, heterogeneity, inseparability of production and consumption and perishability. The differences will be described below.

Intangibility is the first difference between services and goods, according to Zeithaml, Parasuraman and Berry (1985). Services are intangible and goods are tangible. This means they cannot be seen, felt, tasted or touched in the same way in which goods can be sensed. Some examples of goods would be a pencil, a computer mouse, a building or a car. Services are more difficult to describe as you cannot touch them, but examples would be training, lectures etc. Supposedly they add knowledge to people and therefore they add value, but it is more difficult to prove that somebody is more efficient in his work or less irritated by noise, than it is to prove you produced a car. This issue could cause troubles for measuring the quality of the service.

Heterogeneity is the second difference between services and goods Zeithaml et al (1985) mention. Services are always heterogeneous and goods can be reproduced in exactly the same way over and over again. The performance of a person fluctuates up and down day in and day out and consistency is not a certainty (Knisely, 1979).

Inseparability of production and consumption is the third difference Zeithaml et al (1985) mention. For services, the process of production and consumption cannot be separated, while for goods this is no problem. Goods are produced, then sold and then consumed, while services are first sold and then produced and consumed at the same time (Regan, 1963).

Perishability is the fourth and last difference Zeithaml et al (1985) recognize. Perishability means that services cannot be saved (Bessom and Jackson 1975, Thomas 1978). Goods can be produced, stored and delivered later. This is impossible for services. Unused phone line capacity or an unoccupied motel room cannot be reclaimed. This could create difficulty in matching demand and supply.

One reason why these differences are so important is because it makes the evaluation of the service so much harder. For tangible products it is possible to value the product with the specifications you can find before you purchase it. Services are harder to value as the specifications are not the same for every competitor even if they were to be written down in exactly the same words. For services it is therefore more important to look at product reviews, benchmarks, certificates etc. than for tangible products. This difference between products and services could cause the potential client to believe that when he buys a service with exactly the same description as its competitor, but cheaper, it has the same value in terms of content. It is this perception of quality that is important in the purchasing process as the quality cannot be measured like tangible products. It is therefore all the more important to know what customers value in order to communicate in the right way in order to match the expectations with what you offer.

Another reason why needs of customers are especially important for services, is that services are more easily adapted to the needs of the potential customers. For tangible goods, that are often made by a machine, it is harder to customize the product due to the fact that in order to customize the product, different machines would be needed. A training however is more easily adapted to the specific needs of the potential customer, especially because they are a part of the service. If a company does not adapt its training to the specific needs of their customers and a competitor does, it would not survive a long time. This difference between goods and services is important to keep in mind as it provides a reason for the choice that will be made in the next section.

2.2 The ServQual model

ServQual stands for service quality and is a model that is developed by Zeithaml, Parasuraman and Berry in 1985 and has been further developed ever since. The model can be used to analyze the expected quality and compare this with perceived quality by (potential) customers. It is criticized by Cronin and Taylor (in 1992) because it assumes that people compare their expectations with what they feel they have received. They came up with the Servperf model as an alternative. This model only measures the perceived quality of the delivered service. Jobo Training & Coaching has a Cedeo recognition, which is only awarded to companies whereof 80% of its customers rewarded its service with “satisfied” or “very satisfied” (cedeo, 2009). As in this case the problem does not seem to lie in the delivered quality, as the Cedeo rapport indicates that the current customers of Jobo are satisfied with the delivered service (Cedeo, 2009), but in the perceived quality before the training is actually given, the research should be focused on what the customer expects from a training “dealing with aggression”. The ServQual model also takes into account the previously mentioned differences between services and goods. Although one of the dimensions that will be discussed later in this chapter contains tangibles, they have good reasons to do so. The other differences are also included in the dimensions that will be discussed later in this chapter.

The ServQual has also been widely tested by researchers in the US (Nitecki, 1995, 1996; White and Abels, 1995) and the UK (Donnelly et al., 1995; Wisniewski and Donnelly, 1996) and they found that the ServQual model was largely applicable, even in the nonprofit sector, for which it was not designed. Jiang, Klein and Carr (2002) did research on the applicability of the ServQual model and their conclusion was “This and previous studies have found that the reliability and convergent validity properties are good for the ServQual instrument as determined within each population”. All together it seems the ServQual model has proven to be an effective tool to investigate the quality of a service and will be used in this research.

The ServQual model consists of five gaps, namely (Zeithaml et al, 1990):

Gap 1: The (top) management is not aware of what (potential) customers expect from the services.
Gap 2: The (top) management is not able to capture the expectations of customers in explicit guidelines or specifications for the services.
Gap 3: The employees are not capable, or at least not consistently capable of providing the service at the desired quality level.
Gap 4: The company does not deliver what it promises due to wrong external communication.
Gap 5: The expected service quality compared to the perceived service quality.
A schematic overview of this model can be found in Appendix B.

The first four gaps are internal and together they determine the size of the fifth gap. A more detailed explanation of the first gap will now follow.

Gap 1

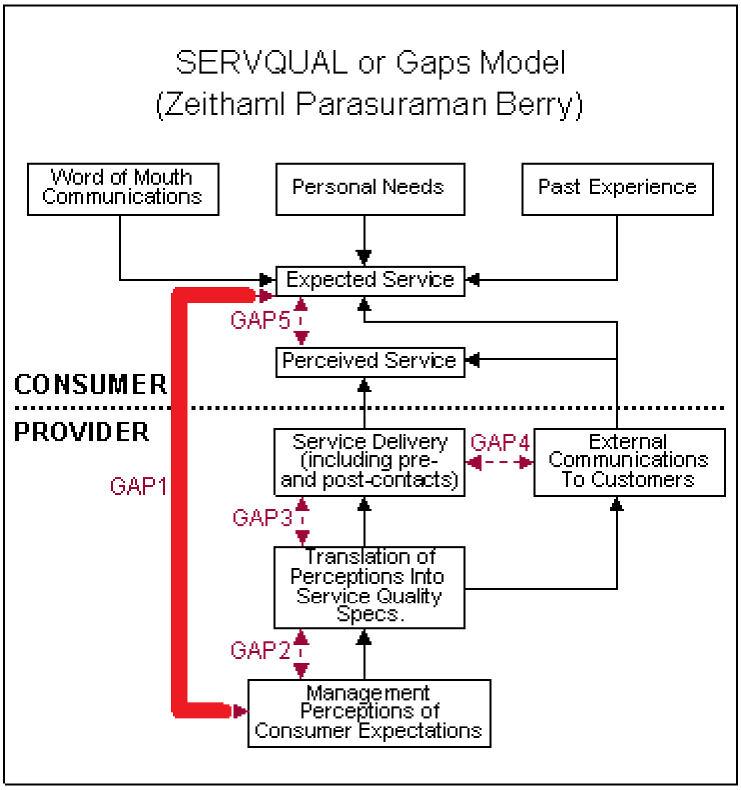
The first gap exists because the (top) management is not aware of what (potential) customers expect from the services. The size of the first gap is determined by several factors. The three factors contributing to this gap will be discussed below (Zeithaml et al, 1990).

The first factor is the market research orientation, which is the extent to which marketers make effort to understand customers' needs and expectations through formal en informal information gathering activities. The questions that could be asked here are whether research is conducted regularly to generate information about what their customers want and whether the managers understand the findings and act upon it. If no research is done on what customers need, it is very hard for managers to go in the right direction as they have no idea what the right direction really is.

Another factor is the upward communication. This concerns the extent to which top management seeks, stimulates and facilitates the flow of information from employees at lower levels. Often the customer contact personnel has valuable information about what the customers see as quality service. If there is no upward communication, the management will not be aware of what the customers deem high quality service. If there are both formal and informal possibilities for customer contact personnel, the chances increase that the management becomes aware of what the customers need. Upward communication is therefore important in the gathering of information about the customers.

The last factor is the levels of management. If there are a lot of managerial levels between the top management and those responsible for dealing with and serving customers, problems can arise. This is similar to the upward communication. If the information has to be passed up and down through a lot of layers, the company will become slow in their reaction and might act too late on changes in customer needs.

As in this case there is not enough time to do research on all five gaps, there has been made a choice to focus on the first gap only. This decision results in the model shown in the picture on the next page.



12manage (2011) (bold red line added)

This image gives a good oversight of the focus of this research. It clearly shows that in order to determine the size of gap 5, you need to start with gap 1, which this research intends to do.
The second, third, fourth and fifth gap are described in Appendix C

2.3 Dimensions of ServQual

There are 22 questions formulated by Zeithaml et al (1988) that were based on five dimensions. These questions should measure the size of the gaps that were mentioned above. The five dimensions are:

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy

The tangibles are concerned with the physical aspects of the service. These include the building in which the service is provided, the room in which it is provided, the equipment that is used, for example a television or a computer, but also the appearance of personnel. The tangibles influence the perception of quality because people look at how nice things look. If a company would use a television without colors if is likely that people would value the quality of the tangibles less than when a brand new, flat screen, full HD television is used. At the end of the day these things can make a difference in the opinion about the service, even though maybe the service itself did not suffer from the lack of colors or the fact that it was not a flat screen television. This dimension also covers the intangibility mentioned earlier. It shows that even though it is a service that is dealt with, there are always some tangibles that might affect the quality of a service.

It is important for a lot of customers that a company is reliable. If a company is able to offer the best service in the world but you never know if it is on time or if it is even delivered at all it is not likely to have the most customers. A company needs to be able to deliver the agreed service dependably and accurately (Parasuramant et al., 1988). This is needed to retain the customers. This part is especially important as it takes into account one of the differences between services and goods. Jobo cannot keep services in stock and make sure they are able to deliver at the promised time, but has to plan the training to ensure they are able to deliver.

Responsiveness relates to the ability and the willingness to help customers and provide prompt service (Pasuramant et al., 1988). For responsiveness it is the same story as for reliability. If you have great service, but you are unwilling or unable to help customers promptly, customers will find another company that can deliver service more promptly. For Jobo this dimension has to do with how quickly they are able to answer emails, how quickly they are able to provide the training, if and how they answer the telephone, etcetera.

Assurance is about the knowledge and courtesy of employees and their ability to inspire trust and confidence (Parasuramant et al., 1988). Especially where the service deals with private information or with personal problems the service provider needs to be able to give the customer the feeling that he can open up and tell everything that is needed for the service provider to help its customer without risks because the information will be dealt with confidentially. If customers have the feeling that they cannot trust the service provider they will not share their information which, in case of a training ,has the effect that the desired result will never be achieved. It also deals with the fact that a service is always heterogeneous. If the potential customer has the feeling he will receive a training from the same quality as the persons he read the review from, he might be more inclined to purchase the training from Jobo if these reviews are positive.

Empathy is about the care and individualized attention the firm provides its customers (Parasuramant et al., 1988). There is major difference between how the customer feels if he is treated as a number or as a person. If a company cares for its customers and treats them individually, the bond with its customers will be much stronger. They will be able to retain their customers better. Custom made training fall under this dimension. If Jobo is able to deliver a custom made training it might be more appreciated by the (potential) customer than when they only offer standardized trainings.

Although the questions will not be used directly as they are not specific enough, the dimensions and the questions formulated by Zeithmal et al. (1988) will return in the methodology.

2.4 The consumer decision process

This part will provide more insight into how customers come to a decision to buy a product or service. It is good to understand what stages a potential customer goes through in choosing the right supplier to fulfill his needs.

There are seven stages in the consumer decision process (Blackwell, Miniard and Engel, 2001).

- Need recognition: the individual recognizes that something is missing from his or her life
- Search for information: This information search may be internal (remembering facts about products or recalling experiences with them) or external (reading about possible products, visiting shops, etc.)
- Pre-purchase evaluation of alternatives. The individual considers which of the possible alternatives might be best for fulfilling the need
- Purchase: The act of making the final selection and paying for it
- Consumption: Using the product for the purpose of fulfilling the need.
- Post-consumption evaluation: Considering whether the product actually satisfied the need or not, and whether there were any problems arising from its purchase and consumption
- Divestment. Disposing of the product, or its packaging, or any residue left from consuming the product.

The stages described above are important, as it explains why the first gap of the ServQual model is so important. The company, instead of what is above described as individual, has to recognize that there is something missing in the lives of the potential customer and has to find out what needs to be done to fulfill the need those potential customers have. The service providing company then needs to know what those needs are in order to fulfill them in the best possible way.

One of the stages is the evaluation of the product or service. Is the need actually fulfilled? As mentioned earlier, Jobo scores pretty well on this aspect (Cedeo, 2009). The focus is therefore, in this case, on what the needs of those companies are and what they would like to see in a quotation, which is a written offer that is send out by a company to show what they are able to deliver. This is a type of external information, which is a part of the information search.

The model that has been described above has a lot of similarities with an earlier model, presented by John Dewey (1910), which included only five steps, which were:

1. A difficulty is felt
2. The difficulty is located and defined
3. Possible solutions are suggested
4. Consequences are considered
5. A solution is accepted

Again in this model there is a link between the defined problem and the suggested possible solutions. The key point is locating and defining the difficulty. If Jobo is aware of the difficulty felt by their potential customers, they might be better able to provide a solution that solves this difficulty.

These three theories show that this link is one of the keys to success for a company. Jobo needs to know what the problems and needs of potential customers are in order to offer the best possible solution.

Besides these theories it is good to mention that as Dong Da-hai (1999) stated; 'customer value is the ratio between utility gained and cost spent by a customer during the purchase of a product', which means that an improvement on any of the features above, which includes a decrease in costs, will increase customer value. Lam, Shankar, Erramilli & Murthy (2010) then state that high customer value leads to customer satisfaction, which leads to customer loyalty. Jobo already has high customer satisfaction and with that comes customer loyalty. This means that the potential customers of Jobo that are now let down by making mistakes in the communication with customers due to the fact that Jobo is not aware of the customer needs would not only contribute once to the income of Jobo, but perhaps for many more years to come! This shows the importance of knowing what customers need.

2.5 Research methods

There are several research methods available to tackle the problem of finding out what customers want from a service that should solve their difficulty. A few possible research methods will be described below.

Conjoint analysis

Conjoint analysis is a way of analyzing several factors that together influence something, in this case, the decision of the potential customer. There are six steps involved in a conjoint analysis (Green & Srinivasan, 1978). The first thing to do, is to select a model of preference. This can be for example a vector model, ideal-point model, part-worth model or a mixed model. Each of these models has different advantages and disadvantages.

After the model has been chosen, a data collection method has to be chosen. Data can be collected through a two-factor-at-a-time, perhaps better known as trade-off analysis, or a full-profile (concept evaluation) (Green & Srinivasan, 1978). In the first method, respondents are asked to rank various combinations of each pair of factor levels from most to least preferred. The full-profile should provide more information, but also has the risk of information overload, which results in high complexity, long analysis times or simply the impossibility to analyze the data. This can be countered by simplifying the experimental task by ignoring variations in the less important factors, but this would result in less representative results of the real life behavior of the individual.

The third step is stimulus set construction for the full profile method. There are three questions that arise at this stage. How many stimuli do we need to use? What should be the range of attribute variation and inter-attribute correlation in constructing the stimuli? and How should the stimuli themselves be constructed? (Green & Srinivasan, 1978). The first depends on the number of estimated parameters. In deciding the range of variation of attribute levels and inter-attribute correlations two consideration are relevant. The use of stimulus descriptions similar to those that currently exist should increase the credibility and therefore the validity of the preference judgments but if the ranges of attribute levels are made much larger than reality and/or magnitude of inter-attribute relations is decreased to zero, it could decrease the credibility and therefore the validity. Finally there are two ways to construct the hypothetical stimulus descriptions (Green & Srinivasan, 1978). It is possible to define a number of levels for each attribute over the range of attribute variations. Another option is that of random sampling from a multivariate distribution.

The fourth step is stimulus presentation. There are three basic approaches (Green & Srinivasan, 1978). A verbal description can be given, a paragraph description and a pictorial representation. According to Green and Srinivasan (1978) the verbal and pictorial representations are likely to be the best methods of presenting stimulus descriptions.

Measurement scale for the dependent variable is the fifth step. Paired comparisons, rank order, rating scales, constant-sum paired comparisons and category assignment (Carroll, 1969) are all methods that can be used. The first two are non metric while the rest can be classified as metric. The metric method has the advantage of more information, but the non metric provides more reliable data.

Finally there is the sixth step, which is the estimation method. Again there are several methods available like MONANOVA, PREFMAP, LINMAP, Johnson's non metric tradeoff algorithm etc. Several of the methods presented by Green and Srinivasan (1978) are only usable for either only the part-worth function model or the ideal point model and some are usable for all the models. Which model to use would depend on the research.

This method is, as mentioned in the description, very complex and takes a lot of time or has less representative results. As in this case the research cannot be done completely within the time span for the bachelor assignment and the fact that the complexity of the research makes it hard for Jobo to repeat the research in a later stage for other products or to find out if there are changes, this model does not seem the best option to apply in this research.

Analytical Hierarchy Process model

Similar to the conjoint analysis is the AHP model, which is developed by Thomas L. Saaty. It has been designed to solve multi criteria problems. In this case, Jobo has to think about what to offer. Offering trainings at any location would cost more, but offers higher quality service, the same goes for being available for feedback after a training and there are many more options. The AHP is a way of simplifying a complex, multi criteria problem into a hierarchy, which has an objective at the top. Below this objective level are the criterions and one level lower are the sub-criterions. At the bottom there are the decision alternatives (Pohekar & Ramachandran, 2003). In order to do an AHP analysis, it is important that the decision maker is aware of the relative importance of the items of choice. An example of this structure can be found in Appendix D.

Each level consists of several elements, which are compared in pairs with elements of a higher level. This should reveal the relative preference among the elements. There is a scale, ranging from 1 to 9 to assess the intensity. The value one means that the two elements are of equal importance, the value three means that one element is moderately preferable over the other, the value five means that one element is strongly preferable over the other, the value seven means very strongly preferable over the other and if a value of nine is given, it means that the element is extremely preferable over the other. The values two, four, six and eight are used as a compromise between two values.

A comparison matrix is then created. This matrix is created as followed:
Criterion X is extremely preferable than criterion Y. The horizontal criterion X is assigned the value "nine" related to criterion Y. The vertical criterion X is assigned the value of one ninth, because it is the reversed of the horizontal value. Once this has been done for each element, a normalized matrix is computed. This is done by dividing each element in the matrix by the sum of the columns. This results in an average by row, which are called priority vectors (Anderson, Sweeney, William & Martin, 2008) After this is done, there is the possibility of calculating an consistency index. This is a ratio of the consistency of the decision maker and randomly generated index. This index should be below 0.10 to be considered consistent.

The priority vectors are used to check the consistency of the assigned values. These priority vectors are multiplied by each, to them related, item in the comparison matrix. The next matrix is used to sum up the items per row. Each sum is divided by the priority vectors and the resulting figures are then averaged. This is known as the λ-max. The consistency index then follows out of:

$CI = (\lambda\text{-max} - n) / n-1$

N in this formula is the number of criteria. The priority vector can be multiplied with the weight coefficient of a higher level criterion. This procedure should be repeated upwards for each level. The overall weight coefficient for each alternative decision is obtained in this way. The alternative that has the highest coefficient should be taken as the best decision.

This method could prove if the decisions made by the potential customers are consistent. If they would be, it could provide valuable results. The process is difficult in the case of Jobo, as management might not be aware of all the wishes of its potential customers. An empty spot could of course be added in the AHP model, which the potential customers could fill in. This could then be weighted in comparison with the other needs to find out how important the element is. This process however is quite complex and therefore hard to repeat by the employees at Jobo. Besides this, it might be a difficult process to understand for the potential customers, which could result in inconsistent answers, which would result in far less valuable results. All in all, it seems that this method is not practical for this research.

Concept testing

The primary purpose of concept testing is to estimate the reactions of consumers to a product idea before the commitment of substantial funds. It is also used to find out how to improve the concept and determine the potential target market (Moore, 1982).

There are different types of concept testing which could also be seen as steps in the concept testing process. Concept screening tests can be used to screen which concepts are actually useful and which are not worth continuing. This is also called the first step of concept testing. Once there are only a few concepts left, the second phase begins. This phase is called “concept generation tests” (Moore, 1982). This is a qualitative method of concept testing. Holbert (1977) described the purpose of this phase as “to end up with a statement that tells (as clearly and meaningfully as we know how to present it) all about the product, its physical characteristics and sensory associations, and its benefits to the customer”. Once this clear statement is formulated, it is time for the third phase, the “concept evaluation, positioning and concept/product tests” phase. In this step, the company should gather a large number of consumer responses to the concept statement in a more quantitative manner. If the consumers try the product after the concept test, and the reaction to this particular product is compared with the reaction to the concept, this is called a concept/product test. Jobo could therefore try to ask as many potential customers as possible to react to the concept and find out what they think of it. Concept/product tests may use samples sizes of 300-400 (Moore, 1982). These tests are typically personal interviews, but household mail panels are employed occasionally.

By offering several different concepts to the potential customers, each holding different characteristics, it should become clearer to Jobo which characteristics of the concepts those potential customers prefer. Based on these preferences, Jobo should be able to create a product that matches the expectations of the potential customers.

As Jobo has quite a specific market, the Household mail panels are not applicable and these tests should therefore be done based in personal interviews. The sample size that has been advised by Moore (1982) is too large for the time span of this research and can therefore not be performed. Although it is possible to do this type of research with a smaller sample size, it will not provide useful information. As Jobo should provide several concepts and find out, based on the reactions of the potential customers, what the right characteristics are, a large sample is essential. Besides this problem, Moore (1982) claims that one of the most frequently mentioned limitation of concept tests is that it is not always able to predict market success. This has several causes. The product might not live up to the promises made in the concept. This is also mentioned in the ServQual model as “overpromising”. Another reason is that changes in the environment might change the needs of the customers. Although this last argument applies to all research on this subject, this method does not seem the best way to do this research.

Cost-utility analysis

Utility analysis is often called “cost-utility analysis” as the utilities you gain come at a certain price. Most people make a cost-utility analysis every day when buying groceries etc. This analysis is probably more commonly known as a cost-benefits analysis. According to Robinson (1993), cost-utility analysis is a form of economic evaluation in which the outcomes of alternative procedures or programs are expressed in terms of a single “utility based” unit of measurement.

In order to measure the cost-utility ratio, there has to be a scale. To make this scale, it is essential to know what is valued by the customers. This scale should then find out what is valued and how much it can cost. Perhaps the most famous scale is de QALY scale (Quality Adjusted Life Year). QALY can be calculated by the number of QALYs resulting from a particular intervention, the number of additional years of life obtained is combined with a measure of the quality of life in each of these years to obtain a composite index of outcome. The comparison between alternative procedures or programs can then be based on the marginal cost per QALY gained (Robinson, 1993). If there is a set budget, it is possible to see which intervention can be done and which interventions would perhaps result in more obtained years at a higher quality of life, but are simply too expensive.

A similar thing can be done by a service providing company like Jobo. For Jobo’s customers the utility is the quality of the service. Jobo’s service consists of several parts that together provide high quality service. If for example Jobo adds laminated handouts, does it add value and if so, how much can it cost? In order to add something to the service, it has to add more or at least the same amount to the total value of the service than it adds to the cost of the service, with the exception of basic characteristics that are essential to the customer to even consider the service. Jobo needs to find out, how much their potential customers value each item of their service.

This can either be done by developing a large list of questions based on the specific needs of the potential customers of Jobo. Parasuraman et al (1988) have however already made up a list of 22 questions, as mentioned earlier. These questions can be combined with the specifics of the potential customers of Jobo to create a shorter, but nonetheless effective list of questions.

In the next chapter it will be described which method has been chosen and how it has been implemented.

3. Methodology

The research method that has been chosen is similar to the utility-analysis. Although it will be adjusted somewhat to fit the research, it is the best model for this case. Not every element that can be added to the service of Jobo Training & coaching will be valued in money, but in terms of quality, is it useful for the potential customer if Jobo offers it? The total value will be compared with the price the potential customers are willing to pay. This makes it a lot like a cost-utility analysis on a more general level. The research will be done by conducting interviews with potential customers of the two segments, municipalities and building corporations. Besides this limitation, due to a limited amount of time, the focus will be only on the middle and western part of the Netherlands. This has been decided after consultation with Arjan Bloemendaal. The questions of these interviews will be formulated based on the quotations of both Jobo and two competitors have sent out to potential customers and on the five dimensions mentioned by Zeithaml et al (1988) the questions that accompany the ServQual model are based on. The quotations should provide more insight in what the potential customers of Jobo Training & Coaching expect from a training “dealing with aggression” and will therefore be used to complement the list of questions of Zeithaml et al (1988). In the interviews these values will be used and complemented by the potential customers, if they value other items that are not on the list. The dimensions were already discussed in the previous chapter. The translated content of the quotations can be found in appendix E.

Currently there is no difference in quotation between customers from different segments. The quotations in appendix E should provide more insight in what subjects potential customers deem important in a training “dealing with aggression” and in a quotation. The list, of values that are found in the quotations, will be complemented by the potential customers.

This research could gain a much larger sample size if a survey is used to acquire the information. As Babbie (2007) stated however, interviews have several advantages over a survey. For example, if a question is misunderstood, the interviewer has the possibility to clarify the question. There will also be less “don’t know” and “no answer” answers. There are some important rules an interviewer has to keep in mind though. The interviewer should dress similar to the people he is interviewing, he has to be familiar with the questions, he has to follow the question wording exactly and record the answers exactly. According to Warren and Karner (2005) the interviewer has to ask questions without implying the interviewee should answer in a certain way. For example, a question like “did that not make you feel strange” is wrong, while “how did that make you feel?” is better. Instead of implying that he or she should feel strange, it merely encourages the interviewee to think about how he felt and share this with the interviewer.

According to Babbie (2007), telephone interviews work basically the same way as normal interviews. There are some down sides to telephone interviews, but they are of no importance to the research conducted here, as there are probably no municipalities or building corporations that do not have a phone. Overall, interviews seem to be fit for this research.

The interview will work as followed. To start with, the potential customer will be asked to rank the thirteen sub dimensions that were found in the quotations of the three training bureaus of which most match the five dimensions of Zeithaml et al (1988). Of course they will also be asked to complement the list if they feel there is an item missing on the list and to rank this item. This ranking will show which sub dimension is the most important. This will be done ranging from 1 (most important) to 13 (least important). After the ranking has been established, more detailed questions will be asked, starting with the most important things, according to the potential customer. As much questions as possible will be asked and it will depend on the available time how much this will be. The full (translated) list of questions can be found in appendix F.

The table below shows which questions will cover which dimension.

Dimensions	Questions
Tangibles	3, 15, 16, 17, 18, 25
Reliability	6
Responsiveness	19, 23, 24
Assurance	9, 10, 20, 21 22
Empathy	1, 2, 7, 8, 14

The dimensions mentioned in the theory were helpful, but in the quotations there were items like the price of a training and some quality aspects that did not match with any of the dimensions suggested by Zeithaml et al. (1988), therefore some questions that have been added to the list of questions that can be found in appendix F. Question nr. 4, 5, 11, 12, 13 are extra if they are deemed important by the customer. This importance will be measured though the ranking question, which the interview starts with. Price seemed to be important in every quotation and could have an influence on how people experience the quality of the training. They might expect higher quality if the price is higher and vice versa. The other three questions are about how potential customers measure quality themselves. ServQual is a method for the service providing company to check what the customers are expecting from the service and afterwards to check if they match with what has been delivered, but it does not look at how the customers check this and what they deem as acceptable quality. If for example the expectations match for 60% with the perceived quality afterwards, is that enough or does it need to be higher?

Reliability has only one question in the interview. Reliability as a dimension will be ranked and the potential customers will be asked to what extend reliability is important. The definition of reliability here is a combination of the questions asked by Zeithaml et al (1988), which is “Being able to provide the promised service right, at the promised time, without errors or problems”. The ranking should provide information about the importance of reliability and this definition should prevent confusion about its meaning.

Afterwards the interview results will be summed up in a table, divided by segment and a real and final ranking will be shown. The real ranking will be the average score of the item and the final ranking is the ranking of the item in comparison with the other items. This shows which item is the most important and what the difference in importance of each item is compared to another item. After this ranking and comparison, a list of other relevant facts that came up in the interviews will be presented to serve as the basis for the advice given to Jobo Training & Coaching.

The sources of this research will be the potential customers that are located in the middle or western part of the Netherlands in the two selected segments, namely municipalities and building corporations, the quotations of both Jobo and two competitors, trainers at Jobo, Arjan Bloemendaal and Judith Westrek-Vlaanderen. Besides these sources, secondary resources will be used where possible and needed.

3.1 Validity

In this part the validity of this research will be discussed.

There are four types of validity (Shadish, Cook & Campbell, 2002). These four types are:

1. Statistical conclusion validity
2. Internal validity
3. Construct validity
4. External validity

Below a discussion about the possible threats to the four types of validity of this research will be given.

Statistical conclusion validity is the validity of inferences about the correlation (co variation between treatment and outcome. In this research, only a few interviews will be held per segment. The amount of interviews per segment will not give this research enough statistical power to actually claim that the ranking of the factors by municipalities or building corporations is valid for all municipalities and building corporations. In this research there is no compensation for this flaw, but it will be recommended as a follow up study. As there is no treatment in this case, there will be no problems in other areas.

Internal validity is the validity of inferences about whether observed co variation between A (the presumed treatment) and B (the presumed outcome) reflects a causal relationship from A to B as those variables were manipulated or measured. The biggest threat to the internal validity of this research is selection. Selection is about the systematic differences over conditions in respondent characteristics that could cause the observed effect. Although we are not looking for an effect here, it is possible that if a municipality or a building corporations is willing to do an interview about their needs concerning a training “dealing with aggression” for their personnel, that they have for example a larger budget or receive more time to search for the right bureau. This could have the effect that the answers that were given by them are not representative for every municipality or building corporation. There is not given a conclusion for every municipality and building corporation, and more municipalities and building corporations would have to be interviewed to determine the effect of this potential problem. This could again be part of a follow up study. For this validity, the same thing goes as for statistical conclusion validity. There is no treatment and therefore no problems in the other areas of internal validity.

Construct validity is the validity of inferences about the higher order constructs that represent sampling particulars. The biggest threat of the construct validity is the experimenter’s expectancy. The interviewer might ask questions in a certain way, which shows an expectation of a certain answer. This might lead the interviewee to an answer that the interviewer is expecting to hear, even though it is not true. The reaction of the interviewer on the answer of the interviewee might play a role as well. There is no way to prevent this except to be careful in the formulation of the questions that are being asked. The other threats to construct validity cause no problems.

External validity is the validity of inferences about whether the cause-effect relationship holds over variation in persons, settings, treatment variables and measurement variables. Interaction of the causal relationship with units is when an effect found with certain kinds of units might not hold if other kinds of units had been studied. This is similar to the problem described at the internal validity. If other municipalities and building corporations were interviewed, perhaps that would have resulted in a different conclusion. This obviously is a threat.

Another threat might be the method of observation. Although in this case there is no observation, it is possible to interpret observation as “measuring” here. In this case interviews are held with personnel of a municipality or a building corporation. Would the results have been the same if a survey was used? There is no guarantee that the results would have been the same, but there is no reason for the participants to answer differently and so the results should be the same.

The same goes for the setting. It is possible that if the interviews had taken place in a park or a forest, the answers would have been different than they are now, but as there is no reason to answer differently, the answers are likely to be the same and this therefore should pose no significant threat.

3.2 Relevance

Scientific relevance is about whether the research is relevant for the scientific world. The scientific relevance of this research lies in the fact that it adds a specific case to the set of studies that have been conducted in the area of customer needs. Besides this, it might add new insight to the use of the ServQual model. As can be seen earlier in this chapter, the ServQual model has been extended in a way by adding extra questions. This could provide the basis for the development of a new, extended version of the dimensions of ServQual. This means that there might be more research needed to the ServQual model to gain insight in its usability.

Relevance for Jobo is about what the relevance for Jobo Training & Coaching might be. This research is relevant for Jobo as it provides more insight in what the potential customers of Jobo Training & Coaching that are located in the middle and western part of the Netherlands need. Jobo could take (financial) decisions based on this paper in order to improve their conversion. Finally, it also serves as a basis for further research that could and perhaps should be done by Jobo.

Personal relevance is about why it is important for me to do this research. This research has personal relevance as well, as it is a part of my development as a student. It will help me to develop research skills and will enlarge my knowledge about customer needs, both in general as well as in the market of training and coaching to help people deal with aggression. Besides this personal development it will help me to get my bachelor degree in the study of business administration.

4. Results

There have been held eleven Interviews in total. Five of these eleven were with municipalities and six were with building corporations. The municipalities were Hilversum, Amersfoort, Rotterdam, Den Haag and Delft. The building corporations were Onze Woning, Haag Wonen, Oost Flevoland Woondiensten, Maasdelta Groep, Hoek van Holland and Pré Wonen. For the full oversight of the results the interviews, see Appendix G.

The results of the ranking questions, which measure how important the potential customers deem the sub dimensions, will be presented below. Thirteen sub dimensions have been ranked. The final ranking is based on the average ranking. This average ranking is based on the total of rankings divided by the amount of participants that ranked. For example: if a sub dimension is ranked nr. 1 three times and nr. 2 two times, this results in a total of 7. Seven divided by five is 1.4. This means that the number which is closest to nr.1 is the most important. This method also shows the difference in importance between the sub dimensions. This ranking can later be used to help in determining which advice is the most important in terms of expected positive effect on the conversion rate. The results will be given on sub dimensional level as the questions are divided at this level and the results would be difficult to interpret if they were combined to create results on dimensional level which would not be in the interest of Jobo Training & Coaching. The reason for this choice will be discussed in the discussion at the end of this paper. They are presented from most important to least important for the final ranking of municipalities. This will be done for every table from now on.

Factor	"real" ranking municipalities	"real" ranking building corporations	Difference in real ranking	Final ranking Municipalities	Final ranking building corporations
Quality of the training	1	2,25	1,25	1	2
Reliability	3,5	3,5	0	2	3
Content of the training	4,0	2	-2,00	3	1
Level of the training	4,0	4,5	0,5	3	5
Price of the training	4,5	6,0	1,50	5	6
Performance of the trainer	5,25	4,25	-1,0	6	4
Duration of the training	7	7,25	0,25	7	7
Administration and contact with the service providing company	8,5	9,75	1,25	8	10
Location	9,75	8,0	-1,75	9	8
After Service	10	11,0	1,0	10	12
Distance and accessibility of the location	10	9,0	-1,0	10	9
Period in which the training can be given	11,5	10,75	-0,75	12	11
Day package	12	12,25	0,25	13	13

There is a double "final" ranking from time to time, as the "real" ranking is exactly the same.

The interviewees were asked what they want to see in a quotation from a training bureau. The results are presented below.

Items that must be present in a quotation	Number of times chosen (n = 4) for municipalities	Number of times chosen (n = 3) for building corporations	Number of times chosen (n = 7) total	Percentage
Reason for the training	3	3	6	85%
Learning goals of the training	3	3	6	85%
Approach to the training	4	3	7	100%
Working model	3	3	6	85%
Price of the training	4	3	7	100%
Construction of the training (schedule of the day)	4	3	7	100%
Example of a company with a similar problem	1	1	2	29%
Organization of the training (location, date etc.)	3	2	5	71%
Information about the day package	2	0	2	29%
Information about the after service	2	1	3	43%

In this part the results of the qualitative part of the interview will be shown in the order of importance. There were twelve sub dimensions and therefore twelve categories in each table. For the full list of relevant facts, see appendix H.

Sub dimension	**Municipalities**
Quality of the training	Mark of 8 or higher on evaluation is good. The group that receives training from the same trainer can consist of 8-12 persons max.
Content of the training	Basics in the basic training and customization needed.
Level of the training	No diploma required for the participants. Certificate of attendance/participation is seen as pleasant
Price of the training	Willing to pay 200-250 euro's pp for two days of training.
Performance of the trainer	No minimum level of education required. Evaluation is done to check the performance.
Duration of the training	Basic training needs to be 2 days (4 day parts).
Administration and contact with the service providing company	Standard opening times are acceptable. Email response must be within 2 days.
Location	Training should be in their own facility.
After Service	The trainer should be available for questions and help.
Distance and accessibility of the location	The training facility must be in the same region as the customer company.
Period in which the training can be given	The training should be given within 3 to 8 weeks.
Day package	This is not really important, unless the quality is really low.

The same is done for building corporations. The table below presents the results.

Sub dimension	**Building corporations**
Quality of the training	Evaluation is done, no specific mark required. The group that receives training from the same trainer can consist of 8-12 persons max.
Content of the training	The training must be practice oriented. Reality must be simulated .
Level of the training	No diploma required for the participants. Certificate of attendance/participation is seen as pleasant
Price of the training	Willing to pay 250-500 euro's pp for two days of training.
Performance of the trainer	HBO educated trainer is preferred, not required. The trainer's performance is evaluated at the end of the training
Duration of the training	Preferably one day of training.
Administration and contact with the service providing company	Standard opening times are acceptable. Email response must be the same day.
Location	Depends on the needs, can be both externally and on their own location.
After Service	The trainer should be available for questions and help.
Distance and accessibility of the location	The training facility must be in the same region as the customer company.
Period in which the training can be given	The training has to be given within 8 to 13 weeks
Day package	This is not really important, unless the quality is really low.

5. Conclusions, advice and discussion

In this chapter, advice will be given to Jobo how to improve their conversion rate, based on the findings of this research.

5.1 Conclusions

It can be concluded from the first table of the previous chapter that the potential customers from the segments need different approaches as they are different in their needs. There are differences in importance of sub dimensions and later in that chapter it is shown that there are also differences in what the potential customers of the two segments expect from a training “dealing with aggression”. It might be good to keep these differences in mind in the approach and contact with potential customers from these segments. It also became clear that the added questions covered areas that are deemed important by the potential customers.

Municipalities generally still need to provide their personnel with a basic training, which includes a theoretical part. This takes up more time and therefore they more easily accept 2 full days of training than building corporations, which usually already provided their personnel with a basic training. Building corporations are willing to pay between 50 and 250 euro’s more per person for two full days of training than municipalities. Building corporations also accept a longer waiting time before the training is actually provided, up to 5 weeks longer on average. Building corporations more often prefer a trainer that is HBO or higher educated than municipalities. It has become clear that there are several differences in needs between the two segments and these differences will have to be considered in giving the advice to Jobo Training & Coaching. Besides the importance of the sub dimensions and the differences in what they expect from Jobo in each of these sub dimensions, it became clear that far from all items that are now added to the quotations are important to every potential customer. The interviews showed that day package information and an example of a company with a similar problem and the approach to that particular problem are not the most important pieces of information. Not adding an example might save a lot of time and it might not be missed. It also showed that some parts are very important, like the approach to the training, price of the training and the construction of the training, which every potential customer wants to see. The advice given below will deal with the issue of what to put into the quotation.

The differences found can be used to Jobo’s advantage in the communication with the potential customers from both segments as they are now aware of what the potential customers of these segments value. In the next part, advice will be given on how to use the information presented above to their advantage.

5.2 Advice

In this part advice will be given to Jobo Training & Coaching. As not all questions matched with the dimensions that were described by Zeithaml et al. (1988), it is difficult, if not impossible, to give an advice for each of those dimensions. Therefore the advice will be given based on the sub-dimensions that were formulated on both the dimensions of Zeithaml et al. (1988) and the information found in the quotations. The advices presented below should contribute to the improvement of the conversion rate of information requests into actual orders. The three most important advices will be discussed here, the full list of advices can be found in Appendix I.

1. The quotation
    a. Make sure that at least the following information is in the quotation as these items are deemed important by the potential customers:
        i. The reasons for the training
        ii. The learning goals
        iii. The approach to the training
        iv. The working model
        v. The price of the training
        vi. The construction of the training
        vii. The organization of the training.
    b. The following information should be standardized, to not waste too much time, and added to the quotations as not every municipality and building corporations requires it, but some would like to see it:
        i. After service information
    c. Differentiate the quotation between municipalities and building corporations in the area of day package information. Building corporations do not need information about the day package where 50% of the municipalities would like to see information about the day package.
    d. Add an example of a company with a similar problem to that of the potential customer, but only if it does not take too much time as not every municipality and building corporation requires it. If it doesn't cost that much time it could give Jobo that extra edge, but if it does cost a lot of time (or money), the extra income it generates does not way up against the costs.
    e. Use the difference in importance shown in the table in the previous chapter to your advantage. Highlight the positive sides you have in the area's the potential customer of that segment deems important. This could let the potential customers believe Jobo is good at the things they deem important.
    f. Try to get contact by telephone before sending out the quotation instead of contact via e-mail. Ms. Westrek (2011a) noticed that the potential customers of the aggression training more easily said no. In personal contact it is harder to say no than by email is the experience of Ms. Westrek.
2. Price
    a. Lower the price of the training "dealing with aggression" to become more attractive to the potential customers or
    b. Enlarge the group size to a maximum of twelve participants per group, which lowers the price per person. This is needed to attract municipalities as Jobo is too expensive for them and to become more attractive to building corporations.

3. Quality of the training
    a. Evaluate every training and ask for points of improvement. Nobody is perfect, but Jobo should try to improve as much as they can as others will as well and Jobo needs to compete with those others.
    b. Include the expectations in this evaluation. This could help find out if Jobo delivers what is expected from them.
    c. Give potential customers insight in the evaluations and show how you have bettered yourself on the points of improvement. This could convince some potential customers of the fact that Jobo delivers high quality services, which might convince them to buy the training from Jobo.
    d. Show the "100% guaranteed satisfaction" logo on the website that has been made by Jobo for the training "dealing with aggression". If customers have the feeling that they will have less financial risks at Jobo than at a competitor, they will be more inclined to buy from Jobo.

Explanation of the advice and ranking in the advice will be given in this section. First of all, Jobo needs to work on their quotations. The first contact with the customer is probably a telephone call or e-mail, followed by the quotation. This quotation provides the basis on which the potential customer makes its choice. Improving the quotation should therefore be done as quickly as possible as it could improve the conversion right away. Judith Westrek (2011B) stated that most potential customers of trainings had contact with a trainer via telephone, but the potential customers of the training "dealing with aggression" communicated via e-mail. Telephone contact is more personal as you hear the voice of the person and can sense the tone so there is less chance of misunderstandings etc. Jobo should try to get telephone contact before the quotation is send out to improve this personal contact, which makes it harder for people to say no and to ensure the information Jobo provides is well understood.

As a second thing, it is important to look at the price. Jobo is too expensive in the eyes of the potential customers in the municipality segment. This could mean that they are not willing to pay more because their budget isn't bigger than that, or that they do not feel that they gain more value if they spend more. Jobo either needs to decide not to spend too much time on municipalities or find a way to convince them that their price if worth it, which can be done with the advice that follows. In any case it is good to look at your price first and see if you want and can lower it.

The third thing Jobo should do is work on their quality. This is rated as one of the most important items of a training by both municipalities and building corporations and should therefore be worked on quickly. The 100% guarantee logo is easily put on the website, both the main site of Jobo as well as the site that is build solely for the training "dealing with aggression", but could convince potential customers that Jobo is worth its price! In the evaluation that is done at the end of a training to check the quality of the training, it would be good to include the extent to which the expectation matched with what they perceive they have received. This could help in the future to investigate the other gaps described earlier. Besides this, it might be good to give potential customers insight to evaluations to show how well you perform. A Cedeo rapport is good, it is a token of quality, but it can be enforced by the evaluation of the trainings as people then have access to the actual plusses and minuses of Jobo. This is of course only a good idea if the evaluations are as positive as the Cedeo rapport indicates.

5.3 Discussion

The advice presented above is not given on the dimensional level that is mentioned in chapter 3. The same goes for the results given in chapter 4. The reason for this is twofold.

First of all it would not be in the interest of Jobo Training & Coaching to combine the results as they would be difficult to interpret because it would contain the information of 2 to 4 sub dimensions. The advice that would follow from these results would have to be bundled as well and would again be a lot more difficult to interpret. To spare time for Jobo it is better to present the results in the way they are now.

The second reason to present the results in the way they are now, is that if the results would have to be presented at dimensional level, the results of the questions concerning price and some quality issues would not be included and would have to be mentioned separately as they are not a part of the dimensions mentioned by Zeithaml et al (1988).

The question then arises whether the five dimensions that are put forth by Zeithaml et al. (1988) are sufficient to measure the quality of a service. This research indicates that price aspects, which are not included in the five dimensions and therefore also not in the 22 questions presented by Zeithaml et al(1988), is a contributing factor in the perception of quality by the (potential) customers. What an acceptable quality is, is not incorporated in the dimensions either. Although this last aspect might not provide a different dimension as it is merely the basis to check if the quality rate is acceptable in the eyes of the (potential) customer, price could perhaps add a sixth dimension. It could be argued that it would not be of the same size as the other dimensions and therefore not really be a dimension on its own, but in any way, the price aspect of services should have been added to the theory of Zeithaml et al (1988) that covers measuring the quality of services. This could provide a basis for a study to the completeness of the dimensions put forth by Zeithaml et al (1988) and the questions that result from these dimensions.

Other proposals for further research, which are perhaps less academic, but more interesting for Jobo are to investigate the other four gaps that have not yet been investigated. Now that the first gap has been investigated, it is interesting to know to what extend it contributes to gap 5. This can be measured by investigating the second, third and fourth gap. Jobo could also try to gain information from more municipalities and building corporations to strengthen the validity of the conclusions that are drawn from this research.

When Jobo has gained customers in the two segments that were investigated in this thesis, it could measure their performance, possibly with the use of the (adjusted) 22 questions that were formulated by Zeithaml et al. (1985), to see if the expectation of the customer matches the delivered service.

My reflection on this research process can be found in appendix K.

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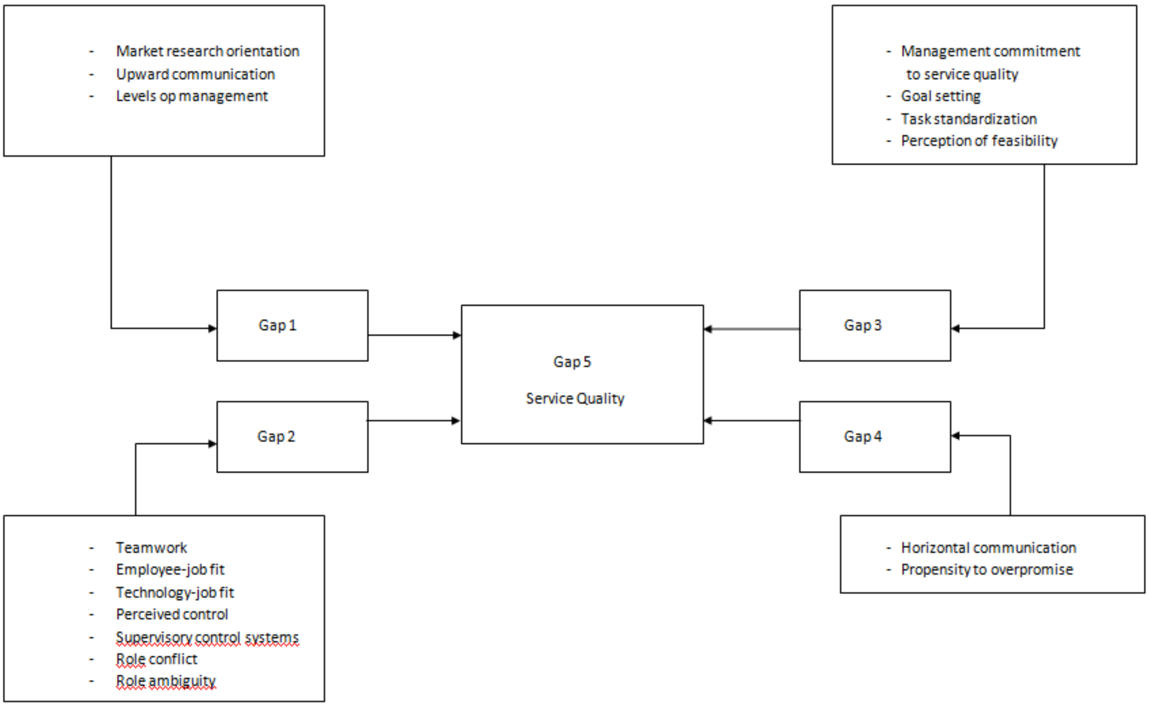
Appendix A

Jobo has created its own quality concept that should ensure they deliver high quality service. This quality concept consists of eight basic rules that are incorporated in the structure of the training (Jobo, 2011c).

1. **Every session has a minimum of 70% doing and a maximum of 30% theory.**
   Jobo has chosen this approach because they believe that you can improve skills more by doing, than by hearing or reading about it.
2. **Always start with an intake with the participant before the start of the training.**
   Jobo considers it necessary to pay attention to every individual participant to guarantee high quality service.
3. **After every session a personal improvement plan has to be drawn up.**
   To be as concrete as possible on which actions the customer is going to bring into practice, a personal improvement plan has to be drawn up after every session
4. **Before and after every session there is feedback by telephone with the manager.**
   Before and after every training session the trainer stimulates on action at the manager. This should help the manager to coach in practice.
5. **Every session starts with the original training goals.**
   Jobo does not train just to train. Unnecessary feedback on sub goals or irrelevant subjects are avoided to spend as much time as possible working on the desired effects of the employer.
6. **Feedback is always linked to the training goals en aimed at behavioral change starting tomorrow.**
   Trainers will stimulate the participants to use the given tips in practice right away. This way the results will show as quickly as possible.
7. **All the trainers are visibly enthusiastic and motivating.**
   The trainers at Jobo are selected on their visible enthusiasm. This makes a training more inspiring and stimulating. This should challenge the participants in a positive way to try out their new learned skills in practice.
8. **There should always be a personal evaluation with the manager.**
   Jobo considers it essential in the collaboration to discuss the training and the results personally with the participants. This happens on individual level as well as on group level. During this evaluation, the manager receives tips how to sustain the change in practice.

This quality concept seems to bear fruit, as Jobo has been rewarded with a CEDEO recognition, which makes Jobo part of a select group of firms. Only 5,4% of all the Dutch training bureaus has a CEDEO recognition. This CEDEO recognition can only be obtained if at least 80% of the approached employers values the service of the firm in terms of “satisfied” or “very satisfied” (Cedeo, 2009). Besides this proof of satisfaction, Jobo offers 100% guaranteed satisfaction, which means that if a customer has good reasons to not be satisfied with the service Jobo provided, they can get their money back.

Appendix B



Smidts, A. (1993) P.4

Appendix C

Gap 2

The second gap exists because the (top) management is not able to capture the expectations of customers in explicit guidelines or specifications for the services. The size of the second gap that is determined by four factors (Zeithaml et al, 1990). These four will be discussed below.

The first factor is the commitment of management to service quality. If management is committed to deliver high quality service, this can be seen in the sources that are committed to departments to improve their service quality.

A second factor is the perception of feasibility. The company has to have the necessary capabilities to meet the customer requirements for service or there is no feasible solution to the problem. There have to be enough resources and personnel available to deliver the level of service the customers demand.

Another factor is the task standardization. If the level of service is acceptable, standardization can be used to deliver the level of service consistently. If standardization is not used, the level might sometimes be above the required level and sometimes below. On average this would result in an acceptable level of service, but everybody can see that this is in fact not acceptable as the level is not consistent.

Goal setting is the last factor of this gap. The company needs to have clear goals about what they want to accomplish in order to go in a certain direction. These goals have to be based on customer oriented standards rather than company oriented standards, in order to provide high quality service.

Gap 3

The third gap exists because the employees are not capable, or at least not consistently capable of providing the service at the desired quality level.

The size of the third gap is determined by a lot of factors, seven in total. The three most important ones will be discussed below, the full list can be found in Appendix J (Zeithaml et al, 1990).

Teamwork is important. Employees and managers need to pull together for a common goal. If employees cooperate with each other they will achieve more than when they compete with the other employees of the company. If employees compete with each other, they might try to steal deals from each other, even though they themselves would not be able to provide the best service, hence, the quality of the service goes down.

Besides working together, there has to be an employee-job fit. The skills of the employees must match with their job. Managers should devote sufficient time and resources to the hiring and selection of employees to ensure that the jobs are fulfilled by the best skilled people. This would provide the best results and with that the highest quality.

Perceived control is another factor of importance. Perceived control has to do with the extent to which employees perceive that they can act flexibly rather than by rote in problem situations encountered in providing services. If employees are spending a lot of time trying to resolve problems over which they have little control, they are wasting time. If employees are required to get approval from another department before delivering a service to customers, this delays the service, which affect the quality and reduces the flexibility of the company.

Gap 4

The fourth gap exists because the company does not deliver what it promises due to wrong external communication. The size of the fourth gap is determined by two factors. They will again be discussed below (Zeithaml et al, 1990).

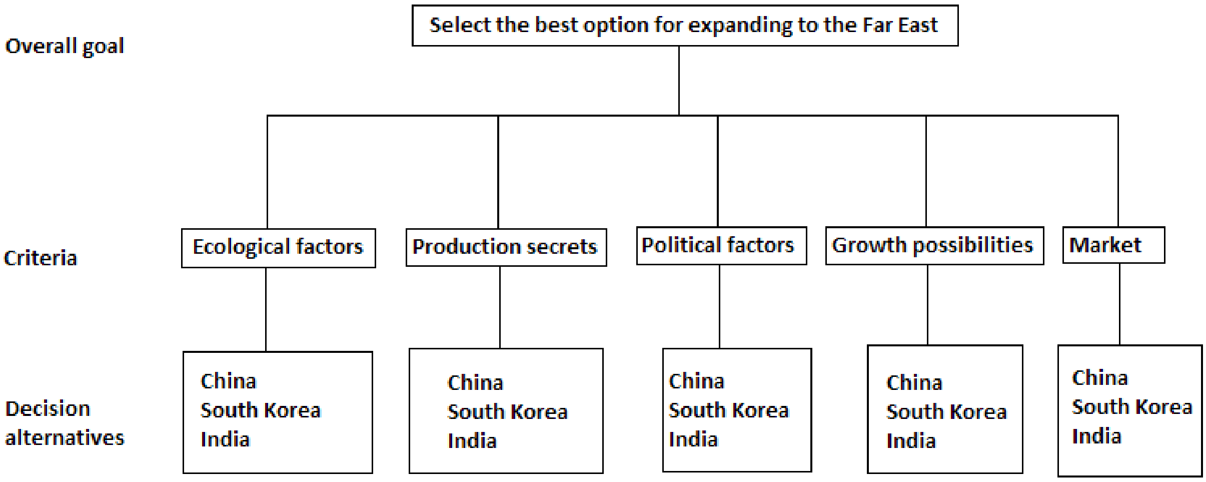
Horizontal communication contributes to the gap. Horizontal communication is the extent to which communication occurs both within and between different departments of a company. For example, customer contact personnel always needs to be aware of external communications to customers before they occur. If this is not the case, faults can occur in the external communication, which could be seen as lower quality service.

The propensity to overpromise is another factor that contributes to the gap. It is about the extent to which a company’s external communications do not accurately reflect what customers receive. If competitors overpromise to gain customers it might be tempting to do the same. In the end it would results in a market image that every company in the sector overpromises and your credibility goes down and with that peoples perceived quality of the service that is provided.

Gap 5

This gap is the difference between perceived and expected service quality. The four gaps described above together determine how big this gap is. This means that if one of the gaps is made smaller, gap 5 gets smaller as well. This is best shown in the figure in Appendix A.

Appendix D



(Beek, Booij, Rekers, Slot, 2011)

Appendix E

The quotations presented are translated and redundant information is left out.

Asphalia

Asphaliasent out a quotation with the following content:

- The types of aggression the potential customer company faces
- Goals of the training
- Method of training
- Content: a list with possible items to choose from by the potential customer
- Price of the training

De Jong

De Jong has the following in their quotation:

- The reason for the training
- The needs of the customer
- What de Jong offers to fulfill these needs
- Content of the training
- How they evaluate the training
- Costs of the training
- Order confirmation
- Construction of the training
- Appendixes
    - The explanation of the different types of aggression that will be discussed in the training
    - Information about De Jong as a company
    - Delivery terms

Jobo

Jobo offers a quotations containing the following:

- Goals of the training
- Steps in the change process or their advise to change
- Content of the training
- Organization of the training
- Price of the training

Appendix F

Could you please rank the next twelve elements of a training from most important to least important?

1. Content of the training (custom made, handouts, subjects etc.)
2. Price of the training (in euro's per person)
3. Duration of the training (amount of da parts)
4. Quality of the training
5. Reliability of the training
6. Level of the training (diploma/certificate)
7. After service
8. Location (room size, facilities etc.)
9. Distance to the location and accessibility
10. Period in which the training can be given
11. Performance of the trainer (level of education, results obtained by the trainer)
12. Administration and communication with the service providing company
13. Day package (lunch/coffee/tea etc.)
14. Other:

Questions will be asked about all elements, starting with the elements that received the highest ranking. If there is a shortage of time, at least the most important elements are dealt with.

Before going into the questions, the participants are asked what they would like to see in a quotation and to rank this in importance.

1. Reason for the training (problem statement)
2. Learning goals of the training (Aimed results of the training)
3. Approach to the training (Theory/practice ratio)
4. Working model (theory behind the training)
5. Price of the training
6. Construction of the training (schedule of the day)
7. Example of a company with a similar problem
8. Organization of the training (location, date etc.)
9. Content day package
10. After service
11. Other:

Questions:

Content of the training

1. What are items that you would like to see in the content of the training? (problems of each employee, general problems, segment typical problems, standardized solutions, custom made solutions? Etc.)
2. Why is this so important?
3. What kind of training material would you like to see?

Price of the training

4. What is a reasonable price range in your opinion for a training "dealing with aggression"? (per person)
5. Would you be willing to pay more for a training that offers a diploma or certificate at the end of the training as an assurance of high quality?

Reliability

6. In how much percent of the cases does Jobo need to provide the training at the promised time?

Duration of the training

7. How many day parts (= 0,5 day) do you prefer for a training "dealing with aggression"?
8. What is the best theory/practice ratio for a training "dealing with aggression"?

Level of the training

9. Would you like to receive a diploma or certificate as a proof of the level of the training?
10. What level would be acceptable?

Quality of the training

11. How do you measure the quality of a training?
12. What is seen as acceptable quality?
13. How many people can receive training from the same trainer at the same time?

After service

14. What would you like to see in the after service? (Evaluation forms, a check after a few weeks to see how it is going? Etc)

Location:

15. Would you like to train in your own facility or an external facility

16. Why does this have your preference?
17. What do you expect from a facility? (flat screens, beamers etc. as tools to help the trainer perform for example)

Distance to the location?

18. What is a reasonable distance to travel for a training "dealing with aggression"?

Period in which the training can be given

19. What is an acceptable period in which the training should be given?

Performance of the trainer

20. Do you expect a certain level of education from the trainer?
21. If yes: what level of education is acceptable?
22. What do you look for in a trainer? (characteristics)

Administration and communication with the service providing company

23. What is an acceptable response time from the company after a request for a quotation?
24. Is it ok for a training bureau to be reachable from 9 to 5 only or does it have to be reachable at any time?

Day package

25. What would you like to see in a day package? (Warm lunch, fresh sandwiches etc.)

Appendix G

Municipalities

Hilversum

The first interview was with Hilversum and took place on May 24, 2011. Hilversum is a municipality in the western part of the Netherlands. The interviewee was Ms. van den Berg. In the past, each department organized this for itself, but as of this month they started working with a new system in which the organization was centralized. Therefore the order would be bigger than it would have been in the past as every department could order a training from a different company. Hilversum was mostly interested in an e-learning system in which the personal goals of the participants were uncovered and the weaknesses of each individual are revealed. Based on these goals they were to be trained so each individual gains as much as possible. Ms. Van den Berg said that the employees had the knowledge to deal with aggression but most were not able to implement their knowledge to actually solve problems with regard to aggression. Therefore a training should not take more than 1 full day.

The municipality Hilversum works with council contracts, which means. This is required if a municipality spends more than the European Union set limit of 206.000 euro's in four years on a project (Noordwijk, 2009).As for quality it was also a bit vague. The quality of the training had to fit what they were looking for, which was expertise in the area of aggression for employees at the municipality. Carola also told me that Hilversum received a subsidy for the training of their personnel.

A short list of rankings and other relevant facts:

1. Quality of the training
2. Level of the training (diploma/certificate)
3. Reliability
4. Price of the training
5. Duration of the training (amount of sessions)
6. Content of the training (custom made, handouts, subjects etc.)
7. Location (room size, facilities etc.)
8. Distance to the location and accessibility
9. Performance of the trainer (level of education, results obtained by the trainer)
10. Administration and communication with the service providing company
11. Period in which the training can be given
12. Day package (lunch/coffee/tea etc.)
13. After service

In the quotation they would like to see (in order of importance):

1. Approach to the training (theory/practice ratio)
2. The price of the training
3. Construction of the training (schedule of the day)

A List of other relevant facts:

1. There is no price range given
2. Group size: the group that receives training should not consist out of more than 15 persons
3. The training should be given within8 weeks after first contact
4. There is an evaluation at the end of each training to see if the training fulfilled the needs of the employees. The average on this evaluation must be 8 or higher to be considered a good training
5. There is no specific level of education required for the trainer, but having a lot of experience is a pre.
6. Hilversum compared about 10 companies before they made their choice.

Amersfoort

The Second interview was with the municipality Amersfoort and took place on May 25, 2011. The interviewee was Ms. De Haas. They, just like Hilversum, worked with a council contract but do not anymore. Just like Hilversum they too centralized the purchase of training for personnel.

At the first meetings with companies they invited as part of the council contract Amersfoort was looking for trainer that is not, what Sharron de Haas, the interviewee, called a wiseacre. The trainer needs to be constructive and not giving standardized solutions but give options and let the other party choose what they want.

A basic training usually consists of 2 full days, or in this case two times from two in the afternoon till ten in the evening. A follow up training to refresh everybody's memory needs to be only one full day, again from two till ten.

Again a short list of rankings and other important facts:

1. Quality of the training
2. Content of the training (custom made, handouts, subjects etc.)
3. Reliability
4. Price of the training
5. Level of the training(diploma/certificate)
6. Performance of the trainer(level of education, results obtained by the trainer)
7. Duration of the training (amount of day parts)
8. Administration and communication with the service providing company
9. Location (room size, facilities etc.)
10. Day package (lunch/coffee/tea etc.)
11. After service
12. Distance to the location and accessibility
13. Period in which the training can be given

In the quotation they would like to see (in order of importance):

1. Approach to the training (theory/practice ratio)
2. Learning goals of the training (Aimed results of the training)
3. Reason for the training(problem statement)
4. Working model (theory behind the training)
5. Price of the training
6. Construction of the training (schedule of the day)
7. Organization of the training (location, date etc.)
8. Content day package
9. After service

A List of other relevant facts:

1. There is no price per person, but a price is discusses for the full training but remain vague about the price
2. Group size: the group that receives training should not consist out of more than 10 persons
3. The training should be given within 2 to 3 months after first contact
4. Amersfoort compared about 5 companies before they made their choice
5. The trainer needs to be open minded and come up with his own input
6. There is no minimum level of education required for the trainer
7. Training has to be given in their own facility to simulate reality
8. At the end of each training there is an evaluation done by the training bureau to see if the participants were satisfied with the training and its results. At the moment the participants are quite satisfied after each training.

Rotterdam.

The third interview with a municipality was with Rotterdam and took place on May 30, 2011. The interviewee here was Ms. Van der Hoek. She works for the Rotterdamse School, which is a training department of the municipality Rotterdam (van der Hoek, 2011).

Ms. Van der Hoek could not give the needs of all the departments in general as there are many and they do not all buy the same training, but she did give an indication of what she seemed to hear often as the needs of departments when buying a training to deal with aggression. Most often the needs are that real life has to be simulated as much as possible, most often the employees need to get more assertive in situations where they are being approached aggressively and there has to be a clear definition of what aggression is and how to recognize it.

A list of rankings and some other important facts:

1. Quality of the training(custom made, handouts, subjects etc.)
2. Content of the training
3. Performance of the trainer(level of education, results obtained by the trainer)
4. Reliability
5. Price of the training
6. Administration and communication with the service providing company
7. Level of the training(diploma/certificate)
8. Duration of the training (amount of day parts)
9. After service
10. Period in which the training can be given
11. Distance to the location and accessibility
12. Location(room size, facilities etc.)
13. Day package(lunch/coffee/tea etc.)

In the quotation they would like to see (in order of importance):

1. Show that they understand what the department needs and have a training that matches these needs
2. Reason for the training(problem statement)
3. Learning goals of the training (Aimed results of the training)
4. Approach to the training (theory/practice ratio)
5. Price of the training
6. Construction of the training (schedule of the day)
7. Organization of the training (location, date etc.)

A List of other relevant facts:

1. The training should not cost more than 150 euro's per person
2. Group size: the group that receives training should not consist out of more than 10 persons
3. The training should be given within 6 weeks after the first contact
4. The basic training should consist of preferably 2 day parts
5. Training in the Rotterdam's own facility is ok, but if necessary it is better to find an empty home to train in to simulate reality
6. There must be a satisfaction rate of 8 or higher after the training to be considered as a good training
7. There a check afterwards how many of the goals that were formulated at the start of the training are actually achieved.
8. There is no minimum level of education required for the trainer but there do has to be a click between the interviewer and the trainer.
9. Rotterdam compared about 3 companies before they made their choice.

Den Haag

The fourth interview with a municipality was with Den Haag and took place on June 01, 2011 with Mr. Van Eeden and on June 08 with Mr. van Raamsdonk.

There are 13 different services at Den Haag with over 200 desks and each desk has its own training to deal with aggression. This makes it hard to really say something about the municipality in general, but for as far as possible the interviewee tried to answer the questions. There was mentioned however, that the intention was to provide all these services and desks with the same basic training and only after the basics divide into more specified training programs. The basic training should consist of one full day and then another full day with specific training, two full training days in total.

The main items that should covered in the theoretical part of the training should be about how far someone can go, how to neutralize aggression and what to do with each type of aggression and of course where does your personal boundary lie?

Currently Den Haag does not work with council contracts, but they might do so in the future as all the desks receive the same training. They were not able to give a ranking of factors because this would require too specific information, which they did not yet possess.

A list of relevant facts:
- The price currently varies between 200 and 1000 per person
- The maximum group size is different for each desk but will be around 10 persons max
- There is no specific level of education required for the trainer for most of the desks

After receiving this general information, there was an interview with one of the largest department, that of social services. They were able to provide more detailed information, but it must be taken into account that it is only one of the departments.

A list of rankings and some other important facts:
1. Quality of the training
2. Level of the training(diploma/certificate)
3. Performance of the trainer(level of education, results obtained by the trainer)
4. Reliability
5. Price of the training
6. Content of the training(custom made, handouts, subjects etc.)
7. After service
8. Duration of the training (amount of day parts)
9. Distance to the location and accessibility
10. Location (room size, facilities etc.)
11. Administration and communication with the service providing company
12. Period in which the training can be given
13. Day package(lunch/coffee/tea etc.)

In the quotation they would like to see (in order of importance):

1. Reason for the training(problem statement)
2. Learning goals of the training (Aimed results of the training)
3. Approach to the training (theory/practice ratio)
4. Working model (theory behind the training)
5. Price of the training
6. Construction of the training (schedule of the day)
7. Example of a company with a similar problem
8. Organization of the training (location, date etc.)
9. After service
10. Information on the content of the day package

A short list of other relevant facts:

- Price range: The training should not cost more than around 250 euro's per person, including an actor.
- Group size: the group that receives training from the same trainer at the same time can be no bigger than 8 to 12 persons.
- The minimum level of education for a trainer is HBO plus and he needs to have several years of experience.
- A training must be given within 3 weeks
- Trainings are given in their own facility.

Delft

The fifth interview with a municipality was with Delft and took place on June 06, 2011. The interviewee was Ms. Van der Marel.

The main thing the municipality Delft was looking for were custom made trainings. This is of grave importance as a district coordinator needs a different training than an employee that does repairs or someone who works at a graveyard.

The training is evaluated afterwards by the personnel and this evaluation is used to determine if the company that provides the training still fulfills the needs of the employees. With 7,5 or higher as a grade for the training, the training can be considered as high quality and satisfactory.

A list of relevant facts:

- A training should not cost more than 200 euro's per person, including the trainer, actor, travel expenses, material costs and preparation. Location and lunch are taken care of by Delft. This is the price for two full days of training.
- Group size: the group that receives training from the same trainer can consist of no more than 12 persons so that everyone gets a chance to train with the actor
- The training is given in their own facility
- There is only one contact in Delft and only one at the service providing company so the communication is simplified.
- A training is usually given within days and possibly up to a few weeks. If it takes a few weeks, this is usually caused by Delft and not the training bureau.

Building corporations

OnzeWoning

The First interview with a building corporation was with an employee of OnzeWoning and took place on May 31, 2011. The interviewee was Mr. Renooij. As the person who was in charge of training at this company was busy, I spoke to Mr. Renooij, who offered to provide me with information of a different building corporation he worked for. At that time he was in charge of a part of the training of personnel. There was little detailed information he could give as he was not involved with the details.

Although the interviewee could not tell me anything about the price range, he was able to provide me with the following information:

- There was no minimum education level of the trainer, but there had to be a click.
- After service was important. If an employee ran into a problem, the trainer had to be available to give advice.
- There was no period in which the training had to be given. They trained their personnel every half year. In this session the new personnel received the full basic training and the personnel that felt they needed a refreshment training could join this group.
- There was an evaluation form that had to be filled in after every training to see if the training was still useful and what they needed.

HaagWonen

The second interview with a building corporation was with HaagWonen, a building corporation in the Hague. The interview took place on 31 May, 2011. The interviewee was Ms. Dixhoorn. This building corporation has made its own basic training to deal with aggression based on an e-learning system. In this training it is important to teach the employees what aggression is, what it does to people and link that to the protocol the company has. They have their own registration system for aggression and personnel is also trained to register aggression in this system.

Besides this training that they offer to their personnel themselves, they hire a trainer from an external company to train their personnel in the skills to deal with aggression. This training is meant for all personnel but especially for the aggression team. This team is called to help when aggression from somebody is noticed and cannot be controlled. In this training the practice has to be simulated and the rest of the personnel is asked to watch so they know what will happen if the aggression team arrives. To simulate the training it is essential to train on their own location. This training can be given in one full day as there is no need to discuss the theoretical part.

The company that provides the training has to keep in mind that the personnel has already had the e-learning program and has to be prepared to provide a custom made service based on this fact. It is also important to differentiate the training based on the function of the personnel.

A list of rankings and some other important facts:

1. Quality of the training
2. Level of the training(diploma/certificate)
3. Reliability
4. Performance of the trainer(level of education, results obtained by the trainer)
5. Content of the training(custom made, handouts, subjects etc.)
6. After service
7. Duration of the training (amount of day parts)
8. Price of the training
9. Distance to the location and accessibility
10. Location (room size, facilities etc.)
11. Period in which the training can be given
12. Administration and communication with the service providing company
13. Day package(lunch/coffee/tea etc.)

In the quotation Haag Wonen would like to see (in order of importance):

1. Reason for the training(problem statement)
2. Learning goals of the training (Aimed results of the training)
3. Approach to the training (theory/practice ratio)
4. Working model (theory behind the training)
5. After service
6. Construction of the training (schedule of the day)
7. Price of the training
8. Example of a company with a similar problem

A short list of other relevant facts:

- Price range: the price can vary between 1000-1500 euro per person. An actor can be added for no more than 400 euro.
- Group size: the group that receives training from the same trainer at the same time can be no bigger than 10 persons.
- There is no minimum in the education level of the trainer but it is essential that he is experienced and gives people a safe feeling during the training to let them open up
- There was no diploma or certificate needed to be considered as a good training
- An evaluation was done after the training to see if the training fulfilled the needs of both the employer and the employees.
- After service is a big issue here. The trainer has to be reachable for advice, evaluation etc.

Oost Flevoland Woondiensten

The third interview with a building corporation was with Oost Flevoland Woondiensten (OFW) and took place on June 06, 2011. The interviewee was Ms. Polman.OFW has some clear preferences but Ms. Polman was not able to answer all the questions.

OFW holds the knowledge of the service providing company about OFW and insight in different situation the employees face as the most important in choosing which company to buy the training from. The second thing they looked at in the quotation is the price and the content of the training. They were not able to give a price range. They also stated that it should be clear what the costs are and there should be no surprises afterwards, like mileage or taxes.

The training has to contain the most common aggression problems that personnel faces and potential approaches in dealing with these problems. This can start with general information about aggression, what it is and how to deal with it etc. but also needs to be about the specific problems personnel at OFW faces. At the end of the training the personnel should have a few handles that they can use to solve their problems. The satisfaction about achieving these goals was measured at the end.

After the training, the trainer should be willing to come back for one more session to discuss the situations that have happened in the time between the training and that session. This should be a moment to evaluate if the employees acted in the right way and how to improve if necessary.

Again a short list of relevant facts:

- There was no price range given by the company
- Group size: the group that receives training from the same trainer at the same time can be no bigger than 10 persons.
- The training should be no more than 2 day parts
- The level of education of the trainer is of no importance
- Receiving diploma’s or certificates is not relevant to OFW
- The training can be given both at the company as well as on other locations
- The training should be given within 13 weeks.

MaasdeltaGroep

The fourth interview with a building corporation was with MaasdeltaGroep in Spijkenisse and took place on June 07, 2011. The interviewee was Ms. Schipper.

The focus for this company was not on role playing in particular, but they did have a strong preference on training on different locations, based on the needs of the employees. The second thing is that the norm of the company is adopted into their culture. The training must be practice oriented and take up no more than one full day of training as they already had a theoretical training. When they purchased the first training however, a more theoretical one was in order and this could take up two full days of training. If a different service providing company would want to interfere and perhaps “steal the deal”, they would have to bring something completely different to the game, as slight price or quality differences would not cut it. Things that are different are for example a defensibility training.

The service providing company is evaluated by the personnel and the results need to be positive in order to continue the relationship with this company. This evaluation is done by the employees who receive the training as they know best what they need and received.

A list of rankings and some other important facts:

1. Content of the training(custom made, handouts, subjects etc.)
2. Quality of the training
3. Reliability
4. Duration of the training (amount of day parts)
5. Price of the training
6. Performance of the trainer(level of education, results obtained by the trainer)
7. Location(room size, facilities etc.)
8. Distance to the location and accessibility
9. Administration and communication with the service providing company
10. After service
11. Level of the training(diploma/certificate)
12. Period in which the training can be given
13. Day package(lunch/coffee/tea etc.)

In the quotation they would like to see (in order of importance):

1. Learning goals of the training (Aimed results of the training)
2. The approach to the training (theory/practice ratio)
3. Reason for the training (problem statement)
4. The construction of the training (schedule of the day)
5. The organization of the training (location, date etc.)
6. The price of the training

Again a short list of relevant facts:

- The training should be no more than 1 session, not two full days
- Group Size: there are two different groups:
    - The group that receives training in an empty house can consist of 8 to 10 persons max
    - The group that receives training at the desk can consist of 15 persons max
- A training can cost about 300 euro's per person
- The trainer must be HBO educated so he is capable to speak with both higher and lower educated personnel and the more experience the better.
- MaasdeltaGroep would like to receive a certificate of attendance, but does not consider this as a factor that influences their decision
- An evaluation at the end of the training determined the satisfaction rate.
- The training has to be given within 6 months

Hoek van Holland

The fifth interview with a building corporation was with Hoek van Holland in Hoek van Holland and took place on June 07, 2011. The interviewee was Mr. den Bakker.

Hoek van Holland currently has Pieters& partners as service providing company and chose this company based on positive earlier experiences of the person in charge of selection. This person knew the company from his previous work. The company was selected there based on introductory interviews. The level of education of the trainer was therefore no issue as they were satisfied with his performance. Evaluation at the end of the training determined the satisfaction rate, which in this case was more of a formality as it had never occurred that the employees were not satisfied. The main things they were looking for in the content were the explanation of the different types of aggression, how to deal with each type and prevent any discussion to become violent.

As this is not a very large building corporation it was essential to the company that the employees were not busy too long with this training. This meant that there should be as little sessions as possible, preferably no more than 1 day of theoretical training and only one day part (=0,5 day) of practical training with an actor and practice examples. As the company needed 2 months themselves to schedule the training, they did not really have a deadline to how long the company could take before actually providing the training but those 2 months seemed to be a guideline.

A list of rankings and some other important facts:

1. Content of the training (custom made, handouts, subjects etc.)
2. Quality of the training
3. Performance of the trainer (level of education, results obtained by the trainer)
4. Reliability
5. Duration of the training (amount of day parts)
6. Level of the training (diploma/certificate)
7. Price of the training
8. Location (room size, facilities etc.)
9. Distance to the location and accessibility
10. Administration and communication with the service providing company
11. Period in which the training can be given
12. Day package(lunch/coffee/tea etc.)
13. After service

In the quotation they would like to see (in order of importance):

1. Learning goals of the training (Aimed results of the training)
2. The approach to the training (theory/practice ratio)
3. The working model (theory behind the training
4. The construction of the training (schedule of the day)
5. The price of the training
6. After service
7. Example of a similar company with a similar problem
8. The organization of the training (location, date etc.)
9. Day package

A short list of other relevant facts:

- Group size: the group that receives training from the same trainer should not consist of more than 7 persons
- The training should not cost more than 250 euro’s per person
- In the after service it was important that the trainer left a handout with tips to solve the most common problems faced by personnel.
- Hoek van Holland puts no value on receiving a diploma or such after the training, their interest is in the skills only
- Hoek van Holland compared about 3 companies before making a choice.

Préwonen

The sixth and final interview was with the building corporation PréWonen and took place on June 08, 2011. The interviewee here was Rob Kemps.

The thing that is valued most by PréWonen is the expertise of the trainer. A minimum level of education of HBO is therefore required and of course the more experience, the better.

The training must contain several subjects. A list of these subjects is presented below:

1. There has to be a part about the "arbowet" that exists in the Netherlands. What does it say about aggression and what is the company obliged to do according to this law?
2. What is the effect of aggression on a person?
3. How can you process an aggressive event?
4. What types of aggression are there?
5. How can you deal with each type?
6. A few basic communicative skills must be taught to the employees.

A training should take place externally. This is preferred as the experience is that if the training is given internally, people are called away from the training due to some important matter or distracted because of the other activities around them. The facility has to be close to the company though.

In the quotation it is important to mention the price clearly, the targeted results and possibly some documentation on the trainer, his experience, etc. It is also a plus point if there are references of the company in the quotation. There is no need for an example of a similar company with similar problems.

A list of rankings and some other important facts:

1. Content of the training(custom made, handouts, subjects etc.)
2. Price of the training
3. Quality of the training
4. Reliability
5. Performance of the trainer(level of education, results obtained by the trainer)
6. Location (room size, facilities etc.)
7. Administration and communication with the service providing company
8. Level of the training(diploma/certificate)
9. Distance to the location and accessibility
10. Period in which the training can be given
11. Day package(lunch/coffee/tea etc.)
12. Duration of the training (amount of day parts)
13. After service

In the quotation they would like to see (in order of importance):

1. Learning goals of the training (Aimed results of the training)
2. The approach to the training (theory/practice ratio)
3. Reason for the training (problem statement)
4. The price of the training
5. The working model of the training (theory behind the training)
6. Example of a company with a similar problem
7. The construction of the training (schedule of the day)
8. The organization of the training (location, date etc.)
9. Content of the day package
10. Information about the after service

A few more relevant facts:

1. The training should not cost more than 500 euro's per person, including the actor and other facilities
2. Group size: the group that receives training from the same trainer at the same time should not be bigger than 12 persons
3. A training should normally be only one full day, but it is ok to train two full days sometimes, if it is necessary
4. The training should be given within 8 to 12 weeks
5. PréWonen compared 3 companies before making a choice
6. A diploma at the end of the training is not needed, a certificate of presents would be good, but also not necessary
7. At the end of each training, an evaluation is held to see how the training bureau and the trainer perform.

Appendix H

Municipalities

- Quality
  - Quality is measured by evaluations at the end of each training. The satisfaction rate must be eight or higher on a scale from one to ten to be considered acceptable.
- Content
  - Three of the five municipalities are interested in learning the basics, for example what aggression is, how to recognize and deal with it and how to prevent a situation from escalating
  - Municipalities that provide different training for each department put more value on a custom made training where the focus must be on the specific problems that department faces than municipalities that do not provide a different training for each department, but provide the same training for everyone.
- Price
  - Municipalities are willing to pay around 200-250 euro's per person for a two day training, including an actor, travel expenses etc. This is based on three municipalities. One was only interested in a one day training and was willing to pay 150 euro's per person for that training. The others could not give a price range.
- Level of the training
  - The level of the training in this case means a certain certificate or diploma is awarded at the end of the training. None of the municipalities valued a diploma and only one municipality would appreciate a certificate of attendance.
- Performance of the trainer
  - One municipality indicated that a trainer needs to have a minimum level of education of HBO plus. The rest did not require a minimum level of education for the trainer.
  - The performance of a trainer is evaluated at the end of each training as a part of the evaluation of the training in general (terHuurne, 2011).
- Duration of the training
  - Four of the five municipalities agreed that two days of training would be suitable for a basic training which includes a theoretical part. This means 4 day parts. Rotterdam however, indicated that they wanted one full day of training as a basic training.
- Group size
  - The group size can range between eight and twelve persons. This is based on four of the five municipalities.
- Period in which the training should be given
  - Four of the five municipalities agree that the training should be given within three to eight weeks.
- Location
  - Four of the five municipalities stated that they want to train in their own facility. This ensures the best simulation of situations employees could face in everyday life.
- Comparison of companies
  - Municipalities generally compare about three companies before choosing a bureau to buy their training from.

Building corporations

- Quality
    - Quality is measured by evaluations at the end of each training. They remain vague about a reasonable satisfaction rate is.
- Content
    - Building corporations usually already had a theoretical training and are therefore not looking for too much theory in a training, but are more interested in a practical approach to training.
    - Building corporations that do want a theoretical part in their training are interested in learning the basics, for example what aggression is, how to recognize and deal with it and how to prevent a situation from escalating
    - To “steal the deal” you have to do something significantly different, offer a defensibility training for example.
- Price
    - The price building corporations are willing to pay ranges between 250-500 euro’s per person for two full days of training, including an actor, travel expenses etc. This is based on three of the six building corporations.
- Level of the training
    - The level of the training in this case means a certain certificate or diploma is awarded at the end of the training. None of the municipalities valued a diploma and only two building corporations would appreciate a certificate of attendance.
- Performance of the trainer
    - Two building corporations indicated that a trainer needs to have a minimum level of education of HBO to ensure that they were able to communicate with both high and low educated participants. The rest did not require a minimum level of education.
    - The performance of a trainer is evaluated at the end of each training as a part of the evaluation of the training in general (terHuurne, 2011).
- Duration of the training
    - Two building corporations are interested in no more than one full day of training, which has to be practically oriented. One of these two indicated, that if they had not trained the theoretical part, two days would have been fine.
    - Two building corporations are interested in one full day of training, including the theoretical part
    - One building corporations wanted one day of theoretical training and no more than one day part of practically oriented training.
- Group size
    - The group can consist of ten persons max. This is based on three of the six building corporations.
    - One building corporation indicated that the group should not be larger than seven persons.
    - One building corporation indicated that the group should not be larger than twelve persons.

- Period in which the training should be given
    - Four building corporations agreed that the training should be given within eight to thirteen weeks.
- Location
    - Three of the six municipalities stated the location depends on the function of the employees. If the employees have jobs with home visits, a training should take place in an empty house. This ensures the best simulation of situations employees could face in everyday life.
    - One building corporation indicated that they only want to receive training externally.
    - One building corporation indicated that they only want to receive training in their own facility.
- Comparison of companies
    - Building corporations generally compare about three companies before choosing a bureau to buy their training from.

Comparison of segments:

- Quality
    - Both municipalities and building corporations use evaluations at the end of each training to check if the performance of the training bureau is good enough in the eyes of the employees.
- Content
    - Far from all municipalities have given their personnel a basic training to deal with aggression where building corporations have all given their personnel the basic training, which includes the theoretical part. Municipalities are therefore looking for more theoretical trainings than building corporations
- Price
    - Building corporations are willing to pay between 50 and 250 euro's more for two full days of training than municipalities.
- Level of the training
    - Municipalities and building corporations agree that a diploma to stand as a guarantee of high level training is not needed. A certificate of attendance is regarded as pleasant, but not necessary.
- Performance of the trainer
    - Most municipalities and building corporations do not set a minimum level of education for the trainer, but one third of the building corporations want a trainer that is at least HBO educated and only 20% of the municipalities expect this from a trainer.
- Duration of the training
    - Municipalities more easily accept two full days of training than building corporations, which are more interested in one full day of training.

- Group size
    - Municipalities and building corporations both indicate that a group size should be between eight and twelve persons, with ten being the maximum for building corporations.
- Period in which the training should be given
    - Municipalities accept less waiting time before the training is given than building corporations. Municipalities accept a period of three to eight weeks where building corporations accept a period of eight to thirteen weeks.
- Location
    - Municipalities are more likely to train in their own facility, while building corporations do not care whether the training is given in their own facility or externally, as long as reality is simulated in the best possible way.
- Comparison of companies
    - Both municipalities and building corporations compare about three companies before they make a choice which training bureau to purchase a training from.

Appendix I

1. The quotation
   a. Make sure that at least the following information is in the quotation as these items are deemed important by the potential customers:
      i. The reasons for the training
      ii. The learning goals
      iii. The approach to the training
      iv. The working model
      v. The price of the training
      vi. The construction of the training
      vii. The organization of the training.
   b. The following information should be standardized, to not waste too much time, and added to the quotations as not every municipality and building corporations requires it, but some would like to see it:
      i. After service information
   c. Differentiate the quotation between municipalities and building corporations in the area of day package information. Building corporations do not need information about the day package where 50% of the municipalities would like to see information about the day package.
   d. Add an example of a company with a similar problem to that of the potential customer, but only if it does not take too much time as not every municipality and building corporation requires it. If it doesn't cost that much time it could give Jobo that extra edge, but if it does cost a lot of time (or money), the extra income it generates does not way up against the costs.
   e. Use the difference in importance shown in the table in the previous chapter to your advantage. Highlight the positive sides you have in the area's the potential customer of that segment deems important. This could let the potential customers believe Jobo is good at the things they deem important.
   f. Try to get contact by telephone before sending out the quotation instead of contact via e-mail. Ms. Westrek (2011a) noticed that the potential customers of the aggression training more easily said no. In personal contact it is harder to say now than by email is the experience of Ms. Westrek.
2. Price
   a. Lower the price of the training "dealing with aggression" to become more attractive to the potential customers or
   b. Enlarge the group size to a maximum of twelve participants per group, which lowers the price per person. This is needed to attract municipalities as Jobo is too expensive for them and to become more attractive to building corporations.
3. Quality of the training
   a. Evaluate every training and ask for points of improvement. Nobody is perfect, but Jobo should try to improve as much as they can as other will as well and Jobo needs to compete with those others.
   b. Include the expectations in this evaluation. This could help find out if Jobo delivers what is expected from them.

c. Give potential customers insight in the evaluations and show how you have bettered yourself on the points of improvement. This could convince some potential customers of the fact that Jobo delivers high quality services, which might convince them to buy the training from Jobo.
d. Show the “100% guaranteed satisfaction” logo on the website that has been made by Jobo for the training “dealing with aggression”. If customers have the feeling that they will have less financial risks at Jobo than at a competitor, they will be more likely to buy from Jobo.

4. Reliaibility
   a. Whatever happens, Jobo should always deliver the training as promised, by means of a backup trainer or something else. This should of course be decided after consultation with the customer. Reliability is very important to the potential customers and therefore Jobo should definitely be as reliable as possible.
5. Content of the training
   a. Differentiate between the content of the training for municipalities and building corporations.
   b. Offer a more theoretical approach to training to municipalities than to building corporations. Municipalities have often not yet offered their personnel a theoretical training and are therefore more interested in theoretical trainings.
   c. Become familiar with the different problems participants with different jobs face. This ensures custom made trainings, and the feeling of personal attention, which is one of the things that are deemed important.
6. Duration of the training
   a. Offer a two days training for potential customers (mostly municipalities) that have not yet had a theoretical training in which one day is about theory and one day is about practical training. Training with theoretical parts take up more time and the potential customer is more likely to accept that.
   b. Offer a one day training that is practically oriented for potential customers that have already followed a theoretical training (mostly building corporations). Parties that have already provided their personnel with a theoretical training are less likely to accept a two days training.
7. Level of the training
   a. Offer a certificate of attendance to the participants. It is not often required by the potential customers, but some would like it. It does not cost a lot of time to create a standardized certificate and the potential customers appreciate it.
8. Performance of the trainer
   a. Evaluate the trainer at the end of each training. This ensures that the trainer delivers quality services and/or is able to see where there is room for improvement.
   b. Demand a minimum level of education of HBO for every trainer, but make an exception if he or she has a lot of training experience. The potential customers value experience more than the level of education.
9. Location
   a. Create a network of empty houses and other facilities to train in, in case an external environment needs to be simulated. Once Jobo has this network, it can offer external training, which are valued by some parties (mostly building corporations)

b. Offer a training both in their own, your own and external facility.

10. Period in which the training should be given
    a. Ensure that you are able to provide the training at the time the customer wants it. If the customer demands the training within 5 weeks, make sure you can deliver it in 5 weeks. Hire freelancers you are familiar with to fill in if you cannot deliver. Although it is not ranked as the most important item, it could give the potential customers the feeling they are in charge of when the training is given and they are the ones deciding, which makes it more custom made.

Explanation of the advice and ranking in the advice will be given in this section. First of all, Jobo needs to work on their quotations. The first contact with the customer is probably a telephone call, followed by a quotation. This quotation is the basis of the decision the potential customers make. Improving the quotation should therefore be done as quickly as possible as it could improve the conversion right away. Judith Westrek (2011B) stated that most potential customers of trainings had contact with a trainer via telephone, but the potential customers of the training “dealing with aggression” communicated by e-mail. Telephone contact is more personal as you hear the voice of the person and can sense the tone so there is less chance of misunderstandings etc. Jobo should try to get telephone contact before the quotation is send out to improve this personal contact, which makes it harder for people to say no and to ensure the information Jobo provides is well understood.

As a second thing, it is important to look at the price. Jobo is too expensive in the eyes of the potential customers in the municipality segment. This could mean that they are not willing to pay more because their budget isn’t bigger than that, or that they do not feel that they gain more value if they spend more. Jobo either needs to decide not to spend too much time on municipalities or find a way to convince them that their price if worth it, which can be done with the advice that follows. In any case it is good to look at your price first and see if you want and can lower it.

The third thing jobo should do is work on their quality. This is rated as one of the most important items of a training by both municipalities and building corporations and should therefore be worked on quickly. The 100% guarantee logo is easily put on the website, both the main site of Jobo as well as the site that is build solely for the training “dealing with aggression”, but could convince potential customers that Jobo is worth its price! In the evaluation that is done at the end of a training to check the quality of the training, it would be good to include the extent to which the expectation matched what they perceive they received. This could help in the future to investigate the other gaps described earlier. Besides this, it might be good to give potential customers insight to evaluations to show how well you perform. A Cedeo rapport is good, it is a token of quality, but it can be enforced by the evaluation of the trainings as people then have access to the actual plusses and minuses of Jobo. This is of course only a good idea if the evaluations are as positive as the Cedeo rapport indicates.

Reliability is key in providing the trainings. Jobo should always be able to deliver the training at the promised date. It can of course happen that the trainer is sick or otherwise unable to provide the training. Jobo should always have a backup in case the customer wished to receive the training from a different trainer anyway.

The content of the training is deemed important by both municipalities and building corporations and deserves the number four spot. Although both agree on the content of most of the theoretical part, building corporations have often already given their personnel a theoretical training, which should therefore not be offered to them again. A training for building corporations should therefore be more practically oriented than a training for municipalities. It is also important to gain information about the specific problems that each department faces to show your expertise in that area as both municipalities and building corporations agree that this is very important.

The content is also related to the duration of the training. It is important to adapt the length of the training to the amount of training the personnel of the municipality or building corporation already received in the area of dealing with aggression.

Another easy thing to do is creating a certificate of attendance. Some municipalities and building corporations value such a certificate and making the basic certificate only has to be done once and after that only the name and date have to be changed. As this probably does not affect the conversion rate drastically it did not get a top priority, but as it is easily done, it didn't get the lowest priority either.

The performance of the trainer has to be evaluated at the end of every training. Although the performance of the trainer is deemed very important, most of the trainers already are HBO educated at Jobo (Westrek, 2011C) and so the focus of the advice should be on the exception that should be made in case a trainer that has a lot of experience applies for a job at Jobo.

As it takes a lot of time to build up a network locations in order to offer a choice between their own facility or an external one, this advice has less priority. It is something that Jobo has to start to work on now, but cannot offer their customers until they actually have this network of locations and so it will not show any results in the short term.

The period in which the training should be given is not deemed very important, but it is good to make sure Jobo stays aware of the fact that their service should be provided within several weeks. Jobo is providing a service and earlier it is described that they cannot be stored and delivered later, which could cause problems for the planning of trainings. Jobo should watch their training capacity!

Appendix J

1. **Teamwork: the extent to which employees and managers pull together for a common goal**
    a. Do employees and managers contribute to a team effort in servicing customers?
    b. Do customer-contact employees cooperate more than they compete with other employees in the company?
2. **Employee-job fit: the match between the skill of employees and their jobs**
    a. Do employees believe that they are able to perform their jobs well?
    b. Does management devote sufficient time and resources to the hiring and selection of employees?
3. **Technology-job fit: the appropriateness of the tools and technology that employees use to perform their jobs**
    a. Are employees given the tools and equipment needed to perform their jobs well?
4. **Perceived control: The extent to which employees perceive that they can act flexibly rather than by rote in problem situations encountered in providing services**
    a. Do employees spend time in their jobs trying to resolve problems over which they have little control?
    b. Are employees required to get approval from another department before delivering service to customers?
5. **Supervisory control systems: the appropriateness of the evaluation and reward systems in the company.**
    a. Do employees know what aspect of their jobs will be stressed most in performance evaluations?
    b. Are employees evaluated on how well they interact with customers?
6. **Role conflict: the extent to which employees perceive that they cannot satisfy all the demands of all the individuals (internal and external customers) they must serve.**
    a. Do customers and manager have the same expectations of the employees?
    b. Do employees have more work to do than they have time to do it?
7. **Role ambiguity: the extent to which employees are uncertain about what managers of supervisors expect from them and how to satisfy those expectations**
    a. How often does management communicate company goals and expectations to employees?
    b. Do employees understand what managers expect from them and how to satisfy those expectations?

Appendix K

Reflection

The search for a bachelor assignment started after the lecture that was dedicated to the bachelor assignment process. In this lecture I had received information about where to search for an assignment and I started to check blackboard for new assignments regularly. As this was not very successful because blackboard still had assignments dating from April 2009, I felt it would be wise to try different channels. On March 15 I made an account at Integrand, which is an agency that links students with companies that have assignments. It didn't take long before I found an assignment at Jobo Training & Coaching and after having written my letter of motivation and qualification I had an appointment with the manager at Jobo Training & Coaching, Judith Westrek. At this meeting the assignment was discussed and at the end of the meeting I was assured I could start on April the 18th.

The first couple of days were all about getting to know the product Jobo was selling, the trainers and after that is was time to get to work. In the mean time, I had trouble to find a supervisor at the University of Twente. Although I had contacted Mr. Constantinides, who is the person in charge of assigning students to a supervisor, he could not find a supervisor for me right away. In the end he offered to do it himself, while trying to find a replacement. Not much later I got a new supervisor, Mr. Bliek.

The first meeting with Mr. Bliek was about what the assignment was, how to approach such an assignment and how to tackle the problem Jobo faces. Mr. Bliek helped me with suggestions of theories I could perhaps use or at least look into more. After this meeting it was time to search and to find the best literature to analyze the problem Jobo faces. I had to write a plan of action for this research, which included most of the used literature and a schedule which included what I would do each week.

It quickly became clear that the assignment was too large to uphold. The focus of the research was therefore only on a part of the original assignment. This was decided after I arranged a consultation moment with Arjan Bloemendaal and Judith Westrek to discuss the size problem of the research. I had to rewrite the schedule of action. At the meeting with Mr. Bliek, Ms. Westrek, the assignment was discussed so that it was clear for both sides what the research should be about and no party could be disappointed at the end.

Shortly after, the research got underway. It became clear that either a survey or interviews had to be held and during a meeting with Arjan Bloemendaal, it was decided that interviews were the best option as it would go deeper into the needs of the potential customers than a survey. As there was limited time to do this research, a choice had to be made which segments to focus on. There was too little time to do them all and doing so would result in data that would not be useful to Jobo Training & Coaching. Therefore it was decided, again after consultation with Arjan bloemendaal, to focus on only two of the three segments and focus only on the western part of The Netherlands as Jobo was mostly interested in that part.

After this decision and the theoretical part of the assignment, it was time to focus on the practical part of the research. This entailed finding and contacting potential customers, which in this case were building corporations and municipalities. In this process, about fifty building corporations were called, e-mailed and called again to eventually get six building corporations to participate in the research. The same was done with the municipalities, but they were easier to persuade and after about fifteen phone calls and/or e-mails, there were five municipalities who were willing to co-operate.

After the interviews had been planned it was needed to make sure that the interviews, of which the interview questions had been formulated based on theory and quotations of training bureaus, had a clear structure. This was then practiced in order to make sure the interviews would go as planned.

Without going into too much detail about how these interviews actually went, they generally went better and better after each interview, as some minor problems turned up and the solutions were adopted in the next one. In the literature there were several things you should be aware of as interviewer, such as the dress code and the formulation of the questions. These things were studies before the interviews and were taken into account. Perhaps that is one of the reasons there were no major problems during this process. All the participants co-operated well and mostly provided me with the information needed. Some of the participants were not able to give price ranges or such, but as there were more participants, this was not a major problem.

After all the data had been collected it was time to analyze all the information and make it accessible for Jobo as a company to actually do something with the results. This process quite took some time, as there were eleven participants that all responded to a lot of questions. When this was done and conclusions had been drawn from the research, there was a meeting with Arjan Bloemendaal to discuss the findings and the practical applicability of it. Arjan requested in that meeting a clear list of do’s and don’ts, which was provided the week after, but was not as such adopted in the report as it was not scientifically written, but focused on the practical use.

When the report was in a late stage, it was sent to both Mr. Bliek, my first supervisor, and Mr. Harms, my second supervisor. Feedback followed and the rewriting process began. Shortly after the holiday started and my time at Jobo ended as the main results were clearly explained, the list of do’s and don’ts was handed over and discussed and the report was in the writing stage, which required no physical presence at Jobo. In the holiday there was still some work to do, which was harder as there was no internet available. At the return of my holiday, Mr. Bliek was in vacation for some weeks. In these weeks parts of the report were rewritten and it was again sent to both Mr. Harms and Mr. Bliek. A meeting followed in which the final remarks were given and again a phase of rewriting some parts began.

At the next and last meeting it was the idea to present the bachelor thesis to Mr. Bliek and Mr. Harms to convince them of the report and to have a practice session for my colloquium. However, Mr. Harms was sick at the time of the meeting and could unfortunately not attend. There was therefore no presentation, but Mr. Bliek was satisfied with the changes that were made and accepted the report, giving only a few minor changes to be made as feedback.

These changes were made in the last weeks, before the colloquium and the final report was then handed in.