

Bachelor Thesis

SAY YEAH
motion media.

*Improvement of Perceived Customer Value generated by
Say Yeah Motion Media*

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International Business Administration
July 2015

Title

Improvement of Perceived Customer Value generated by Say Yeah Motion Media.

Date and Place

2nd of July 2015, Enschede

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Bachelor International Business Administration

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Management summary

This research, which is commissioned by Say Yeah Motion Media, is conducted in order to improve the perceived customer value of its health and government related customers. Say Yeah Motion Media is a Dutch media company located in Enschede. Every video offered by Say Yeah Motion Media can be described as customized, since the customers are in the middle of the attention. The following question will be answered within this research:

- *In what way should Say Yeah arrange its value proposition in order to improve the perceived customer value of their health and government related customers?*

In order to provide insight in the way Say Yeah should arrange its value proposition to eventually improve the perceived customer value of these target customers, a combination of literature study and field research is used. Within the literature study two comprehensive models of La Pierre (2000) are selected on which the field study is based. Semi-structured interviews, partly based on these analytical models, are conducted with two managers of Say Yeah followed by eight target customers. The data gathered during these interviews will be analysed in order to create an understanding of the value proposition of Say Yeah and the perceived customer value of these customers. Since both models contain similar elements, a clear comparison of the data can be made. The comparison of these two analyses will provide insight in the extent to which the value proposition is aligned to the perceived customer value.

In general, it can be stated that the value proposition is aligned to the perceived customer value to a relatively high extent. The majority of the customers perceive the quality of the products and services of Say Yeah as appropriate and sufficient. Although some suggestions are made, since some customers do not experience optimal value on every element within the models. When the value proposition of Say Yeah is arranged differently of the followings aspects, the perceived customer value might probably improve.

- Briefing and debriefing
- Co-operation
- Transparency
- Branding

Preface

The research that is in front of you right now, is written as part of finishing my Bachelor International Business Administration at the University of Twente. It is commissioned by Say Yeah Motion Media, a media production company in Enschede. By conducting this research, I hope I will contribute in the process of making the right decisions regarding the arrangement of an appropriate value proposition for Say Yeah Motion Media.

This Bachelor thesis could not have been carried out without the support of different people. First of all, I like to thank Mr. J. Eppink for the opportunity to conduct this research within his company. Then I like to thank my supervisor of Say Yeah, Ms. R. S. Guillot, for her proper support and clear advices. I am grateful for all the information and sociability that the other colleagues within Say Yeah gave me.

Regarding the University of Twente, I would like to thank my supervisor Ir. J.W.L. van Benthem for the support he gave me, and Drs. P. Blik for being a co-reader.

Finally, I would like to thank all the customers who participated within this research and were willing to give clear and comprehensive answers wherever they could.

Thank you all, for your time, energy and co-operation within the realization of this Bachelor thesis.

Lisanne Brinkman

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Chapter 1 – Introduction

1.1 Research outline

This bachelor thesis will start with an introductory chapter in which the occasion and relevance of this research will become clear. This information will be followed by a company description and the research questions. Chapter 2, includes the theoretical framework in which the main concepts are fully described. The founding information about the selection of certain definitions will become clear as well as the corresponding models used. Chapter 3 will fully clarify the research method that is used within this research. The data gathered within this research will be analysed within chapter 4, after which it is possible to provide answers to the sub-questions. The main research question will be discussed during the conclusion in chapter 5 followed by an appropriate discussion in chapter 6. In chapter 7 recommendations will be provided for both Say Yeah Motion Media and further research. Chapter 8 and 9 will respectively include the references and the appendix. This research will be conducted based on a time schedule which can be found in Appendix A.

1.2 Occasion

Companies operating in business markets these days, have to deal with high levels of competition in rapidly changing environments (Gosselin, 2006). First of all, the increased amount of competition is caused by the globalisation, a worldwide integration that includes the integration of products and services (Al-Rodhan, 2006). Thereafter the fast developments within technology, especially in communication and information, enable companies to globally share information in order to produce specific products or deliver a specific service. Also, the maturity of the business markets in many developing countries increases the competition (Gosselin, 2006).

A high level of competition leads to a high amount of supply of similar products and services offered by different companies. Therefore customers have many alternatives to choose from, which creates an opportunity to compare quality and prices along these product. The internet and other worldwide information systems provide some assistance to customers, within this process. ‘Comparison websites’ create the opportunity for customers to compare products and suppliers, even based on opinions and experiences of other customers (Atteveld, 2006). In addition to the comparing opportunities, customers themselves have a willingness to put time and effort in the process of finding the most appropriate product or service (Schoor, 2013). Due to these developments, every customer is aware of the alternatives that are offered and is able to find a product or service which might perfectly fit their needs. In this way, customers become more exacting and critical, and the position of the customers with respect to suppliers has become stronger (Prins, 2001).

Companies should know how to deal with these developments and respond to it. According to Brown (2002) companies should really focus on their customers and should know what the customers’ best offering should look like. They should offer products and services that are aligned to the needs and requirements of the customers, since the current critical customers often prefer to only conduct business with companies that offer products or services which ultimately best fit their needs (Day G. S., 1994).

Marketers currently believe that ‘‘organizations ultimately achieve success only by satisfying the specific needs of their target customers’’ (Brown, 2002, p. 110).

1.3 Academic relevance

Focussing on the customers and finding out what they really want, is a process which is more difficult than many managers in first instance thought. Research reveals that there are fundamental differences between what managers think their customers value and what those customers themselves actually value. These differences can be described as ‘gaps’ which ‘‘create the potential for mistakes in an organisations’ effort to deliver value to customers’’ (Woodruff, 1997, p. 143). Those gaps can be reduced when companies are able to provide themselves with information about how their customers

perceive the worth of products and services or certain elements within these offerings.

Only a few suppliers are aware of such information and therefore deliver value in the best possible way. Many firms still have problems with understanding how their customers value their offerings and what elements they value the most. While “the ability to pinpoint what value products and services have to one’s customers, has never been more important” (Anderson & Narus, 1998, p. 5). Literature argues companies to really focus on their customers. This is not for a more socially acceptable way of doing business, but because understanding the way customers value products and service is becoming a commercial imperative (Yamamoto, n.d., p. 548).

As mentioned before, Brown (2002) states that organizations are able to finally achieve success, only by meeting the specific needs of their customers. In order to confirm this relevance, Graf and Maas (2008) indicate that it is crucial for a company to understand the way their customers judge and value their services or products, to finally achieve a competitive advantage. In other words, to achieve success and gain a competitive advantage, companies should understand the customer value. Customer value can be defined as the way customers value certain products or services. Customer value can be regarded as “the cornerstone of business market management”(Anderson & Narus, 2004, p. 5).

Day (1994) mentions that firms which focus on customer value, are often positively associated with delivering superior performance. Menon, Homburg & Beutin (2005) agree with this statement, since understanding customer value will probably ensure firms to better manage their customer value delivery process. Business companies should therefore first understand the customer value, to subsequently anticipate on it.

Whenever the customer value is understood, a company should align its own business processes and offerings to these value elements. They should create the actual customer value by offering an appropriate proposition of products and services that include elements of the customer value. In other words, they should provide a suitable value proposition. This is the promise of the value they will be offered (Osterwalder, Pigneur, Bernarda, & Smith, 2014). According to Gale (2000), aligning people and processes within a certain company to the needs and value elements of the targeted customers, will enable that company to clarify their customer value proposition. The process of adapting a value proposition to customer value, will eventually lead to a situation in which companies are able to deliver and communicate superior value on the main factors that are valued by its customers (Gale, 2000, p. 10).

Delivering products or services which are of high value to customers will create many satisfied customers who might be willing to repurchase. Besides, it creates a lower risk of losing customers to competitors who better anticipate on the customer value. The consequences of satisfied customers are emphasised by Gale (2000) since he states that achieving customer value pays off in a higher revenue growth, higher market-share gain, more profitability and a better shareholder value. “Identifying and creating Customer value is regarded as an essential prerequisite for long-term company survival and success” (Abdolvand & Norouzi, 2012, p. 4973).

There is sufficient literature available about the importance of focussing on customer value, still many suppliers are not aware of the customer value of their customers. These suppliers are therefore not able to reduce the gaps that obstruct an optimal creation of customer value. For this reason it is important that more research is conducted about the way in which suppliers should become aware of customer value and how to eventually deliver superior value. Therefore, this research does not focus on the importance of improving a value delivery process but it focusses on the way in which this should be done. Within this research it is determined how a company should arrange its value proposition in order to reduce those gaps and benefit from the positive consequences of focussing on customer value.

1.4 Company description

One of the many firms which is currently not able to provide itself with information on the above mentioned aspects in the most comprehensive way, is Say Yeah Motion Media. Therefore they are not optimally aware of their customer value. A clear company description will be illustrated beneath, based on the official website of Say Yeah and interviews conducted with both managers.

Say Yeah Motion Media (hereafter: Say Yeah) is a Dutch media production company located in Enschede. Say Yeah is specialized in visualizing communication with a focus on film, 2D and 3D. Together with its customers, Say Yeah tries to solve communication problems by the visualization and communication of a specific message. Say Yeah converts communication matters into images, especially moving images, or in other words motion media. Say Yeah can be characterized by the creation of a wide range of customized videos that support the marketing purposes of their customers.

1.4.1 Structure

The structure of Say Yeah can be described as a flat organization structure, since there is no clear hierarchical order. The staff exist out of 10 members, including two main project managers. These managers, which include the managing director of the company, have contact with the customers the most. The other eight staff members within Say Yeah are accountable to the main project managers. Beyond its full-time equivalent, they also have four to five trainees every moment. Within the recent period the amount of trainees was slightly higher than the average, approximately six trainees every moment (Say Yeah, 2015).

1.4.2 Target market

Say Yeah produces video productions, delivered to companies in a Business-to-Business market mostly within Twente. The customers have a broad background varying from government, semi-government, to business companies. Currently, Say Yeah has a customer database of 100 customers. Within this entire database, 60 customers are customers who have purchased videos of Say Yeah more than once. The amount of core customers for who Say Yeah produces videos with regularity, will be around 25 customers.

Despite their broad target market, Say Yeah wants to focus on a specific niche market in the future. Health and government related customers, seem to appeal for Say Yeah more often. Currently, these customers are the biggest source of income, which might be up to 55%. Therefore Say Yeah wants to focus their target market on health and government related customers especially. At the moment, Say Yeah has eight government related customers who are responsible for no less than 35% of the total revenues and four health related customers, responsible for 25% of the revenues (Say Yeah, 2015). Customers beyond the health and government niche are responsible for the remaining part of the revenues.

1.4.3 Mission

The interviews conducted with the management of Say Yeah revealed that there is no clear existing mission. Say Yeah does not apply an official business plan in which such elements should be included. One of the managers formulated a mission spontaneously during the interview in the following way: “Creating added-value by telling a specific message by video instead of another way of communicating. It is about telling a message in such a way that it has an effect” (Say Yeah, 2015). Additional information on the company description of Say Yeah is illustrated in Appendix B.

1.5 Practical relevance

According to the management, video is one of the most effective ways communicating, therefore Say Yeah is able to create added value to their customers. Whatever type of video Say Yeah is offering, providing value is considered to be a key, according to their official website. “Products should yield results, and that is why every production is customized. Every video has its own dynamics, adapted to the specific needs and goals of that specific customer” (Say Yeah, 2014).

Despite the fact that Say Yeah tries to offer videos which fully match the needs of their customers, they never conducted research on the extent to which these needs are actually fulfilled. They do not know whether their videos and service delivered accordant to the customer value, or what elements can be improved. They sometimes experience some difficulties with understanding their customer value and therefore it is important to become aware of these aspects. Since they want to focus on a specific niche market, it is even more important to become aware of what these customers want. This target group will become the majority of the purchasers and therefore the major source of revenues.

When Say Yeah is able to identify the customer value of these targeted customers, and is capable of offering a corresponding value proposition, optimal customer value can be generated. More customers would probably repurchase and eventually more satisfied customers can be recognized. This will eventually lead to a revenue growth, higher market-share gain, better profitability and a better image.

The interest of the management in this research is notable, since it can be regarded as the beginning of a comprehensive research towards their target customers. The fact that they experience some difficulties with understanding these customers, will create the opportunity to carry out an analysis which would be of practical value.

1.6 Problem statement

Say Yeah is not fully aware of the customer value of its health and government related customers and therefore they are not able to create optimal customer value. Hence the following research questions have been formed.

1.7 Research questions

Main question

- *In what way should Say Yeah arrange its value proposition in order to improve the perceived customer value of their health and government related customers?*

Sub-questions

- *How can the current value proposition of Say Yeah be described?*
- *What drivers does Say Yeah describe as the most important value drivers?*
- *In what way do health and government related customers perceive the value of the products and services of say yeah?*
- *What do health and government related customers perceive as the most important value drivers?*
- *To what extent is the value proposition of Say Yeah aligned to the perceived customer value of health and governmental related customers?*

1.8 Research goal

While answering the abovementioned questions and carrying out the analysis, information will hopefully be found about the value proposition of Say yeah followed by the customer value of their health and government related customers (hereafter: target customers). This research creates the opportunity to find out in what way Say Yeah should arrange its value proposition in order to improve the customer value of these customers. By doing so, this research will hopefully be lending academic and practical support to help avoid the negative consequences of not understanding customer value but especially benefit from the positive consequences that will occur.

Chapter 2 - Theoretical framework

2.1 Definition of Value proposition

As stated earlier, it is important for firms to understand the way customers value products, services and specific elements within these offerings. Thereafter it is certainly essential to anticipate on these elements of customer value. It is important to actually create the value rather than just understand it. Since the actual creation of customer value occurs in the customer's sphere, a supplier itself cannot create that value. Suppliers only facilitate the creation of customer value by producing resources and processes which represent potential value for the customers (Grönroos, 2011). The potential value for the customers facilitated by a company is described in a company's value proposition. In other words, the only thing a supplier can do, is create and offer a value proposition that corresponds to the customer value (Vargo & Lusch, 2007). A value proposition describes the bundle of products and services that will create value for a specific customer segment targeted by a firm (Osterwalde & Pigneur, 2009). Each value proposition caters to the requirements of a specific customer segment (Osterwalde & Pigneur, 2009). In other words, a value proposition explains how a company can solve possible problems that their customers might face, satisfy their needs and/or improve their current situation as to eventually create value.

Anderson and Narus (1998) state that value and price are the main elements of a market offering, so these elements are the main characteristics of a value proposition. Essentially, there are two levers that a firm can pull in order to improve a value proposition, the quality lever and the price lever (Feuss, n.d., p. 4).

2.1.1 Different types of value propositions

Three different types of value proposition which firms can deliver, can be recognized: all benefits, favourable points of difference and resonating focus (Anderson, Narus, & Rossum, 2006).

The 'all benefits approach' simply lists all the possible benefits that the products or services offered by a company, might create. This approach seems to require the least knowledge about the customers and competitors and therefore results in the weakest marketplace offer. The 'favourable points of difference approach' is aware of the fact that their customers have alternative products or services to purchase. It requires knowledge about the next best alternative in order to make a list of as much favourable points of differences a firm is offering as possible, compared to its next best alternative (Anderson et al., 2006).

The 'resonating focus approach', will be the focus of this research, since it seems to be the golden standard when it comes to value propositions. It focuses on delivering a value proposition which is 'powerfully captivating' (Anderson et al., 2006, p.5). This can be created when offering a product or service with a few distinguishing and superior elements that matter most to a specific customer segment. This customer focused approach, tries to create value on aspects that customers value the most, followed by the communication of these findings in such a way that it conveys a sophisticated customer understanding (Anderson et al., 2006).

The definition of customer value also includes the importance of certain elements compared to the entire product or service, which will be explained in section 2.2.1. (MVS Position Paper, n.d.). Therefore a value proposition, which should be based on customer value, should focus on these elements too. The only way in which this part can be included, is by using the 'resonating focus value proposition'. Besides Say Yeah is interested in the overall customer value followed by the way in which they can distinguish themselves from competitors. In order to get information on both subjects, the 'resonating focus value proposition' is the only appropriate value proposition type to analyse. It is widely known that a possible pitfall of the resonating focus might be that an elaborated research about customer value is needed (Anderson et al., 2006). However this is not a pitfall any more during this research, since a comprehensive analysis about customer value will be conducted later on.

2.1.2 Analytical models of value proposition

Value proposition has a clear definition. Aside from the abovementioned different types, literature seems to agree on the one definition. Nevertheless different models exist which demonstrate a different part of a value proposition and are connected to customer value in a different way.

2.1.3 Value proposition House

A general model of value proposition which can be recognized, is the 'value proposition house'. It is a model which actually gives a broad description of a company's general value proposition including: target market, end-user insights, competitive environment, end-user benefit, reasons to believe and the discriminator (Appendix C). It is necessary to map the first part of a possible value offer, since such a general value proposition is the primary reason why customers turn to a specific company over its competitors (Osterwalde & Pigneur, 2009). So when all elements within the 'value proposition house' are clearly described and correspond with the value elements customers prefer, there might be a higher probability that those customers want to do business with that specific company instead of its competitors.

Despite its relevance, these elements are connected to desired customer value, a type that will not be used during this research. Customer value can be divided into desired and perceived customer value (Section 2.2.2). The perceived customer value is about the value that is already perceived due to purchasing or using a product or service. Whereas the desired customer value demonstrates what a customer values before any purchase is done. The 'value proposition house' analyses the customer value before customers are exposed to any product or service. It is based on desired customer value rather than perceived customer value. The analysis within this research has a focus on perceived customer value, therefore the analysis will not influence the elements within the 'value proposition house'. Besides, insufficient data will be available to complete every single element within this model. Due to these reasons, the model can be regarded as irrelevant within this research.

2.1.4 Value proposition equation

In order to get an appropriate analysis of a value proposition based on perceived customer value, it is essential to include the elements of 'price and value' or in other words 'benefits and sacrifices'. Based on these thoughts Anderson and Narus (1998) made up an equation that will capture a more detailed essence of a value proposition including the next best alternative (Appendix D).

In order to analyse the value proposition by means of this model, it is necessary to know which competitor produces the next best alternative. It is important to have information about the value and price of the next best alternative. This is not feasible and goes beyond the scope of this research since there is little to no knowledge about the prices and value of the next best alternative of Say Yeah. The first part of the equation can be fully described but because of the latter part it is not possible to use this model.

2.1.5 Total value proposition

A more appropriate model, which does not include a next best alternative and is focused on perceived customer value rather than desired, is the 'total value proposition model' (Figure 2) of La Pierre (2000).

Domain	Scope		
	PRODUCT	SERVICE	RELATIONSHIP
BENEFIT	Alternative solutions		
	Product quality	Responsiveness	Image
	Product customization	Flexibility	Trust
		Reliability	Solidarity
SACRIFICE		Technical competence	
		Price	Time/effort/energy
			Conflict

Figure 2: Total value proposition (La Pierre, 2000)

Both value and price aspects are included, referred to as ‘benefits and sacrifices’. The thirteen elements in the middle of the model are related to either these benefits or sacrifices. These elements will give insight in the value proposition of Say Yeah. According to La Pierre (2000), a value proposition can be analysed based on thirteen elements. The first ten elements give insight in the value and benefits that are gained by doing business with Say Yeah. The last three elements provide information about the sacrifices that must be made when doing business with Say Yeah. The model captures many aspects including product, service and relationship aspects which are used to create a comprehensive insight of the value proposition. The elements within the model will be explained in Appendix E.

The elements are based on a perceived customer value model (Table 4) of La Pierre (2000) and therefore perfectly corresponds with the elements of that model, which will be explained later in section 2.2.4. In order to have the possibility to explicitly compare the analysis of value proposition and customer value (on which the value proposition should be based), it is most valid to have the same elements. These elements are called ‘drivers’ by La Pierre (2000).

2.2 Definition of customer value

According to Parasuraman (1997), customer value seems to be a topic which is of growing interest to both managers and researchers. “Over the past years, the Marketing Science Institute has consistently included customer value in the list of its research priorities” (Ulaga, 2001, p.315). Literature states that marketers in these days place customer value at the core of their marketing strategies during business activities (Ulaga, 2001).

Customer value explains the perspective of how certain customers judge and value products, services or elements within these offerings (Graf & Maas, 2008). Customer value describes the relationship or the interaction between the quality of a product or service that the customer experiences and the price that is paid to obtain that product or service. Customer value describes how important certain elements are compared to the entire product or service. It also describes how to manage it, in order create a satisfied customer” (MVS Position Paper, n.d., p. 3). Customer value is a concept which is perceived by the customers only, rather than objectively determined by the suppliers (Kiritzis, Emmanouilidis, Koronios, & Mathew, 2009).

2.2.1 Customer value and customer satisfaction

A lot of academic articles about customer value can be found. In many of these articles customer value is associated with customer satisfaction. Most articles also appoint customer satisfaction since the two concepts seem to be very similar. Yet, the similarities between customer value and customer satisfaction are small. According to the MSV Position Paper (n.d.), customer value and customer

satisfaction are used interchangeable too often. This is incorrect since these concepts are two different dynamics associated with a purchasing decision (MVS Position Paper, n.d.). The definition of customer value is clear already, but the definition of customer satisfaction still needs some explanation. Customer satisfaction seems to be the consumer's evaluation of the perceived discrepancy between prior expectations and the actual performance of a product or service as perceived after its consumption (Caruana, 2002, p. 815). Both concepts seem to overlap with some parts of their definitions, but there are a couple of crucial differences illustrated in Appendix F. These differences provide additional information on the clarification of why this research focusses on the concept of customer value instead of customer satisfaction. An short explanation will be given beneath.

First of all it is important that the highest amount of useful information is gathered to eventually create a comprehensive and meaningful recommendation about arranging the value proposition of Say Yeah. Therefore it is appropriate to choose the broadest and most recent concept which is customer value. Secondly, customer value seems to be most appropriate since Say Yeah is operating in a business-to-business market rather than business-to-customer market. This research is about identifying customer value within the entire health and government related segment and not just for specific customers. After all, this research eventually is about the arrangement of a value proposition based on customers, therefore it should be possible to create an alignment between a value proposition and a concept which illustrates the value of customers. This is most appropriate when focusing on customer value.

2.2.2 Perceived customer value and desired customer value

Within the concept of customer value, two different perspectives can be recognized: 'perceived customer value' and 'desired customer value'. Customers may consider value at different times, since the perception of value can reflect prior to purchases or after experiencing a product or service (Woodruff, 1997).

As stated before, the perceived customer value comes down to the assessment of what has already happened and experienced, whereas the desired customer value demonstrates what the customers want to happen or which benefits are sought (Graf & Maas, 2008). Perceived customer value is dependent on a specific user experience (Graf & Maas, 2008, p. 5). According to Graf and Maas (2008), perceived customer value is a trade-off between benefits and sacrifices that is actually perceived by a customer. When measuring this perspective of customer value, current customers need to be asked since they already experienced a product or service. Desired customer value on the other hand, is independent on a specific use experience (Graf & Maas, 2008). It describes a conceptualized relationship between a customer and a product or service. When measuring desired customer value, there will be a focus on potential customers, since these customers do not have an experience with a product or service yet.

This research focusses on 'perceived customer value' rather than 'desired customer value', since the management of Say Yeah is interested in the judgements and values of current customers. They cannot state with a 100% certainty which target customers are willing to purchase a video in the future, so the potential customers cannot be recognized. At the same time, 'the total value proposition model' of La Pierre (2000) focusses on perceived customer value instead of desired customer value. Due to these reasons, perceived customer value is more appropriate within this research than desired customer value.

2.2.3 Perceived customer value

Perceived customer value is a concept of which several definitions exist. Literature shows a wide range of definitions which all define the concept, but in a slightly different way. According to Day (2002) not a single definition is widely accepted and besides it is stated that current definitions of the concept seem to be somewhat ambiguous (Parasuraman, 1997). Some examples of definitions will be demonstrated beneath.

1. "Perceived customer value is the consumer's overall assessment of the utility of a product based on

perceptions of what is received and what is given” (Zeithaml, 1998, p. 14).

2. Perceived customer value is a “customer perceived preference for and evaluation of those products attributes, attribute performance, and consequences arising from use that facilitate (or block) achieving the customer goals and purposes in use situations” (Graf & Maas, 2008, p. 6).

3. Anderson and Narus (1998) state that “customer perceived value in business markets is the worth in monetary terms, of the technical, economical, service and social benefits a customer’s company receives in exchange for the price it pays for a market offering” (Anderson & Narus, 1998, p. 54).

4. “Customer value in business markets is the perceived worth in monetary units of the set of economic, technical, service and social benefits received by a customer firm in exchange for the price paid for a product offering, taking into consideration the available alternative suppliers’ offerings and prices” (Anderson, Jain, & Chintagunta, 1993, p.5).

Despite the different perspectives, most of the definitions on perceived customer value have some area of consensus. Almost all definitions come down to the idea that it can be described as the offering a customer gets in exchange for the price the customer pays for it.

All definitions seem to address a slightly different perspective of this trade-off. No one definition is widely accepted, but within this research some seem to be more appropriate than others. The second definition for example, focuses on achieving certain goals that customer might have. This definition is inappropriate since it is not only important to know whether goals are achieved or not, but also how and in what particular way these goals are achieved. Say Yeah wants to focus on the overall value so that they might be able to get information about why those goals are achieved or not. The third and fourth definition are both about the value in monetary terms, which is too restricted since Say Yeah wants to know more about the perceived value than just the monetary terms. Besides this research is conducted in a qualitative way, so monetary terms (which are often expressed in terms of numbers) seem to be inappropriate. The fourth definition even has to do with possible competition and the alternative products. This goes beyond the scope of this research, since it is not possible to take into account some competitors. This is due to the time that is scheduled for this research and restricted knowledge about the competitors within the management of Say Yeah. Broad definitions such as the first one seem to be best suited, since it creates the most comprehensive and a qualitative picture from the trade-off between what one gets and what one pays.

The general trade-off, which can be recognized within such a broad definitions corresponds to one of the business definitions of Woodall (2003): the ‘net perceived customer value’, which is a utilitarian balance of benefits and sacrifices. It involves a trade-off between what the customer receives (e.g. quality, benefits, value and utilities) and what the customer gives up to acquire and use the product (e.g. price and sacrifices) (Woodruff, 1997). The main elements within this trade-off, correspond with the main characteristics a market offering has according to Anderson and Narus (1998): its value and its price. Benefits can be compared with value whereas the sacrifices with price. The focus during this research will be on the latter definition of perceived customer value, and will be demonstrated by two similar balances in Appendix G.

2.2.4 Analytical models of perceived customer value

In order to analyse perceived customer value within business-to-business markets the ‘perceived customer value model’ (Table 4) of La Pierre (2000) can be used. It covers the same wide range of aspects as the ‘total value proposition’ model, including product, service and relationship related drivers. According to La Pierre (2000) customer value can be analysed based on thirteen drivers. These drivers are value elements which are anything that effect the costs and benefits of the offering in the customers business (Anderson & Narus, 1998). The first 10 drivers are value based benefit drivers which give insight in the value and benefits that are gained by doing business with Say Yeah. The last three are value based sacrifices drivers and provide information about the sacrifices that must

be made when doing business with Say Yeah (La Pierre, 2000). The clear explanation of the different drivers within this model can be found in appendix E also, since these drivers correspond with the elements of the total value proposition (Figure 2).

Ten value based benefit drivers:

- 1. Alternative solutions – product related
- 2. Product quality – product related
- 3. Product customization – product related
- 4. Responsiveness – service related
- 5. Flexibility – service related
- 6. Reliability – service related
- 7. Technical competence – service related
- 8. Supplier's image – relationship related
- 9. Trust – relationship related
- 10. Supplier solidarity with customer – relationship related

Three value based sacrifices drivers:

- 1. Price – product and service related
- 2. Time/effort/energy – relationship related
- 3. Conflict – relationship related

Table 4: Perceived customer value model (La Pierre, 2000)

Chapter 3: Research methodology

3.1 Type of research

This research will be conducted in a qualitative way and therefore the data that will be collected will not be numerical. The research questions and the questions asked to respondents are open question, which is a characteristic of qualitative research (Baarda, 2014). Qualitative research is appropriate within this thesis since this research is about exploring a phenomenon. Qualitative research is often related to descriptive research which has a major purpose to describe a situation or an event rather than declaring or explaining a phenomena (Babbie, 2013). This aspect corresponds with this research as well. Even though it is widely known that qualitatively research can sometimes cope with problems of subjectivity, a qualitative descriptive research is still most appropriate in this case.

3.2 Data collection

While conducting qualitative research, different types of data will be collected. First of all, secondary data will be gathered in order to create a theoretical framework and get some information about the general company description of Say Yeah. Secondary data can be described as data that is originally gained for some specific purpose but then reused for another research question (Hox & Boeije, 2005). The secondary data which will be used during this research are based on academic articles and books about the main concepts followed by the official website of Say Yeah. The actual analysis will be done with primary data, which is original data that is collected for the specific research goal within this research. The primary data will be collected by means of interviews with the management of Say Yeah, as well as with their target customers.

3.2.1 Semi-structured interviews

Both interviews will be conducted in the same way since both models of value proposition (Figure 2) and perceived customer value (Table 4) include the same elements. The management and the customers will be interviewed face-to-face and in a semi-structured way. The semi-structured approach is appropriate since it is important to cover all the relevant items of the question guide. At the same time there is a possibility to take advantage of the additional data which can be asked for. Respondents might give additional data which creates an opportunity to get new insight and ideas. New insight can also be created due to the fact that the interviews consist of open-ended questions. This type of questions create the opportunity for respondents, to answer in their own words, rather than forcing them to choose from a fixed number of responses (Mack, Woodson, Macqueen, Guest, & Namey, 2005).

The interviews will both partly be based on the pre-determined question model of La Pierre (Appendix H), which is directly connected to the elements of the 'perceived customer value' model (Table 4). Since both models include the same elements, this question guide will be used within the value proposition too (Figure 2). The management questions will be adjusted towards a supplier perspectives, so these questions will give insight in the way Say Yeah thinks they perform on the certain elements. In other words, information will be provided about the way Say Yeah thinks their customers value their products and services. The customer questions will have a customer perspective and provide insight in the perceived customer value. Some of the questions within the original model seem to be irrelevant within this industry, so these are omitted. Besides, some questions resemble each other, so in that case two questions are being combined to one single question.

Despite the fact that both models include a visible trade-off between positive benefits and negative sacrifices, the analysis will not be based on this trade-off literally. A real subtraction of the benefits minus the sacrifices will not be visible in the analysis. The questions about either the benefits and the sacrifices will be asked in a positive way instead of asking for negative sacrifices. Due to this way of conducting the interviews and the fact that perceived customer value comes down to the overall experiences, the trade-off should not be taken too literally.

3.2.2. Ranking method

Beyond the questions based on the model, some additional questions will be asked including a 'ranking question'. By the use of a 'ranking question' information can be provided about prioritizing drivers. As stated before, customer value also includes a description of the importance of certain elements compared to the entire offering. Therefore the analysis of the value proposition and perceived customer value should not exclude this part. Hence, a question will be asked in which both parties should choose the five most important drivers out of all thirteen drivers included in the models. It is a method in which the scores, 1, 2, 3, 4 and 5 are substituted to the five most important drivers (Wilcoxon, 1945). 'Driver 1' represents the most important driver, whereas 'driver 5' represents the least important driver within the five most important drivers. Ranking is a method in which the comparison and therefore the assessment of the different drivers becomes clear (Zwaard & Goossens, 1997). This question creates an opportunity to literally compare the answers of the management to the answers of the customers, since they will have to answer the same question by using the same answer possibilities. The entire outline of the interviews with the management and the customers will respectively be found in Appendix I and J.

3.3 Sampling

The process of selecting specific respondents out of an entire population, is called sampling (Babbie, 2013). To get a right sample, a specific sampling method should be selected out of the different possible methods. The methods within this research will be illustrated in the following sections.

3.3.1 Management respondents

First of all the management of Say Yeah is interviewed. Only two interviews will be conducted within Say Yeah since the management consist of just two managers ($n=2$). These persons have contact with the customers the most and ultimately are in charge. While sampling the management respondents, no specific sampling method is used, since all possible members of the management are interviewed.

3.3.2 Customer respondents

According to Day (2002), 'Customer value can differ from consumer to consumer depending upon their priorities and background'. Due to this information, it is necessary to focus on a specific niche market within all different customers of Say Yeah. It is assumed that within such specific niche, the perceived customer value will be quite equal since these customers might have similar priorities and backgrounds. Focussing on such a specific target group would therefore create the opportunity to really go in depth and recognize patterns along the given answers. A specific focus is appropriate, since this idea is in line with the fact that Say Yeah wants to focus on their specific health and government target market.

In total, eight different targeted customers ($n=8$) will participate within this research. Out of the four health customers Say Yeah has, four customers will be interviewed ($n=4$). The government related databases consists of eight customers, but also the four most important government customers will be interviewed ($n=4$). The entire government related database will not be interviewed, since it is necessary to equalize the amount of government customers to the amount of health customer. In this way the ratio of the type of respondent will not be skewed.

These customers will differ in the amount of videos they purchased, the price they pay for these videos or even in the size of their companies. But despite these differences, every opinion is taken into account in the same way as the others are, so at the end every customer is weighted equally. This is due to the fact that every selected company is an example of an important customer with whom Say Yeah wants to collaborate in the near future. Besides all respondents knows Say Yeah very well, so they are able to give extensive answers. The importance of these customers can be described in terms of money, since these customers are responsible for the majority of the revenues of Say Yeah.

The customer sample will be based on the 'purposive sampling method', which is a part of the 'non-probability sampling' technique. 'The non-probability' technique is a technique in which the samples

are selected based on a subjective opinion instead of the ‘probability theory’ (Babbie, 2013). Thereafter, ‘purposive sampling’, is a method in which the units being observed are selected based on the judgement of the researcher about which one will be the most useful or representative (Babbie, 2013, p. 128). The goal is to focus on specific characteristics of a population which eventually will enable a researcher to answer specific research questions. The characteristics of purposive sampling seem to correspond with the characteristics of the sample used within this research. This research focus is on health and government related customer for a specific reason which eventually will be beneficial to answering the main research question. Besides, Saunders (2004) states that purposive sampling is often conducted when there is a small sample size ($n=8$). The other possible research methods and the reason why those are less appropriate, will be explained in Appendix K.

3.4 Customer value determination process

The abovementioned research methods will be performed following a specific ‘customer value determination process model’ (Figure 5) of Woodruff (1997). According to Woodruff (1997), this model is an expanded framework for understanding customer value. In order to answer the main research question the combination of the analysis of the value proposition of Say Yeah related to perceived customer value of the targeted customers is necessary. To get an analysis of both concepts, this model seems to be appropriate since it can include both concepts in the correct way, after a few adjustments are made.

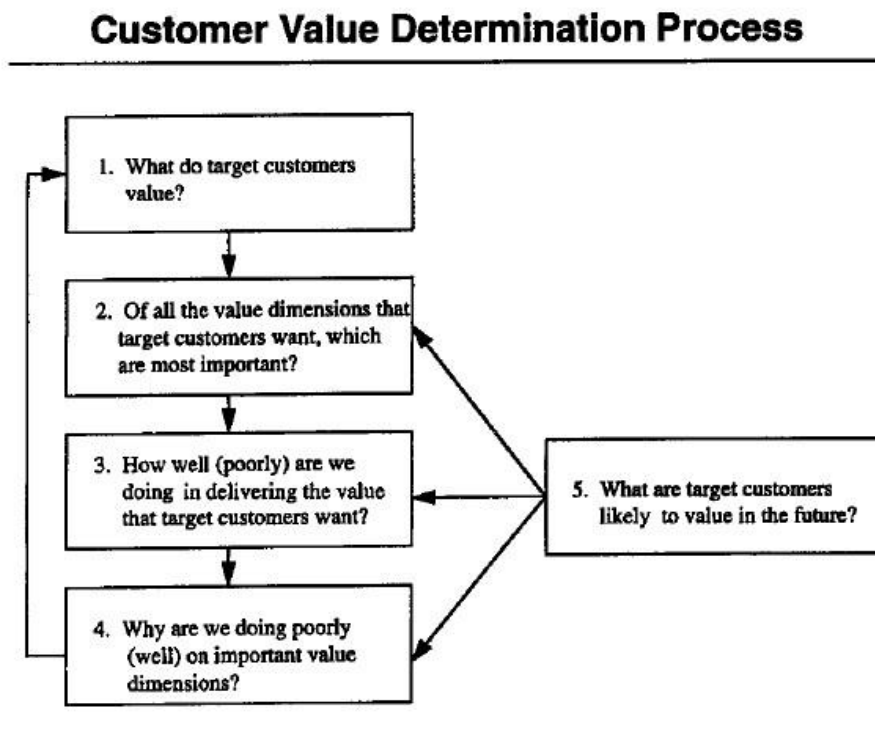


Figure 5: Customer value determination process (Woodruff, 1997)

Before the first steps of this model can be carried out, the current value proposition of Say Yeah should be determined. This will be done by analysing the answers of the interviews with the management of Say Yeah. Until now, it is possible to answer the first two sub-questions:

- *How can the current value proposition of Say Yeah be described?*
- *What drivers does Say Yeah describe as the most important value drivers?*

Step one (1) and two (2) of this model correspond with the analysis of the perceived customer value of the targeted customers. The analysis of the perceived customer value should give insight in the way the customers value the products and services of Say Yeah followed by the information about the prioritizing process of the drivers. Step one (1) and two (2) therefore create the opportunity to provide answers on the next two sub-questions:

- *In what way do health and government related customers perceive the value of the products and services of say yeah?*
- *What do health and government related customers perceive as the most important value drivers?*

When all the information is gathered and both analyses are done, it is possible to compare the data. Step three (3) within this model is about comparing the data. Step three (3) will give insight into the extent to which these data correspond with each other. In others words, the extent to which Say Yeah is doing well or poor at delivering value to their target customers. This third step is equivalent to the last sub-question:

- *To what extent is the value proposition of Say Yeah aligned to the perceived customer value of health and governmental related customers?*

This research can be described as a descriptive research, since it has the purpose to describe a situation or an event rather than declaring or explaining a phenomenon. Therefore it is not possible to complete step four (4). The reasons why Say Yeah is doing well or poor on the value dimensions might not be fully clarified. The analysis might give some insight in a few possible reasons and the comparison of the ranking process of the drivers might create an extra opportunity as well. Although, a comprehensive foundation about the reasons why, will not be possible. Step four (4) will therefore be indirectly answered to the greatest extent that might be possible.

Step five (5) goes beyond the focus of this research and therefore this step will not be taken into account. Step five will be changed into another question, which in fact is the main research question. Step five (5) will give insight in the way Say Yeah should adjust its value proposition in order to really correspond with the perceived customer value of their targeted customers. Step five (5) will therefore provide information to answer the main research question:

- *In what way should Say Yeah arrange its value proposition in order to improve the perceived customer value of their health and government related customers?*

Chapter 4: Data and Analysis

4.1 Data & Analysis value proposition

Based on the interviews with the management of Say Yeah the following aspects which are combined and summarized, will illustrate the value proposition of Say Yeah ($n=2$). The order in which the data is presented corresponds with the order of the elements within the 'total value proposition model' (Figure 2) of La Pierre (2000). The data will give insight in the way the management of Say Yeah thinks they perform on each driver. In other words, how Say Yeah thinks their targeted customers value their projects and service on these aspects. This information, which is based on opinions rather than facts, is followed by the ranking question of the most important drivers. This analysis will provide answers to the first two sub questions.

1. Alternative solutions - The interviews reveal that Say Yeah offers a wide range of seventeen alternative videos. All videos can be used for different purposes and problems, so every customer is provided with a selected but sufficient range of products. As it is about these problems, Say Yeah states that their movies make a major contribution in solving these problems due the reactions customers have about their experiences with Say Yeah. The videos deliver such a high contribution in solving the problems, since they know exactly how to transmit a message of the customers into a video. As Say Yeah understands its customers so well, they are able to really touch people to eventually put them into motion. These aspects ensure that ultimately the customers' goals will be achieved.
2. Product quality - The management of Say Yeah is aware of the fact that the durability of their videos has become shorter due technical developments which are rapidly occurring. This is also due to the changing environments in which the customer companies operate. They state that the videos in first instance had a durability of three to four years, but that has changed to one year only, most of the times. The reliability of the products is high, since the videos themselves cannot change or become worse. Besides, the improvements of quality are clearly present. Every year the videos are produced in a better way, so the quality of the videos improves over the years. One of the interviews reveals that Say Yeah is sure it delivers high quality products of which the finishing touch is always better than that of competitors ($n=1$). Yet, the other managers states that they are aware of the fact that they not always take the best camera shots, but they make sure that the message within the video is transmitted the way it should ($n=1$).
3. Product customization - The interviews reveal that the products of Say Yeah are fully customized, due to the idea that "the customer is always right." The wishes and needs of the customers will become clear by means of extensive conversations in which the customers will be asked all sorts of questions. During this process, which Say Yeah calls "co-creation", the customers will be involved so that afterwards the customers feel connected to their own videos. Say Yeah takes the role of a listener within this process. However, they admit that some factors might not for a 100% be according to the wishes and needs of the customers. Some aspects might be deviating due to the intractability and expertise of Say Yeah, but this will also happen in consultation. According to the management, Say Yeah is able to meet the needs of the customers in a better way than its competitors will. They are very good at transmitting the message in the most effective way and besides they offer a products which competitors do not offer such as the video portal.
4. Responsiveness - "Sometimes we visit our customers in order to get a better feeling of their business so we can improve tailoring the videos to their wishes". Due to a lack of time, this does not happen enough according to the management. Concerning the general responsiveness, the management is really positive. As the interview reveals, they react in a quick way and other jobs will be put aside when customers seem to experience difficulties. They will provide a quick service in which they will always listen to the customers, so all problems will be solved.
5. Flexibility - According to the management of Say Yeah, the level of flexibility of their service can be regarded as high. Whenever a customer asks for some adjustments, Say Yeah will respond to this in a flexible way which is often faster than expected. They will "rarely never turn customers away" (Say

Yeah, 2015). But this flexibility will not be infinite, there is some sort of standard which indicates whenever customers can adjust elements or not. In case of urgency Say Yeah has some space for their core customer, but they don't appreciate it when this happens too often.

6. Reliability - The level of reliability of Say Yeah can be regarded as high, since it is one of its core values. The credibility of the offers and bills are high, since they are clear and complete in terms of information and conditions. They work in a transparent pattern which is based on working hours. These hours can be found on a rate-card. According to the management, the extent to which Say Yeah is keeping its promises is high too. They are aware of the fact, that they sometimes suffer with start-up problems but these problems can be solved in time. The competences of the staff members are proper. All members participated in an appropriate education program, so they can all be described as professionals. During the years, the skills of these members even developed.

7. Technical competence - The interviews reveal that Say Yeah describes itself as a very specialized company due to the high appreciation they receive. The staff is educated and able to share their knowledge in the right way. The quality of the footage may not be the best, but the combination of images together with the story of the video ensures that their videos are the best. The creativity of Say Yeah can be regarded as sufficient but they do not perform crazy activities for some extraordinary creativity. The technology used within the company is appropriate and up-to-date. They always use the latest equipment.

8. Image – According to the management, the customers would describe Say Yeah as a young company in which everything is possible. Say Yeah is a reliable team player who is thinking along and produces effective and creative videos of high quality. Say Yeah fully understands the message of the customers and therefore they are able to transmit that message in the best way. The image of Say Yeah is positive and they appear to be very credible, since they keep their promises.

9. Trust - The information that is provided by Say Yeah is always as accurate as possible. They always inform their customers about the current state of the videos, financial information and other information that is needed. This information is always sincere, since the entire company of Say Yeah can be regarded as sincerely. They have sixty core customers who keep purchasing videos. Agreements or promises are always met and customers can count on Say Yeah. Say Yeah will do whatever is needed to ensure that the video will be effective.

10. Solidarity - Say Yeah is committed to its customers to a high extent. They are willing to help whenever they can and even when it is beyond the contract terms. They try to stay in touch with their customers after they delivered a video, to get information about the effectiveness of the video and about possible future videos. They focus on helping their customers and they are even willing to get their customers in touch with other parties when needed. During a business relation, Say Yeah shares its own difficulties which they come across, with their customers. Being vulnerable is always positive according to the management, since they think that it might trigger other honest reactions of the customers.

11. Price - The prices of the products and services of Say Yeah do not change very often. However the quality of the videos improved over the years, so one might say that the prices figuratively decreased. They think that the price/quality ratio is fair, sometimes this ratio is unfair towards Say Yeah. In general the videos of Say Yeah are more expensive than their competitors' videos, but these competitors do not offer such a high quality.

12. Time/effort/energy - In general Say Yeah is good at maintaining contact with its customers but they are aware of the fact that every customer might have different wishes according to these contact moments. Some prefer to have contact by mail every day while others like to call once every six months. Say Yeah has many appointments with its customers, in which the content and technical aspects of the videos are discussed. By means of the newspapers, they try to find striking news about their customers, that might be an aperture for new contact moments or even new video productions. Say Yeah and its customers put the

same amount of effort into their relationship, which comes down to aligning the ideas about the core message of the video with the corresponding budget.

13. Conflict - Conflicts do not often occur within the business relations of Say Yeah, since they think that a dispute will not solve a problem. They will always find a way to shy away from disputes, but whenever necessary they will find an appropriate way to solve such a conflict, by means of conversations. A primary reason for a possible conflict might be a disagreement about the budget. Regarding the interference of Say Yeah, they do not interfere with the business goals of their customers. They assume that their customers know how to run their businesses and therefore no disagreements about business goals will ever occur.

It can be concluded that the management is satisfied about their products and services since the majority of the answers are positive. Yet a few negative remarks are made of which the managers are aware.

Five most important drivers	Driver 1	Driver 2	Driver 3	Driver 4	Driver 5
Manager 1 (n=1)	Responsiveness	Product customization	Product quality	Price	Reliability
Manager 2 (n=1)	Image	Product quality	Reliability	Trust	Flexibility

Table 5: Five most important drivers within the value proposition of Say Yeah.

The table above (Table 5) demonstrates the answers of the ranking question, in which the management of Say Yeah was asked to rank the five most important drivers. As the table demonstrates these answers do not correspond in the same way as the answers on the open questions. Both project managers do attach the most value to very different drivers, but they seem to agree on the importance of product quality and reliability. Both product quality and reliability are mentioned twice ($n=2$). Besides they agree on the fact that, solidarity, conflict, technical competence, alternative conflicts and time/effort/energy can be regarded as less important drivers. No similarities can be found along the certain spots within this ranking process. None of the drivers are mentioned on the same spot.

4.2 Data & analysis perceived customer value

The following data, which is combined and summarized, will illustrate the opinions of the eight respondents, about the products and services of Say Yeah ($n=8$). It will provide insight in the perceived customer value of these respondents. The order in which the data is presented corresponds with the order of the elements within the 'perceived customer value model' (Table 4) of La Pierre (2000). This data is followed by the importance of the different drivers. The entire analysis which is based on opinions rather than facts, will eventually provide an answer to the third and fourth sub-question.

1. Alternative solutions – All respondents experience that whenever they do not know what type of video they want, Say Yeah provides different and sufficient types of possible videos ($n=8$). After discussing these types, the appropriate video comes up. The advices of Say Yeah within this consultation are regarded as important and decisive. However one respondent thinks this process can improved when more examples of these videos are shown ($n=1$). Every respondent assumes that the contribution of the videos in achieving the goal is high, due to high amount of positive reactions and the reach that has increased ($n=8$). Though two respondents state that the effectiveness of the videos cannot be measured and therefore one would appreciate it to set some measureable goals before producing the video ($n=1$). In this way the customers are able to check whether the video is as effective as they wanted. They can check e.g. whether the video itself caused the increase in brand awareness of 10% or it is due to some other reasons.

2. Product quality - The overall level of quality of the videos is regarded as high according to all respondents ($n=8$). There are no clear remarks on this element. This is due to the content aspects and the

technical aspects in which the lyrics, images and audio perfectly match. Besides the film techniques that are used can be described as proper. According to the lifetime of the videos some customers are aware of the fact that this not only determined by Say Yeah, but nevertheless all respondents experience its lifespan as sufficient ($n=8$). The lifetime is estimated on an average of two to three years. As far as some customers can judge they recognize a consistency within the quality and some even state that the quality has improved over the years ($n=6$).

3. Product customization - In general the majority of the respondents experiences that the videos are fully customized ($n=6$). They state that within this process Say Yeah listens to the requirements and wishes of the customers and they make effort to understand its customers. However two respondents experience that Say Yeah does not listen that carefully ($n=2$). Say Yeah is too focused on their own opinion sometimes, but they should create some space for their customers in finding out what they really want.

During the customization process one would prefer to get involved in the production of the video more often, even when producing a short video ($n=1$). At the moment when customers see parts of the production in the meantime, they assume that the video would correspond more to what they had in mind at first. Despite the fact that the office of Say Yeah is closely located to its customers and the professional experiences of Say Yeah, most customers do not necessarily assume that Say Yeah is able to better meet their needs than competitors can ($n=5$). Out of the five respondents who are able to judge about the diversification of the wide products range, the majority thinks this range is not distinctive from its competitors ($n=4$).

4. Responsiveness - The level of responsiveness within the service of Say Yeah is described as high according to all customers ($n=8$). Say Yeah is always willing to help their customers. They are easy to reach even after office hours, and are able to quickly come up with appropriate solutions. Within the production Say Yeah should sometimes better listen to its customers according to the minority ($n=2$). In the beginning Say Yeah does not always understands its customers very well, but this has improved. In first instance they apply their own approach which is too simplistic and performed with a blinkered view. According to all customers, Say Yeah does not visit their customers often beyond the projects meetings, but this is not necessary since Say Yeah has enough knowledge about the businesses activities of their customers ($n=8$).

5. Flexibility - The level of flexibility is regarded as high and this seems to be an element on which Say Yeah distinguishes itself from others, according to all respondents ($n=8$). Say Yeah starts with the production very fast and they are flexible regarding time, and locations or approaches to be used. All respondents agree on the fact that Say Yeah easily adapts to the wishes of the customers ($n=8$). Say Yeah will always think along and never turn customers away, even when it is about urgent cases which suddenly pop up.

6. Reliability - The reliability of Say Yeah is described as high, but some improvements can be made. The bills seems to be proper according to the majority of the customers ($n=6$). However, two respondents states that those are not very accurate ($n=2$). The number of hours spent on the production is not always in accordance with the offer that was made in first instance. The way Say Yeah allocates hours to the actual work and the justification of these hours is not clear enough according to some respondents ($n=2$). Their promises on the other hand are always clear. They keep their promises and are even willing to adjust these promises based on the wishes of the customer according to all respondents ($n=8$). The productions are not fully correct the first time. This is not only because of Say Yeah, since it is dependent on the briefing of the customers too. 'A start-up problem' therefore is not the correct term according to the customers since none of the respondents describe this as something bad ($n=0$). In general the competence of the staff can be regarded as high and professional, which even develops over the years. Although one customer states that its company does not appreciate it that the speed and quality of the videos are affected by the fact that projects are led by trainees too often ($n=1$).

7. Technical competence - The majority of the customers state that Say Yeah delivers a high degree of creativity which is reflected in the process before and in the final video ($n=6$). Although, the minority

does not agree on this ($n=2$). These respondents think that Say Yeah is just suitably creative. Their creativity is adjusted to the type of customers and therefore they are not very distinctive and trendy. Besides, they rely on the requirements of their customers too much, instead of controlling the process with their own creativity. The intense focus on Twente results in footage that is less unique, similar and sometimes even standardized. The level of creativity is therefore reduced due to this focus. All customers think that Say Yeah is specialized, but some also state that their specialty is not distinctive when comparing to competitors ($n=8$). Since Say Yeah does not use technical terms towards its customers, all respondents agree on the idea that Say Yeah expresses its knowledge in an appropriate way ($n=8$). However, some improvements should be made since they are too modest in expressing their knowledge according to some respondents ($n=2$). Say Yeah has more potential than they actually say they have. Besides, the way in which they show their customers how they reached the final script and why they choose a specific content, can be improved too. It is stated that some respondents would appreciate it when Say Yeah fully explains what activities they perform, how they perform them and more importantly why they perform these activities ($n=2$). This should be followed by information about how they have reached the final script and how they came up with a specific implementation. This process is not transparent enough. As far as the customers can judge, the equipment is appropriate and up to date to the majority ($n=5$).

8. Image - The overall image of Say Yeah can be regarded as positive according to all respondents ($n=8$). Some state that the image of Say Yeah sometimes is related to the personal image of the managers ($n=2$). The respondents describe Say Yeah as enthusiastic, dynamic and flexible with a focus on Twente. Some customers state that the focus on Twente is too concentrated ($n=2$). This leads to the fact that within Twente, Say Yeah uses the same footage too much and they miss potential customers beyond the area of Twente. All respondents state that the credibility within its image is high because ‘‘they say what they do and do what they say’’ ($n=8$). Say Yeah is enthusiastic, but they do not promise things which they cannot live up to. They should sometimes act less modestly since some customers experience that Say Yeah has more potential than they actually say ($n=2$). They should better profile themselves since many people still have the image that Say Yeah is just a little video production company but currently they are able to offer much more than just ‘a video’.

9. Trust - In general all respondents have confidence in Say Yeah ($n=8$). Say Yeah can be regarded as very sincere since none of the customers have the feeling that they are being fooled ($n=0$). In general the information that is provided is correct and accurate. Although sometimes the information can be a little vague and they should be more straightforward ($n=2$). After the video is produced, Say Yeah is always interested in the effect and whether everything went well or not. The majority thinks that Say Yeah will do whatever it takes to achieve the best result ($n=7$). While one respondent actually states that its organisation experiences little to no after care ($n=1$). Say Yeah provides too little advice about the distribution of the videos. The way in which customers should present the videos or the best places are often rarely mentioned by Say Yeah.

10. Solidarity – The level of solidarity and commitment is experienced as very high by all respondents ($n=8$). Say Yeah is really committed to its customers and Twente and feels responsible for the transfer of the message within the videos. Say Yeah always wants to help when customers run into problems. Some of the customers explicitly state that Say Yeah does not focus on profit but on the business relationships, which they always want to improve ($n=3$). As far as the respondents can judge, Say Yeah is really open towards its customers and they would definitely share its own problems whenever these are present ($n=8$). Because of the fact that clear agreements are made before the productions start, it is not needed to go beyond the contract terms. Whenever this is necessary, all customers still think that Say Yeah would also respond to those needs ($n=8$).

11. Price – As far as the customer can judge, the prices of the videos do not obviously change ($n=5$). The prices are somewhat high compared to competitors, but the videos are worth the money according to the majority of the customers ($n=6$). Although two respondents don’t agree since one respondent thinks that the videos are somewhat cheap while another respondent thinks that the videos are expensive with

references to the quality ($n=2$). The general price quality ratio can therefore be regarded as fair to the majority.

12. Time/effort/energy – The interviews reveal that it is easy to get in touch with Say Yeah, especially by mail. The contact moments between Say Yeah and its customers can be regarded as sufficient according to the majority of the customer ($n=7$). These moments are a few times a year often by mail or telephone and real life meetings occur when videos are produced. The amount of real life meetings during projects should be higher according to one respondent ($n=1$). Regarding the effort, every customer seems to be satisfied ($n=8$). Say Yeah puts a lot of effort in everything they do, not only on the business aspects but also in personal contact. They invite customers to lunches, drinks and events. Meanwhile all customers experience the effort they have to do themselves, as a little effort ($n=8$). Customers only have to explain their goals and the message that should be transmitted, and make sure that they are aware of the current state of the video. Therefore all respondents experience a ratio of effort which is in proportion and therefore fair ($n=8$).

13. Conflict - Some respondents sometimes have discussions with the management but none of the respondents experiences some serious conflicts ($n=8$). This is except for one conflict, which has been resolved already. Conflicts are rarely present due to the clear agreements that are made beforehand. All customers are sure that any future conflicts would be solved very quickly ($n=8$). Conflicts about the business goals of the customers never appear since Say Yeah does not get involved in these goals. This is proper since all customers think that Say Yeah should absolutely not interfere within these goals ($n=8$).

In general, all respondents are satisfied about the products and services of Say Yeah, but some negative experiences are mentioned referring to a particular group of drivers.

Drivers mentioned by respondents	Rating of importance drivers according to respondents					
	Driver 1 (Most important)	Driver 2	Driver 3	Driver 4	Driver 5 (least important)	Total
Reliability	($n=2$)	($n=2$)	($n=1$)	($n=1$)	($n=2$)	($n=8$)
Flexibility	($n=0$)	($n=0$)	($n=1$)	($n=5$)	($n=2$)	($n=8$)
Product quality	($n=2$)	($n=3$)	($n=1$)	($n=1$)	($n=0$)	($n=7$)
Trust	($n=4$)	($n=0$)	($n=0$)	($n=0$)	($n=0$)	($n=4$)
Product customization	($n=0$)	($n=1$)	($n=2$)	($n=0$)	($n=1$)	($n=4$)
Responsiveness	($n=0$)	($n=2$)	($n=1$)	($n=0$)	($n=0$)	($n=3$)
Price	($n=0$)	($n=0$)	($n=1$)	($n=0$)	($n=2$)	($n=3$)
Alternative solutions	($n=0$)	($n=0$)	($n=1$)	($n=0$)	($n=0$)	($n=1$)
Technical competence	($n=0$)	($n=0$)	($n=0$)	($n=1$)	($n=0$)	($n=1$)
Image	($n=0$)	($n=0$)	($n=0$)	($n=0$)	($n=1$)	($n=1$)

Table 6: Most important drivers according to the customer respondents.

In the table above (Table 6), the five most important drivers according to the eight customer respondents are shown. The table provides insight in the aspects which these respondents think are the most important within a business relation and the frequency in which these aspects are mentioned. A pattern can be found with respects of the type of drivers. The drivers are therefore mentioned in order of importance. Notable is that, 'reliability' and 'flexibility' are mentioned by every respondent, followed by 'product quality' which only one respondent did not mention. 'Trust' and 'product customization' might be of importance too, since these are mentioned by half of the respondents. Therefore these drivers will probably be aspects

on which Say Yeah is able to create the most value when they focus on those drivers when having a business relation with these customers. Remarkably none of the respondents mentioned the following drivers: 'conflict', 'solidarity' and 'time/effort/energy'. Apparently all respondents agree on the fact that those drivers are the least important aspects. Therefore Say Yeah should not explicitly focus on these aspects when having a business relation with these customers.

Despite the pattern that can be recognized along the different type of drivers, no clear pattern is present with respect to the ranking spot within the five most important drivers. Most of the respondents mention different types of drivers on a specific spot within their ranking. The most noticeable element is the fact that half of the amount of the respondents mention trust as the most important driver. All customers who mentioned trust within their ranking, also mentioned it as the first most important driver. The ranking process per respondent will be illustrated in appendix L.

4.3 Analysis comparison value proposition and perceived customer value

Based on the analysis of the value proposition of Say Yeah (section 4.1) and the analysis of perceived customer value of the target customers (section 4.2), a comparison of both analyses will be executed within this section. This analysis will provide insight in the extent to which Say Yeah is aware of the way their target customers value their products and services. Eventually, the last sub-question can be answered since the extent to which the value proposition of Say Yeah is aligned to the perceived customer value of the target customers, will become clear. This analysis includes a comparison of the drivers of both models, followed by comparing the answers of the ranking questions.

1. Alternative solutions - Both the management and the customers agree on the fact that Say Yeah offers sufficient alternative videos. However, one customer would appreciate it when more examples of existing videos are shown. With regard to the contribution of the video towards achieving goals, the management is more confident that their videos actually contribute to this. The customers just assume that the videos contribute, and therefore some would like to measure the effectiveness of the videos.
2. Product quality - Just like the management, the customers are extremely satisfied about the quality of the videos. The quality of a single video is regarded to be consistent over the years and besides both parties state that the overall quality of the videos has improved. The management is somewhat modest about the durability of the videos since the customers estimate a durability which is about one to two years higher on average.
3. Product customization -The management admits that the videos might not be 100% customized, but still most of the customers experience full customized videos. However some state that the videos deviate from their wishes because Say Yeah does not listen to and focus on their customers enough. Some customers also do not agree on the fact that they are involved enough and would like to see parts of production in the meantime more often. The majority of the customers do not recognize the fact that Say Yeah is better at transmitting the message within a video or fulfilling the customer needs than competitors are. Besides many customers are not aware of the portal that Say Yeah offers with which they are able to distinguish themselves from its competitors.
4. Responsiveness - Both management and customers agree on the fact that the level of responsiveness of Say Yeah can be regarded as high. Say Yeah always wants to help their customers and provides quick and suitable solutions whenever possible. However, some customers do not agree on the idea that Say Yeah is always listening to their customers. Say Yeah sometimes perform activities based on their own opinion too often, which might become simplistic. Just like the management, the customers also state that they rarely visit their companies, but customers are not interested in those visits though.
5. Flexibility - With regard to the level of flexibility, the management states that it can be described as high but it will not be infinite. The customers totally agree on this aspects, but they would rather call it infinite. Customers assume that everything is possible within Say Yeah, with reference to their flexibility. Just as the management, all customers also assume that Say Yeah will find a proper solution in cases of urgency.

6. Reliability - The level of reliability is regarded as high by both parties and they are both sure that Say Yeah always keeps their promises. Both parties are aware of the fact that the first concept of the videos might not be 100% correct. Yet the customers do not call that start-up problems caused by Say Yeah, since it is due to the co-creation in which the customers might have made mistakes too. Some customers do not agree with Say Yeah about the accurateness of bills and the transparency of the prices. Bills seem to be incorrect sometimes and they are not aware of a certain rate-card. Occasionally it is unclear how hours are allocating to the actual work and why they come up with a specific price. The overall competence of the Staff is regarded as high and developing by both parties, but some customers state that the quality of the videos declines due to the many trainee's.

7. Technical competence - The customers agree on the statements of the management that Say Yeah uses equipment which is up-to-date. Both think that Say Yeah is specialized within their industry. Although the management states that the staff members are able to share their knowledge in an appropriate way, a few customers have some remarks about that. The staff member should show more of their knowledge, since they capable of more. Besides the staff does not sufficiently clarify a justification or explanation of certain activities. Say Yeah states that their creativity is not optimal but sufficient, but some customers do not agree on that. The creativity within the process before the video production starts, is insufficient sometimes and the footage about or within Twente is sometimes standardized and too similar.

8. Image – According to the management, customers have a positive image of Say Yeah since they would describe Say Yeah as ‘‘a young company with endless possibilities’’ (Say Yeah, 2015). The first part is correct since they definitely are described as positive (Appendix M). But ‘‘everything is possible’’ does not fit within the experiences of the customers, since some customers are not aware of all the possible productions that Say Yeah is able to create. Additionally, some customers state that the focus on Twente is too intense, which decreases its creativity. Both management and the customers experience a high level of credibility within Say Yeah.

9. Trust – The opinions of both parties correspond regarding to the level of trust. Both parties state that Say Yeah is sincere, honest and customers can count on Say Yeah. The information is accurate according to the customers, but some would like Say Yeah to get to the point quicker. While Say Yeah states that they will do whatever it takes to help the customers, some of these customers do not experience the after-sales service which they had expected.

10. Solidarity – Both parties agree on the high level of solidarity. All customers experience high levels of commitment to their companies. The majority of the customers did not experience a situation in which Say Yeah had to cope with some difficulties, but whenever this is the case all customers assume that Say Yeah is willing to share these difficulties.

11. Price - Both the management and the customers state that the prices are consistent over the years and these prices can be regarded as high. Yet, the customers do not experience it as negative since the videos are worth the money. The prices are high compared to competitors, but with reference to the quality of the videos the price/quality ratio can be described as fair.

12. Time/effort/energy - The amount of contact is sufficient according to both parties but some customers would like to get involved more during the recording process. Say Yeah states that the effort that should be put in the relation by both parties is equal, but customers experience it even better. They are more positive about this ratio since Say Yeah puts a lot of effort in everything they do while the customers only have to tell what message should be transmitted and how they like their videos.

13. Conflict – With regard to this driver, both parties totally agree with each other. They both state that conflicts never occurred, except for one conflict which is appropriately solved. Both the management and the customers assume that future conflicts will be solved quickly. Conflicts about business goals of the customers will never occur since both parties think that Say Yeah should not interfere within these goals.

The data of this analysis will be summarized in the following table (Table 9). This table creates the opportunity to see, at one single glance, where the differences between the value proposition and perceived customer value can be found. The items which are marked in a red colour represent these differences and create situations in which the customers do not experience optimal value. The perceived customer value should therefore be improved within these aspects. The majority of the items is coloured green, which indicates the overall satisfaction along the respondents. No clear pattern can be recognized along the remarks, since the comments referring to a specific driver are not made by more than half of the respondents. In fact, none of the drivers are experienced as weak or inappropriate by all respondents, therefore it can probably not be stated that Say Yeah necessarily delivers low value on these drivers. However some drivers are experienced in the same way by all customers, but in a positive way. Four out of thirteen drivers are experienced as positive by all respondents, which might indicate that Say Yeah truly delivers value on these aspects in a way that is appreciated by its customers. The within the aspects of products quality, flexibility, solidarity, price and conflicts Say Yeah delivers appropriate value, but beyond these drivers some improvement can be made. Given these data, one could say that the value proposition of Say Yeah based on the drivers, is aligned to the perceived customer value of its target customers to a relatively high extent.

Type of drivers	Customer								Total
	1	2	3	4	5	6	7	8	
1 Alternative Solution	X	X	X	X	X	X	X	X	(n=2)
2 Product quality	X	X	X	X	X	X	X	X	(n=0)
3 Product customization	X	X	X	X	X	X	X	X	(n=3)
4 Responsiveness	X	X	X	X	X	X	X	X	(n=2)
5 Flexibility	X	X	X	X	X	X	X	X	(n=0)
6 Reliability	X	X	X	X	X	X	X	X	(n=3)
7 Technical competence	X	X	X	X	X	X	X	X	(n=4)
8 Image	X	X	X	X	X	X	X	X	(n=3)
9 Trust	X	X	X	X	X	X	X	X	(n=2)
10 Solidarity	X	X	X	X	X	X	X	X	(n=0)
11 Price	X	X	X	X	X	X	X	X	(n=0)
12 Time/effort/energy	X	X	X	X	X	X	X	X	(n=1)
13 Conflicts	X	X	X	X	X	X	X	X	(n=0)

Table 9: Differences between the value proposition of Say Yeah and customer value of the targeted customers which lead to negative experiences for these customers.

When comparing the importance of the drivers according to the management and the customers (respectively, table 5 and 6), some similarities can be recognized which are illustrated in the following table (Table 10). While reliability and flexibility are mentioned by all customers ($n=8$), both managers mentioned reliability but flexibility is only mentioned once. The product quality which is mentioned by the majority of the customers too ($n=7$), is also mentioned by both managers ($n=2$). These drivers seem to correspond with each other, so both managers and customers probably perceive these drivers as important. It is remarkable that the drivers which are not mentioned by any of the customers, are not mentioned by any of the managers too. These drivers are therefore probably not relevant. Besides, it is notable that the drivers which are mentioned by at least more than one of the customer respondents, are mentioned by at least one of the managers too.

So, in general it can be stated that the joint management is relatively well aware of the customer perception about the importance of the drivers. However the lack of any further structure could be prevented whenever both managers would agree more on their separated answers. Since the answers given by the management do not really correspond with each other, it makes it harder to recognize any further similarities between the value proposition and the perceived customer value. It can therefore be

stated that the value proposition is aligned to the perceived customer value with reference to the importance of the drivers to a moderate extent.

When combining both parts of the analysis within this section, it can be concluded that the value proposition of Say Yeah is aligned to the perceived customer value of its targeted customer to a relatively high extent.

Type of driver	Mentioned by:	
	Customers (n=8)	Management (n=2)
Reliability	(n=8)	(n=2)
Flexibility	(n=8)	(n=1)
Product quality	(n=7)	(n=2)
Trust	(n=4)	(n=1)
Product customization	(n=4)	(n=1)
Responsiveness	(n=3)	(n=1)
Price	(n=3)	(n=1)
Alternative solutions	(n=1)	(n=0)
Technical competence	(n=1)	(n=0)
Image	(n=1)	(n=1)
Solidarity	(n=0)	(n=0)
Conflict	(n=0)	(n=0)
Effort/time/energy	(n=0)	(n=0)

Table 10: Comparison importance of drivers according to customers and management

Chapter 5 – Conclusion

This research is conducted in order to gather information about the perceived customer value and the possible ways in which Say Yeah should arrange its value proposition in order to improve the value perceived by customers. To provide insight on both aspects, two different models (Figure 2 & table 4) of La Pierre (2000) are used. In general, it can be stated that the perceived customer value can be regarded as high. The majority of the customers perceive the quality of the products and services of Say Yeah as appropriate and sufficient.

5.1 Strength of current value proposition

The managers of Say Yeah are able to describe their value proposition in a proper way but it can be improved on some aspects. The value proposition is not clear and detailed on every element, since the managers sometimes do not agree with each other, especially not on the importance of the drivers. Besides, Say Yeah does not have a specific business model in which their value proposition is integrated. Yet, it is particularly important to have a business model in which a value proposition is integrated since “no value proposition -however great- can survive without a sound business model” (Osterwalder et al., 2014, p. 49).

5.2 Comparison value proposition and perceived customer value

The perceived customer value can be described in a clear and comprehensive way, since all customer respondents have an explicit opinion about the products and services of Say Yeah. In general these respondents are satisfied about the products and services which is due to the fact that the value proposition is aligned to the perceived customer value to a relatively high extend. However, every customer has some suggestions about potential improvements, which can be recognized along certain drivers. The potential improvements can be recognized within the alternative solutions, product customization, responsiveness, reliability, technical competence, image, trust, and time/effort/energy. Within these drivers, the value proposition is therefore not sufficiently aligned to the perceived customer value. Along these drivers gaps are present between what the management thinks the customers value and what the customers themselves actually value. This corresponds with the idea of Woodruff (1997) that such gaps do not allow organisations to deliver value to their customers in the best way. According to woodruff (1997), these gaps can be reduced when companies focus on their customers. Say Yeah should therefore adjust these aspects of the value proposition towards the perceived customer value of its targeted customers in order to improve the perceived customer value. Although the value proposition can be regarded as appropriate, it might improve when taking into account the suggestion of the customer respondents followed by developing a business model by which long-term quality of the value proposition might be better sustained.

5.3 How Say Yeah should arrange its value proposition

Customer respondents mentioned some suggestions regarding the improvements of the perceived customer value. Since no clear pattern can be recognized along these suggestions, Say Yeah should provide their customer with options instead of compulsory changes. In this way the customers can judge whether these improvements would be of value to them or not, since these improvements can be perceived differently by every customers. The optional improvements are described in the following sections.

5.3.1 Briefing and debriefing

Providing customers with sufficient examples of possible videos during the first meetings, might be positively related to the perceived customer value. Say Yeah should ask their customers if more examples are needed, so these customer might be able to create a clear image of what the videos might look like. Within the process of developing and producing customized videos, Say Yeah should always listen to its customers and have a broad and open view. Their intractability should not be on top, since it is relevant to produce a video which is fully based on the wishes of the customers. While listening to their customers, they should also use their creativity in the best way. They should come up with their most creative ideas, but this should be in collaboration with the customers. Finally, it might be relevant to provide customers

with some optional after-sales service after the video is delivered. This could be done in terms of advises about how videos should be presented and what spots will be regarded as the most effective.

5.3.2 Co-operation

Say Yeah should provide the opportunity to involve their customers within the production of their videos more often. This can be done by inviting customers to come over and look at the video that is produced until that moment. Customers might become more satisfied and get the feeling that the video is produced according to their own needs and wishes, when they are allowed to get involved in the production. Probably the number of trainees appointed as project leaders, might have an influence on the quality of the videos and speed of the service. Therefore, it might be beneficial when every project is guided by at least one of Say Yeah's core professionals.

5.3.3 Transparency

The level of transparency within the process of producing and delivering a video is likely to be positively related to the perceived customer value. Therefore it might be relevant when Say Yeah clarifies what activities they perform, why they perform these activities instead of others and what the corresponding costs will be like. Additionally, it is suggested that the accurateness of the bills can be improved. Bills that include a more comprehensive substantiation and justification of the costs allocated to hours and the final video, might be optional. In this way the establishment of the price and the entire process will become clearer. Besides it could be salient when Say Yeah provides customers with an option to set some measurable goals before recording the videos. These goals might create the opportunity for customers to check whether the videos have reached their goals, and to what extent their videos are effective.

5.3.4 Branding

It has been suggested that customers and future customers are not optimally aware of the capabilities of Say Yeah nor the distinguishing power of the videos or their distinctive product portfolio. Therefore, it might be of worthwhile for Say Yeah to shows these customers what the company's capabilities are. The newspaper might be an appropriate option, but providing customers with a CD or USB-stick including the best videos of which they are really proud, could be an option too. An elaboration of the portfolio on their website might also create awareness of the skills along their customers. While profiling themselves in the best way, it could be of value to diminish the focus on Twente. In this way other potential customers can be reached but more importantly, the risk of standardized images which can be recognized within Twente, will probably reduce.

5.4 Relevance of improvements

While arranging the value proposition in order to improve the perceived customer value, it would be worthwhile to take into account the characteristics of the specific type of value proposition that is analysed. The highest extent of value is created when Say Yeah focuses on the drivers which the customers perceive as the most important. This is due to the fact that a resonating focus value proposition tries to create value on aspects that customers value the most (Anderson et al., 2006). Therefore, it would be likely that Say Yeah particularly focusses on the aspects within their value proposition which might be able to improve the following important drivers: reliability, flexibility and product quality. This corresponds with almost all possible improvements based on the suggestions provided by the customer respondents, since they refer to these drivers. When the entire process and the specifications of prices of the videos become more transparent towards the customers, the reliability of Say Yeah will increase. When measurable goals are set and achieved by means of the videos, the reliability of Say Yeah and its videos would probably increase too. Customers are able to show others about the effectiveness of the videos using real evidence, instead of positive references only. The quality of the products, would probably increase if Say Yeah increases its creativity, uses less trainee's as project leaders and less standardized footage as the core of their videos. Besides, improving their listening skills would also improve the quality of the videos. Finally, the flexibility can be regarded as important, but no adjustments need to be made within this aspect. All customer respondents perceive the level of flexibility as high.

Chapter 6 - Discussion

This research gathers information which is useful for the improvement of the perceived customer value of the targeted customer of Say Yeah. The semi-structured way of the interviews creates the possibility to really go in depth, and get detailed answers. Yet, some restriction can be recognized beyond its strengths. These restrictions might affect the results that are found, so eventually the validity and reliability of this research might be influenced. Internal validity refers to the extent in which the methods and techniques measure what they are intended to measure (Zwieten van & Willems, 2014). External validity refers to the extent in which the results of the sample are representative to the entire population. (Zwieten van & Willems, 2014) Reliability is the extent to which the same data is collected each time the observations or interviews are repeated. (Babbie, 2013, pp. 558 - 560)

6.1 Sampling

First of all, the way in which the government customers are selected might affect the internal validity of the results. The managers of Say Yeah select the sample of respondents based on their importance, in terms of revenues. This process can be influenced by subjectivity or preference for the best customers. It might be possible that the first customers which come to their minds, are the customers with whom Say Yeah has a positive relation. It is obvious to mention the best relationships, since these customers might probably be willing to participate within this research. Customers who are more critical towards Say Yeah might not be willing to participate, so therefore these customers will not be mentioned at all. Yet these customers could add useful information too and bring results into perspective. The answers would probably be different when the more critical customers were being asked, therefore the internal validity is affected. The amount of respondents that is being interviewed can be regarded as relatively high. Every health customer is interviewed, whereas half of the government customers are interviewed too. In order to improve the external validity, the other government related customers should be interviewed too. However this would create an inequality of the amount of customers within the two specific sectors.

6.2. Socially desirable answers

Socially desirable answers could also affect the results of this research, especially the internal validity. Customers might not dare to mention every negative aspects since some customers might be afraid of weakening their relation with Say Yeah. Especially customers who are purchasing a video at the moment, will probably not mention everything which could be improved since their answers might affect the quality of their relationship or perhaps the quality of the video. In order to reduce this type of limitations, every interview starts with a statement about the fact that the data will be processed anonymously. Environmental factors, like the location of the interviews could also affect the internal validity. Every interview is conducted at the offices of the customers, therefore the locations can be described as 'trusted locations'. Within a trusted location, customers probably feel more comfortable and therefore they might be willing to mention aspects which they would not mention when being uncomfortable. Unfortunately not all customers are interviewed at their own company. One of the customers is interviewed at the office of Say Yeah, due to his/her schedule which was too busy. The fact that this customer is interviewed at the office of Say Yeah, might influence the results. Despite the room which was closed, this customer might have a higher willingness to answer socially desirable due to people that walk around. Regrettably two customers are interviewed by means of Skype. This could unfortunately not be managed differently, since these customers did not have any time to have face-to-face contact. The fact that these customers are talked to by use of an intermediate, might create a certain distance. This literal and metaphorical distance could influence their answers. Due to some technical issues, one of these customers was not intelligible all the time, so some words could be misinterpreted.

6.3 Characteristics customer respondents

The customer respondents might differ in some characteristics such as age or professional backgrounds, therefore they might perceive value on certain elements in a different way. It is remarkable that the respondents who can be categorized as relatively old, perceive a high level of technical competence and the quality of the equipment used. Whereas the younger respondents or the respondents who have a professional background related to videos, are more critical on these aspects. Due to differences in the

characteristics of the respondents, value and quality can be interpreted differently. Every respondent is committed to the drivers in their own way, and therefore the internal validity will be affected. All respondents are from Twente, therefore a certain way of perceiving value might be recognized along their answers. People living in Twente might have specific characteristics, which lead to the fact that these results might not be generalizable for any other video production company beyond Twente, serving health and government related customers.

The respondents also differ in the size of their companies and the revenues they yield. Although, every opinion is weighted equally. The validity of the measures might be affected by this way of processing data, since the opinion of a customer who yields a big percentage of the revenues might be more important to Say Yeah than a customer who yields less. In order to overcome this limitation a scale could be used to also take into account these factors. Another type of scales should also be used within the ranking questions, since it might be interesting to know what specific value the customers attach to certain drivers and what ratio can be recognized between the drivers. Besides, customers prioritize the drivers, so this should be taken into account too. Improvements within the most important drivers should be weighted differently compared to the improvements within drivers which customers describe as less important. In order to take into account the above mentioned factors, quantitative methods should which go beyond the scope of this qualitative research.

6.4 Characteristics research methods

The reliability can be affected by some aspects which refer to the research methods used. First of all, both analytical models which are used, are very comprehensive. A high amount of different aspects within the value proposition and the perceived customer value are mentioned, such as product, service and relational aspects. The elements within the models seem to be very clear to the customers, since none of the respondents asked for a definition of explanation of certain aspects. Besides both models include the same elements so a comparison between the data can clearly be made. The reliability within this research is positively affected due to these reasons. Yet, the comprehensiveness of the models might have negative influences on the reliability too. Some respondents were not able to provide an answer to every question, so therefore the opinion of remaining respondents, might be weighted relatively high. Additionally some suggestive questions can be present during the interviews since these interviews are semi-structured. The ability to probe on specific questions, might create a situation in which suggestive questions will be asked which include the opinion of the interviewer. These questions might negatively affect the reliability.

The ranking questions are asked within the time of the interviews. So, the different drivers are shown to the customers, and within a few second they come up with the most important drivers. It could be that these customers give different answers when they have more time to think about it. For instance, it is remarkable that none of the managers mentioned solidarity as an important drivers while a strong emphasize on commitment can be recognized in the way Say Yeah performs business activities.

6.5 Strength of the conclusion

The strength of the conclusion could be improved when a clear pattern could be recognized along the answers of the target customers. Such a theme can be recognized among the different drivers, but the remarks about the specific improvements do not seem to overlap with each other to a high extent. Due to the lack of patterns within these answers, the suggestions provided by the customers may not be regarded as some 'true facts'. Certain suggestions might be appropriate to some of the respondents and therefore create a higher perceived value while these suggestion might be perceived as negative by others. The strength of the conclusion can also be improved whenever more explanatory factors are involved. Some reasons and justifications for the aspects on which the perceived customer value is relatively high or low, are present but this could be improved. Whenever this research is focused on the explanatory factors even more, it would be more valuable for improving the perceived customer value.

Chapter 7 – Recommendations

7.1 Recommendations with regard to Say Yeah

First of all, it might be beneficial for Say Yeah to create a clear and comprehensive value proposition, which should be integrated in a business plan. This business plan should therefore also be developed. Thereafter, it is recommended that Say Yeah makes adjustments within their value proposition on every driver in which gaps can be recognized between the value proposition and the perceived customer value. This would probably ensure that more customers will experience more or even superior perceived customer value with respect to the service and products of Say Yeah. Because of the fact that Say Yeah intends to specify its target market in the future with a particular focus on health and government related customers, it is extremely important to anticipate on their customer value. Narrowing a target group will lead to fewer sources of revenues.

Thereafter it might be an option to better profile themselves, so more potential customers become aware of their capabilities. This will also ensure that less customers will marvel about the high prices of the videos. These customer will then be aware of the quality of the videos and the capabilities of Say Yeah, which eventually are in relationship to its price. It might be beneficial when this is done beyond Twente, since Say Yeah should make sure their target market will not become too limited. Some developments with reference to the amount of municipalities within the Netherlands can be recognized, which might be of influence on the amount of potential government related customers of Say Yeah. According to CBS (2014) the amount of municipalities decreased over the last couple of years (Appendix N). When these developments persist within the future, the amount of municipalities within Twente will probably decrease too. This might lead to the fact that the number of potential government customers of Say Yeah will decrease. Therefore it could be beneficial when Say Yeah has a more dispersed focus and creates some other potential business relations beyond Twente. This might also solve the issues referring to the standardized images which can be recognized within Twente. It is known that the current strong focus on Twente creates a high degree of commitment to their customers and Twente as a whole, but this commitment will probably still be sufficient when they do not focus on Twente only.

One of the customers also experiences some confusion concerning the main entrance of the office of Say Yeah. First of all, it is not clear which door should be used followed by some ambiguity about the doorbell which is hard to find according to that customer. When the correct door and the related doorbell are found, the customer states that it is still unclear where to go. No reception or staff member is present who could point where to go. When people visit the office for the first time, this can be unclear. It would therefore recommended to let the staff members accompany the guests when they arrive or to hang down a signpost somewhere.

7.2 Recommendations with regard to further research

First of all, further research on this subject should take into account the restrictions mentioned in the discussion (Chapter 6). Besides, the main research question only focusses on the perceived customer value rather than the combination of perceived and desired customer value. Therefore further research should focus on the desired customer value too. This would also ensure that the other models of value proposition can be used, such as the 'value proposition house' (Appendix C). A more comprehensive analysis of both concepts could be conducted in that way, which might also create the opportunity to analyse the customer value of potential customers. Further research could also focus on a different niche market in order to analyse whether the characteristics of a specific type of customer actually have an influence on their perceived customer value or that generalization might be possible.

Chapter 8 – References

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Chapter 9 - Appendix

The appendixes which belong to research and provide extra information on some aspects within this research, will be illustrated within this chapter.

9.A Activity schedule

The following table (Table 1) will show the outline of the planning which will be used during the writing process of this bachelor thesis. The final version of the thesis is submitted in week 26.

Week	Goals	Performed Activities
Week 17	<ul style="list-style-type: none">- Expand theoretical framework and methodology- Elaborate main concepts- Create general company description- Arrange interviews with management	<ul style="list-style-type: none">- Conducted one interview with management- Expanded theoretical framework and methodology- Created part of the company description
Week 18	<ul style="list-style-type: none">- Expand theoretical framework and methodology- Conduct interview with management	<ul style="list-style-type: none">- Conducted second interview with management- Expanded theoretical framework and methodology- Created remaining part of the company description
Week 19	<ul style="list-style-type: none">- Expand theoretical framework and methodology- Arrange interviews with customers- Analyse data management interviews	<ul style="list-style-type: none">- Expanded theoretical framework and methodology- Analysed data management interviews
Week 20	<ul style="list-style-type: none">- Analyse data management interviews- Arrange interviews with remaining customers	<ul style="list-style-type: none">- Analyses data management interviews and created value proposition- Arranged interviews with 3 customers
Week 21 22th of may Go/No-Go decision	<ul style="list-style-type: none">- Conduct interviews with customers- Analyse data management and start analysing customer data	<ul style="list-style-type: none">- Finished value proposition- Arranged interviews with remaining customers
Week 22	<ul style="list-style-type: none">- Conduct interviews with remaining customers- Start analysing customer data	<ul style="list-style-type: none">- Conducted interviews with two customers- Started analysing data
Week 23	<ul style="list-style-type: none">- Analyse customer data	<ul style="list-style-type: none">- Conducted interviews with six customers- Analysed data
Week 24	<ul style="list-style-type: none">- Analyse customer data- Start answering main research question	<ul style="list-style-type: none">- Analysed data and answered main research question- final adjustments on theoretical framework
Week 25 15 th of June pre-final submission	<ul style="list-style-type: none">- Complete Lay out- Try final pre-final version	<ul style="list-style-type: none">- Completed Lay Out- Finishing touch
Week 26 25 th of June final submission		
Week 27 2 nd of July Presentation		

Table 1: Timetable activities (2015)

9.B Company description Say Yeah Motion Media

Initially Say Yeah was founded in 1993 by the name of Say Yeah Music Productions. The company was then specialized in music productions, after a view years they realized that images and movies became more important than music only. The growth of video communication made the production offerings change from music to videos. Say Yeah Music Productions started focussing on video, and at that point Say Yeah Motion Media was founded.

Characteristics

One of the characteristics of Say yeah is the fact that they are very good at combining their five main ingredients into an effective policy. Music, voiceover, graphics, lyrics and image are combined in such a way that the productions put people to motion, it affects people. Due to this combination they are able to deliver videos which are of high quality and deliver the message of the video in the most appropriate way.

Core values

Internally four different core value can be recognized which are central to all processes and activities performed within the organization. These core value which are revealed from the interviews are as follows:

- Quality – Services and the products are of high quality.
- Passion – The entire workforce loves what they are doing, which results in the fact that every production is full of passion. Besides a lot of creativity can be found within the productions which ultimately make the videos of Say Yeah distinctive from others. Passion can also be recognized by the fact that the workforce is able to make ‘something out of nothing’. (Say Yeah, 2015)
- Reliability – The productions are delivered in the same way as the customers actually want their message to be delivered. Say Yeah always keeps their promises and every customer can count on Say Yeah.
- Flexibility – The ability to produce quickly, this is due to a comprehensive data-base.

Offerings

Say Yeah offers a wide range of different products which are all used for different purposes. The customers are able to choose out of seventeen different productions. The next table (Table 2) shows all the offerings including a short description.

Type of production	Description
Company video	A video in which people get an idea about who a company really is, what they do and most important, what makes them special.
Product video	A visual representation that captures what a product exactly is, what its functions are and what is special about the product.
Atmosphere report	A visual report with which an organizer can provide it's guests and visitors of a professional imitation of a specific important event, opening, anniversary etc.
Instruction video	A video that provides people with a roadmap of instructions, so in fact it is a visual instruction guide.
Testimonial	A video in which an existing customer gives a review about his/her experiences with a specific product or service.

Animation	Animation is a collective term for all 2- and 3D videos. It is an animation video which visualizes for example a building, a character or an object.
Motion graphic	A video in which enormous amounts of information or complex information is converted into animation in order to make it understandable for everyone.
Recruitment video	A visual representation of a company and their personnel in which a job candidate is stimulated to apply.
Trailer	A short retrospective video or summary, in which its core message will be illustrated as short and powerful as possible.
Commercial	A video in which certain customers are being influenced or persuaded to the execution of a specific activity.
Teaser	A video that visualizes an announcement of something important or something new, which is used in order to arouse curiosity among people.
Documentary	A in which a true story of fact are being told that provides a deep explanation. It visualized different perspectives of a certain situation or subject.
TV programme	A video production that is appropriate for TV broadcasting, which can be a single video or a series.
Report	A video which will report an important event of development. A viewer is provided with a comprehensive overall picture.
Internal communication video	A video in which changes or developments in a policy within a company will be communicated towards employees in a easily accessible and effective way.
Audio Design	Customized and personalized music that are played in the background of a company video for example.
Video portal	A clear, tidy and personalised database in which all the different movies can be put together and easily found.

Table 2: Product range Say Yeah (Say Yeah, 2015)

9.C Value proposition House

The ‘value proposition house’ is inappropriate within this research, but still the models needs some explanation. The ‘value proposition house’ includes elements like the target market, which is the target group selected within the market which is seen as potential customer (Burnett, 2010). The competitive environment can be described as the market structure in which a company competes including its direct and indirect competitors who produce alternative products or services. End- users can be regarded as the persons or companies who use the product or service, without selling it on or converting it to something else (Blythe, 2009). These end-users first of all can have insights, which are the unmet needs, frustrations and dilemmas. These insights have to do with the reasons why it is such an unmet need and what the solution would be in order to solve the unmet need (Yin, 2014). The desired solution would eventually cause some end-user benefits, which is the extent to which the product and service offered solve the unmet needs. This includes functional and emotional benefits. The functional benefits described how the products and services offered, solve the unmet need in functional terms, so what functions the product or service can carry out. The emotional benefits on the other hand, describe the feeling that customers have after experiencing the benefits. The second last element is the ‘reasons to believe’, which is the evidence why a customer should believe that this company really offers the best solutions for their problems and that this solution better gains the benefits compared to possible alternatives (Yin, 2014). The final element is the discriminator, which is the distinguishing characteristic of the offerings compared to their alternatives. It describes the aspects on which a company performs better than its competitors and therefore sets them apart from competition (Yin, 2014).

1. Target	2. End-user insight	3. Competitive environment
Description of the target market.	Description of the problem that the end-user has (and which is solved by this product/service)	Direct or indirect competition for this product/service on the market
4. End-user benefit	5. Reasons to believe	6. Discriminator
What the end-user gains by using this proposition	Why the end-user should believe that: 1. This proposition solves the problem 2. Company X is the right company to bring this proposition to the market	Which aspects do discern this product or service from alternative proposition of the competitors.

Table 3: Value Proposition House (Universiteit Twente, 2014)

9.D Value proposition equation

$$\text{Value}_S - \text{Price}_S > \text{Value}_A - \text{Price}_A$$

Figure 1: Equation value proposition (Anderson & Narus, 1998, p. 54)

The abovementioned figure (figure 1) illustrates the value proposition equation of Anderson & Narus (1998). The value(s) and the price (s) are the value and the price of the suppliers offering, whereas the value(a) and price (a) are the value and price of the next best alternative. Here the next best alternative is taken into account, since the authors state that there will always be a next best alternative even though no comparable market offering exists (Anderson & Narus, 1998). So companies should create a situation in which the difference between its value and its price is always higher than the subtraction of value and price of the next best alternative.

9.E Elements Value proposition

According to La Pierre (2000) a value proposition can be analysed based on thirteen drivers. The first

10 drivers are value based benefit drivers which insight in the value and benefits that are gained by doing business with Say Yeah. The last three are value based sacrifices drivers and provide information about the sacrifices that must be made when doing business with Say Yeah. Every driver will be clarified in this section.

1. Alternative solutions- product related

The extent to which alternative products are offered by the supplier and the degree to which the products contribute to achieving a goal or solving a problem.

2. Product quality - product related

A description of the durability, reliability and quality of the products offered by the suppliers along the previous years.

3. Product customization - product related

The extent to which the products are really based upon the specific wishes and requirements of the customers.

4. Responsiveness- service related

The extent to which the supplier listens to the customers and the degree to which they quickly provide appropriate solutions for possible problems.

5. Flexibility- service related

The extent to which the supplier makes adjustment whenever changes in the wishes, needs and requirements of the customers can be recognized.

6. Reliability- service related

The extent to which the supplier performs activities with honesty, accurateness and reliability. The extent to which the supplier is keeping its promises.

7. Technical competence - service related

The degree of creativity and specialism of the supplier and its ability to express that specialism. The extent to which the newest technology is used by the supplier.

8. Image– relation related

The extent to which the supplier is credible and has a positive image.

9. Trust – relation related

The extent to which the supplier is honest, and provides sincere and accurate information. The degree to which customers can really count on the supplier.

10. Solidarity – relation related

The extent to which the suppliers wants to put effort in the activities and is committed and connected to its customers.

11. Price - product and service related

The extent to which the prices are consistent and fair compared to the quality of the products and the prices of the competitors.

12. Time/Effort/Energy - relation related

The extent to which there is sufficient contact between supplier and customer, and the degree to which the ratio of effort between both parties is fair.

13. Conflict - relation related

The degree to which general conflicts occur, followed by conflicts about business goals of the

customers. The way in which these conflicts are solved appropriately.

9.F Differences customer value and customer satisfaction

Clear differences between customer value and customer satisfaction can be recognized according to different academic articles. First of all, the concept of the customer satisfaction is older compared to customer value. Customer value includes many of the elements of customer satisfaction together with a lot of other additional features, so it is a broader concept too (Gale, 2000, p. 3). "Practitioners began to augment customer satisfaction research with customer value measurement, because value-oriented research addresses broader issues relating to how customer select and evaluate products and services" (Day, 2002, p.23). Due to its novelty and comprehensiveness, customer value is being more widely adopted and deployed compared to customer satisfaction (Gale, 2000, p. 3).

Furthermore, customer satisfaction differs per customer, whereas a general customer value can be determined within a specific market segment. Due to this reason customer value is best measured across a specific target market whereas customer satisfaction is measured along specific customers (MVS Position Paper, n.d.). So in fact, customer value is more appropriate in business-to-business markets, whereas customer satisfaction is more appropriate in business-to-consumer markets.

Finally customer value is more related to value propositions of businesses than customer satisfaction is. As mentioned before, it has been suggested that understanding customer value will enable companies to manage their delivery process of customer value in a better way (Menon et al., 2005). The alignment of people and processes within a company towards the customer value enables companies to clarify their value proposition and deliver and communicate superior output on specific elements of customer value (Gale, 2000).

9.G Balances perceived customer value

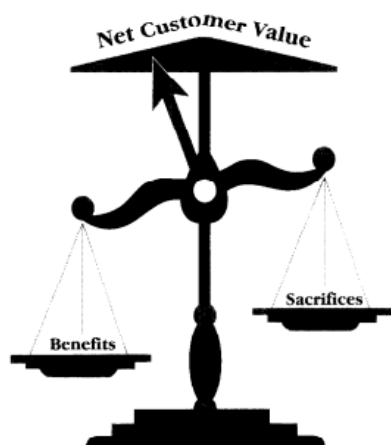


Figure 3: Net customer value (Butz & Goodstein, n.d.)

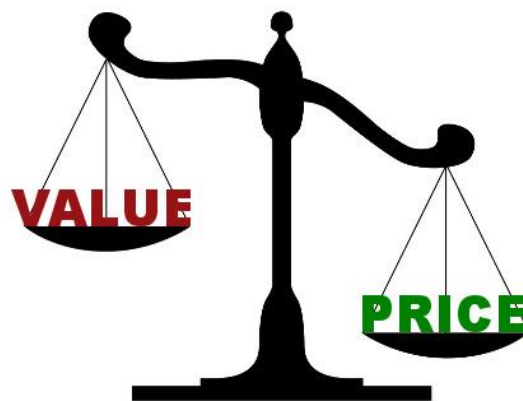


Figure 4: Value and price trade-off (Numerof, 2013)

9.H Predetermined question guide of customer value and value proposition

The following statements which will be adjusted into questions, belong to both the 'perceived customer value model' and the 'total value proposition model' of La Pierre (2000). The questions asked in the interviews with the management and with the respondents, will both be based on this model.

1. Alternative solutions

The range of alternatives offered by the supplier

The supplier's capability to tailor their offerings to match your needs

The supplier's helpfulness in terms of assisting you in solving your problems

2. Product quality
 - The durability of the products you buy
 - The reliability of the products you buy over the years
 - The performance of the products you buy
 - The consistent improvement in product quality of the years
3. Product customization
 - The customization of products for your firm
 - The ability to meet unique specifications for products not offered by your IT supplier's competitors
 - The supplier's ability to offer different products from (not similar to) many of their customers
 - The ability to provide custom-built products of your firm
4. Responsiveness
 - Provide quick answers and solutions to your problems
 - Listen to your problems
 - Visit your location to better understand your business
5. Flexibility
 - Their flexibility in responding to you request
 - The ability to adjust products and services to meet unforeseen needs
 - The way they handle change
 - The ability to provide emergency products and service deliveries
6. Reliability
 - The accuracy and clarity of the billing
 - Their ability to do things right the first time
 - The overall competence of the employees with whom you do not have face-to-face contact
 - Their ability to keep promises
 - The accuracy of transactions
7. Technical competence
 - Their creativity
 - Their specialized expertise in your activity sector
 - Their ability to demonstrate comprehensive process knowledge of your business
 - The way they use new technology to generate solutions
 - Their ability to provide system solutions in response to your problems
8. Image
 - Its reputation
 - Its credibility
9. Trust
 - Your confidence that the supplier is telling the truth, even when your supplier gives you a rather unlikely explanation
 - The accuracy of the information provided by your major supplier
 - The supplier's fulfilment of promises made to your organization
 - The judgement or advice on your business operations that your suppliers is sharing with you
 - The sincerity of your supplier
10. Solidarity
 - The help provided by your major supplier when you run into problems

The supplier's problem sharing that arise in the course of your relationship with them
The supplier's commitment to improvements which may benefit your overall relationship with them (not only of benefit for their own sakes)
The supplier's willingness to meet your needs beyond contract terms

11. Price

Most prices of the products and services you buy
Most prices you pay in relation to your major IT supplier's profitability
The impact of competition on the prices you pay
The justification of your major IT supplier in the prices they charge
The fairness of most prices you pay

12. Time/effort/energy

The number of meeting with the supplier's staff
The bargaining effort with the supplier's staff in reaching an agreement
Your time and effort spent for training a number of your employees
Your time and effort spent in developing a working business relationship with your major IT supplier
Your energy invested with your major IT supplier

13. Conflict

The frequent arguments you have with your supplier about business issues
The controversial arguments you have with your supplier
The disagreements you have with your supplier about how you can best achieve your respective goals

9.I Outline interview management

The following questions will be asked during the interviews conducted with the managers of Say Yeah. The questions are written in Dutch since the managers both have a Dutch nationality and therefore prefer to talk in Dutch.

- Hoe zou u Say Yeah als bedrijf omschrijven?
- Belangrijkste kenmerken van Say Yeah en haar producties?
- Wat zijn de kernwaarden?
- Op welke markt opereert Say Yeah?
- Wie zijn uw consumenten?
- Wat krijgt de consument hiervoor, welk voordeel ervaren zij?
- Voor welk probleem biedt uw product/service een oplossing
- Waarom moet de consument naar Say Yeah en niet naar de concurrent? Waarmee is Say Yeah onderscheidend en uniek?
- Wie zijn de belangrijkste concurrenten, en vooral de next best alternative?

Het volgende is op jullie site terug te vinden: Bij alles wat we doen staat er bij Say Yeah één doel centraal: toegevoegde waarde bieden. Of het nu gaat om het produceren corporate videos, instructievideos, promotionele videos of sfeerverslagen. Onze producties moeten u resultaat opleveren. Daarom is elke productie voor ons eigenlijk maatwerk. Met een eigen dynamiek. Afgestemd op uw wensen en doelstellingen. Wat is deze toegevoegde waarde precies?

Voordelen drivers:

1. Alternatieve oplossingen - product gerelateerd

- In welke mate biedt Say Yeah alternatieve producties aan, als de klant met een bepaald probleem aan komt kloppen?

- In welke mate dragen de producten van Say Yeah bij aan het oplossen van de problemen die de klanten hebben?
- 2. Product kwaliteit - product gerelateerd**
- Hoe zou je de levensduur van de producten van Say Yeah omschrijven?
 - Wat vind je van de betrouwbaarheid van de producten van Say Yeah over de jaren heen?
 - Wat vind je van de algehele kwaliteit en prestaties van de producten die jullie bieden?
 - Zou je de kwalitatieve verbeteringen van de producten gedurende de jaren als consistent omschrijven?
- 3. Product maatwerk - product gerelateerd**
- In hoeverre maakt Say Yeah producten op maat?
 - In hoeverre is Say Yeah in staat om specifieke specificaties van de klant tegemoet te komen die waarvan bekend is dat de concurrentie dat niet kan?
 - In hoeverre biedt Say Yeah producten aan die de concurrentie niet kan aanbieden?
- 4. Responsiviteit - service gerelateerd**
- In hoeverre biedt Say Yeah snel antwoorden en oplossingen op de problemen van de klanten?
 - In welke mate luisteren jullie altijd naar de problemen van de klant?
 - In welke mate gaan jullie bij klanten op bezoek om beter te kunnen begrijpen wat de klant wil en wat het daadwerkelijk probleem is?
- 5. Flexibiliteit - service gerelateerd**
- In hoeverre zijn jullie flexibel als het gaat om het reageren op aanvragen en verzoeken van de klant?
 - Op welke manier gaan jullie om met veranderingen in de vraag van de klant?
 - In welke mate zijn jullie in staat om noodgevallen die zomaar tussen door komen daadwerkelijk aan te nemen?
- 6. Betrouwbaarheid - service gerelateerd**
- Wat vind je van de nauwkeurigheid en de duidelijkheid van de rekeningen die naar de klanten worden verstuurd?
 - In welke mate doet Say Yeah dingen voor de eerste keer goed of heeft het juist te kampen met opstartproblemen?
 - Hoe zou je de bekwaamheden van de mensen achter de schermen waar de klanten geen contact mee hebben omschrijven?
 - In welke mate houdt Say Yeah zich altijd aan haar afspraken en komt beloften na?
 - Hoe zou je de nauwkeurigheid van transacties omschrijven?
- 7. Technische competentie - service gerelateerd**
- Hoe zou je de creativiteit van Say Yeah omschrijven?
 - In welke mate denk je dat Say Yeah gespecialiseerd is binnen jullie sector?
 - In hoeverre maken jullie gebruik van de nieuwste technologieën om klanten te helpen?
- 8. Imago - relatie gerelateerd**
- Hoe zou je de reputatie van Say Yeah omschrijven?
 - Wat vind je van de geloofwaardigheid van Say Yeah?
- 9. Vertrouwen- relatie gerelateerd**
- Hoe zou je de nauwkeurigheid van de informatie die Say Yeah verschaft, omschrijven?
 - In welke mate deelt Say Yeah adviezen en mededelingen over de bedrijfsactiviteiten van de klant met de klant?
 - Wat vind je van de oprechtheid van Say Yeah?

10. Solidarity - relatie gerelateerd

- In hoeverre biedt Say Yeah hulp als de klanten in de problemen komt?
- In welke mate deelt Say Yeah haar eigen problemen die ontstaan tijdens een relatie met de consument?
- In hoeverre is er sprake van betrokkenheid van Say Yeah om de algehele relatie te verbeteren, ook buiten Say Yeah eigen best wil om?
- Op welke manier is Say Yeah bereid om de wensen van de klant tegemoet te komen buiten het afgesproken contract om?

Nadeel drivers:

11. Prijs - product en service gerelateerd

- Veranderen de prijzen van de producten die Say Yeah aanbiedt vaak?
- Wat vind je van de prijs-kwaliteit verhouding van Say Yeah? (rechtvaardig/eerlijk/volgens wet van de prijs)
- In hoeverre beïnvloedt de concurrentie de prijzen van de producten van Say Yeah?
- Hoe zou je de prijzen van de producten van Say Yeah omschrijven in vergelijking met de concurrentie?

12. Tijd/moeite/energie – relatie gerelateerd

- In welke mate heeft Say Yeah afspraken met haar klanten?
- In hoeverre moet enerzijds Say Yeah moeite doen en anderzijds de klant om tot een onderhandeling/consensus te komen?
- Op welke manier doet Say Yeah moeite tijdens een zakelijke relatie met een klant?
- Op welke manier doet een klant moeite tijdens een zakelijke relatie met Say Yeah?

13. Conflict – relatie gerelateerd

- In welke mate heeft Say Yeah wel eens een conflict met haar klanten over zakelijke problemen?
- In hoeverre heeft Say Yeah onenigheden met de klant over hoe zij het beste haar doelen kan bereiken?

- Wat zijn voor Say Yeah de meest belangrijke aspecten binnen een zakelijke relatie? Noem 5 punten waar Say Yeah de meeste waarde aan hecht en waar Say Yeah naar uw idee juist een focus op legt.

9.J Outline interview customers

The following questions will be asked during the interviews conducted with the target customers of Say Yeah. The questions are written in Dutch since all customers have a Dutch nationality and therefore prefer to talk in Dutch.

- Waarom heeft u ervoor gekozen video in te willen zetten?
- Waarom heeft u voor Say Yeah gekozen?
- Hoe zou u uw zakelijke relatie met Say Yeah omschrijven?
- Als u Say Yeah in 5 woorden moet omschrijven, hoe zou u dat doen?

Voordelen drivers:

1. Alternatieve oplossingen - product gerelateerd

- In hoeverre bood Say Yeah u verschillende videoproducties aan toen u vanwege een specifiek probleem een samenwerking met Say Yeah aanging?
- In hoeverre dragen de videoproducties van Say Yeah bij aan het oplossen van het probleem waarmee u in eerste instantie bij Say Yeah kwam?

2. Product kwaliteit - product gerelateerd

- Hoe zou u de levensduur van de producten die Say Yeah u heeft aangeboden omschrijven? *Gaan de videos lang genoeg mee?*

- Is de betrouwbaarheid van de video van Say Yeah over de jaren heen goed genoeg? Is de kwaliteit van de videos consistent?
 - Hoe ervaart u de algehele kwaliteit en prestaties van de videos die Say Yeah u heeft geleverd?
 - Op welke manier zou u de verbeteringen in de kwaliteit van de producten, gedurende de jaren omschrijven? *Consistent, goed genoeg, met de tijd mee?*
- 3. Product maatwerk - product gerelateerd**
- In hoeverre maakt Say Yeah producten op basis van uw specifieke wensen en eisen?
 - Heeft u het gevoel dat Say Yeah uw wensen beter tegemoet kan komen dan een ander mediabedrijf zou kunnen?
 - In welke mate krijgt u het idee dat Say Yeah producten aan biedt die de concurrentie niet kan aanbieden?
- 4. Responsiviteit - service gerelateerd**
- Hoe ervaart u de service van Say Yeah als u een ergens tegen aan loopt? *Is dit bijvoorbeeld snel en oplossend?*
 - Heeft u het gevoel dat Say Yeah altijd goed genoeg luistert naar uw problemen?
 - Bezoekt Say Yeah u vaak genoeg zodat zij beter kunnen begrijpen wat uw bedrijf precies doet, wil en wat het daadwerkelijk probleem is? *Zou u dit liever vaker willen zien?*
- 5. Flexibiliteit - service gerelateerd**
- Hoe zou u de flexibiliteit van Say Yeah omschrijven als het gaat om het reageren op aanvragen en verzoeken van u?
 - In welke mate wordt u door Say Yeah tegemoet gekomen als u een spoedgeval heeft dat zomaar tussen door komt?
- 6. Betrouwbaarheid- service gerelateerd**
- Hoe ervaart u de nauwkeurigheid en de duidelijkheid van de rekeningen die u toegestuurd krijgt?
 - In welke mate doet Say Yeah dingen voor de eerste keer goed of hadden ze juist te kampen met opstartproblemen gedurende jullie samenwerking?
 - In welke mate houdt Say Yeah zich altijd aan haar afspraken en komt beloften na?
 - Hoe ervaart u de algehele competenties van de werknemers van Say Yeah?
- 7. Technische competenties - service gerelateerd**
- Hoe ervaart u de creativiteit van Say Yeah?
 - In welke mate denkt u dat Say Yeah gespecialiseerd is binnen haar vakgebied?
 - Is Say Yeah voldoende in staat om haar kennis op de juiste wijze te uiten richting u als klant?
 - In hoeverre krijgt u het idee dat Say Yeah gebruik maakt van de nieuwste technologieën om haar klanten te helpen?
- 8. Imago– relatie gerelateerd**
- Hoe zou u de imago van Say Yeah omschrijven?
 - Hoe ervaart u de geloofwaardigheid van Say Yeah?
- 9. Vertrouwen – relatie gerelateerd**
- Wat vindt u van de oprechtheid van Say Yeah?
 - Hoe zou u de nauwkeurigheid van de informatie die Say Yeah verschaft, omschrijven?
 - In welke mate deelt Say Yeah adviezen en mededelingen over de bedrijfsactiviteiten van uw onderneming met u? *Gaat Say Yeah verder dan het leveren van videos?*
- 10. Solidariteit – relatie gerelateerd**
- In welke mate is Say Yeah bereid om u hulp te bieden als u er met de video niet meer uit komt? *Te weinig views, technische begrenzings etc.?*

- In welke mate deelt Say Yeah haar eigen onverwachte situaties die ontstaan tijdens uw relatie met Say Yeah? *Slecht weer, cameraman ziek, camera gevallen etc.?*
- In hoeverre ervaart u betrokkenheid van Say Yeah om de algehele relatie te verbeteren, ook buiten het eigen bestwil van Say Yeah om?
- Op welke manier is Say Yeah bereid om uw wensen tegemoet te komen buiten het afgesproken contracttermen om?

Nadelen drivers:

11. Prijs - product and service gerelateerd

- In welke mate veranderen de prijzen van de producten die Say Yeah aanbiedt?
- Wat vindt u van de prijs-kwaliteit verhouding van Say Yeah? *Zijn het eerlijke prijzen?(rechtvaardig/eerlijk/volgens wet van de prijs)*
- Hoe zou u de prijzen van de producten van Say Yeah omschrijven in vergelijking met de concurrentie?

12. Tijd/moeite/energie - relatie gerelateerd

- Hoe ervaart u het aantal contactmomenten dat u heeft met Say Yeah? *Is dit voldoende, had u meer/minder gewenst?*
- Op welke manier doet Say Yeah moeite tijdens een zakelijke relatie met u?
- Op welke manier doet u moeite tijdens een zakelijke relatie met Say Yeah?
- Hoe ervaart u de verhouding in de moeite die u enerzijds moet doen om tot een onderhandeling/consensus te komen, in relatie tot de moeite die Say Yeah anderzijds doet?

13. Conflict - relatie gerelateerd

- In welke mate heeft u wel eens een conflict met Say Yeah over zakelijke issues?
- In hoeverre heeft Say Yeah onenigheden met u over hoe u het beste uw bedrijfsdoelen kunt bereiken?

- Hoe ziet u de samenwerking met Say Yeah in de toekomst voor u?

- Wat zijn in uw ogen de sterke punten van Say Yeah?

- Waar liggen mogelijke punten van verbetering?

- Wat zijn de belangrijkste drivers binnen een zakelijke relatie in uw ogen? Noem de 5 drivers waar u de meeste waarde aan hecht, in de juiste volgorde. Punt 1 is dus het meest belangrijk van de 5 punten en punt 5 het minst.

9.K Remaining sampling methods

When selecting a specific sampling method, different steps should be taken into account. First of all the distinction between probability and non-probability sampling must be made. Probability sampling is a method in which each of the single sampling units have a specific and known probability of selection which will not be zero for any of these units (Goodman & Kish, 1950). The selection will be random and therefore the samples will be representative for the entire target group. Probability sampling is inappropriate and impossible in many research situations especially in business activities and market research (Babbie, 2013, p. 127). Due to the inappropriateness in business activities and the fact that it focuses on reflecting the entire population, this technique seems to be unsuitable when only selecting a niche market.

The opposite of probability sampling is the non-probability sampling technique, in which the samples are selected based on a subjective opinion and not on the probability theory (Babbie, 2013). Non-probability sampling can be subdivided into four different types: reliance on available subjects, snowball sampling, quota sampling and purposive sampling which will be the focus of this research.

- *Reliance on available subjects*, which is a technique that is relying on the availability of the subjects studied. For example stopping people at the corner of the street or other locations. “It is

only justified if the researcher wants to study the characteristics of people passing a sampling point at specified time or if less-risky sampling methods are not feasible'' (Babbie, 2013, p. 128). Since this research is not about these sampling points at specific times and the target population is already known, this type can be considered as inappropriate.

- *Snowball sampling* is a technique whereby each respondent is asked to suggest other additional respondents who will be willing to take part. This method is often conducted when the respondents are difficult to locate (Babbie, 2013). The respondents that will be used during this research are not difficult to locate since Say Yeah has a list of current customers and besides the target population is already known. Both aspects explain the inappropriateness of this type.
- *Quota sampling* is a version of sampling in which the target population is split into appropriate known strata based subgroups (sex, education, company size etc.) Each stratum is then sampled in such a way that each subgroup is proportional to the proportion in the entire population (Pfleeger, 2002). Quota sampling tries to reflect the entire population. Since this type is particularly focussing on reflecting the entire population, and this current research is only about a specific business sector within the broad customer base, this type is not appropriate too.

9.L Drivers mentioned per customer respondent

The following table (Table 7) illustrates the different drivers which are mentioned by every customer. The colours in which the words are written create the opportunity to quickly recognize the similarities along the answers.

Customers (n=8)	Five most important drivers				
	Driver 1 (Most important)	Driver 2	Driver 3	Driver 4	Driver 5 (Least important)
Customer 1 (n=1)	Trust	Product quality	Flexibility	Technical competence	Reliability
Customer 2 (n=1)	Product quality	Responsiveness	Reliability	Flexibility	Product customization
Customer 3 (n=1)	Trust	Responsiveness	Product customization	Flexibility	Reliability
Customer 4 (n=1)	Trust	Reliability	Product customization	Product quality	Flexibility
Customer 5 (n=1)	Reliability	Product quality	Price	Flexibility	Image
Customer 6 (n=1)	Product quality	Product customization	Responsiveness	Reliability	Flexibility
Customer 7 (n=1)	Trust	Reliability	Product quality	Flexibility	Price
Customer 8 (n=1)	Reliability	Product quality	Alternative solutions	Flexibility	Price

Table 7: Five most important drivers mentioned by every customer.

9.M Customer description of Say Yeah

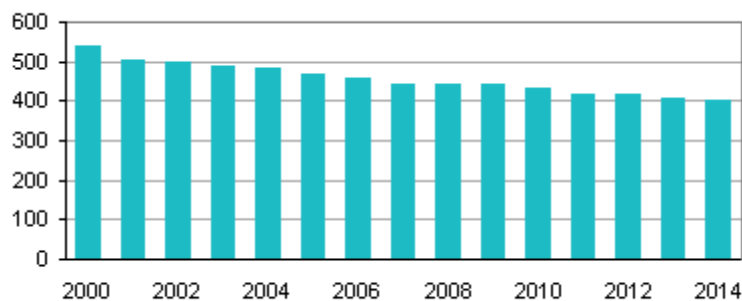
During the interviews each respondent was asked to describe Say Yeah within five different words. The following table (Table 8) will demonstrate which words are mentioned and what the image of Say Yeah is like.

Type of customer	Words mentioned by every respondent				
	1	2	3	4	5
Customer 1	Flexible	Professional	Great facilities	Customer directed	Sympathetic
Customer 2	Enthusiastic	Original	Cooperative	Nice people	-
Customer 3	Flexible	Professional	Creative	Accessible	Good price quality ratio
Customer 4	Customer friendly	Accessible	Quick-witted	Quick	Thinking along
Customer 5	Surprising products	Young	Strong network	Professional	Customer friendly
Customer 6	Dynamic	Flexible	Creative	Effective	Future focused videos
Customer 7	Creative	Down to earth	Committed	Focus on quality	Enthusiastic
Customer 8	Service focused	High quality	Quick	Co-creation	Good price quality ratio

Table 8: The image of Say Yeah determined by the respondents.

9.N Decrease Dutch municipalities

The following table (Table 11) will provide insight in the decreasing amount of the municipalities within the Netherlands over the last fifteen years.



Bron: CBS

Table 11: The Amount of municipalities in the Netherlands (CBS, 2014)