MASTER THESIS

What are you looking for!?! The influence of new media in farmers' decision making process regarding capital intensive goods

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RÉCONFORT
succes volgt passie

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Pre-face

Finally, after a period of a lot of work, follow my graduation for the master Marketing Communication. I started with the pre-master Communication Studies at the University of Twente in February 2014. In September of the same year I started with the master 'Marketing Communication'. After a year with lectures, only I had to finish my thesis.

In June 2015 I posted a message on Twitter to find an interesting agricultural related research theme. I came in contact with Jan Lowin IJzerman and Han Tellegen, owners of the consulting firm Réconfort. After a lot of discussion, finally we came to this interesting topic. The aim of this research is to get insight in the use of (new) media in farmer's decision making process regarding capital intensive goods.

Without support of some people I would not finish this research. I want to thank the owners of Réconfort, Han van Tellegen and Jan Lowin IJzerman for their research ideas, support and their look on the research. Also, I want to thank my supervisors of the University of Twente, Menno de Jong and Joris van Hoof for their support and critical notes. Furthermore, I would like to thank all respondents, the employees of the agricultural mechanization companies and the farmers, who were willing to cooperate in the interview sessions of this research. Also, I want to thank my family and friends for the support during the master. Especially I want to thank Lisanne Penterman for her critical notes of my report and her help with my writing style.

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Abstract

Purpose – Last years through the rise of the Internet, the use of 'new media' has increased and that changed the way how people interact with each other. This is also applicable to farmers and can be related to the sales of capital intensive goods (e.g. machine or tractor) through companies. New media is a form of digital media in which customers actively search for information, for example on websites and social media. The aim of this research was to get insight in the decision making process of capital intensive goods through farmers and the role of (new) media in this process.

Method – Three studies were conducted to answer the research question: 1) interviews with ten employees of agricultural mechanization companies to gain insight of their current knowledge and their use of (new) media, 2) content analysis of different new media (website, Facebook pages and Twitter accounts) of twenty agricultural mechanization companies to discover the content and usage of new media and 3) eleven interviews with farmers to get insight in their decision making process regarding capital intensive goods and how they see the role of new media in their decision making process.

Results – The results of the studies showed that employees of agricultural mechanization companies were highly aware of their way to sell machines and tractors to their customers and on their usage of (new) media in that process. The companies did not have thoroughly thought written strategies, their strategy was to handle on intuition. All agricultural mechanization companies had a website, fifteen a Facebook page and only five a Twitter account. The content of these media was for a major part consistent with the wishes of the farmer, a few exceptions were mentioning prices of machines on the website and the insufficient use of offline communication tools.

Conclusion – These and other findings provide insight into the wishes of farmers and the actual media use of agricultural mechanization companies. The companies usage of new media broadly corresponded with the wishes of the farmers, from this research revealed that improvements were possible. The companies can use this information to adapt their media use.

Keywords – agricultural mechanization company, farmer, decision making process, offline communication, online communication, website, social media, Facebook, Twitter

Nederlandse samenvatting

Doel – De laatste jaren is door de opkomst van het internet, het gebruik van 'nieuwe media' toegenomen en dat veranderd de manier hoe mensen met elkaar communiceren. Dit geld ook voor agrariërs en voor de verkoop van kapitaal intensieve goederen (bijvoorbeeld machine of tractor) door bedrijven. Nieuwe media is een vorm van digitale media waar klanten actief op zoek kunnen gaan naar informatie, voorbeelden zijn website en social media. Het doel van dit onderzoek was om inzicht te krijgen in het besluitvormingsproces van de aanschaf van kapitaal intensive goederen door agrariërs en de rol van (nieuwe) media in dit proces.

Methode – Om de onderzoeksvraag te beantwoorden, zijn er drie studies uitgevoerd: 1) interviews met tien medewerkers van landbouwmechanisatiebedrijven om inzicht te krijgen in hun kennis omtrent hun eigen gebruik van communicatiemiddelen in het besluitvormingsproces van agrariërs, 2) inhoudsanalyse van twintig verschillende 'nieuwe media' van mechanisatiebedrijven om te weten te komen wat de inhoud van deze media was en 3) elf interviews met agrariërs om meer te weten te komen over het besluitvormingsproces van agrariërs en hoe zij de rol van 'nieuwe media' in dit proces zien.

Resultaten – Uit de onderzoeken kwam naar voren dat de medewerkers van de bedrijven goed op de hoogte waren hoe ze de machines en tractors verkopen aan de klant en op welke manier ze (nieuwe) media gebruiken in dit proces. De bedrijven hebben geen strategieën op papier om hun goederen te verkopen, ze doen veel op intuïtie. Alle mechanisatiebedrijven hebben een website, vijftien een Facebook pagina en maar vijf een Twitter account. Inhoudelijk kwam de media overeen met de wensen van de agrariër, enkele uitzonderingen waren prijzen bij de machines op de website en het onvoldoende gebruik van offline communicatie middelen.

Conclusie – Deze en andere bevindingen geven inzicht in de wensen van de agrariërs en het media gebruik van mechanisatiebedrijven op dit moment. De bedrijven voldoen grotendeels aan de wensen van de agrariër, uit dit onderzoek is gebleken dat vooruitgang mogelijk is. De bedrijven kunnen deze informatie gebruiken om hun mediagebruik hier op te kunnen passen.

Trefwoorden – mechanisatiebedrijf, boer, agrariër, besluitvormingsproces, offline communicatie, online communicatie, website, social media, Facebook, Twitter

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1. Introduction

Nowadays, farmers frequently have to make decisions for replacement of capital intensive goods. A capital intensive good (e.g. tractor or machinery (Drakos, 2012)) belongs to non-routine decisions, thus this kind of decisions will usually involve rational thoughts. This means that farmers consider all possible alternatives and consequences before choosing the best solution (Heerkens, 2003; Simon, 1976). It is important for agricultural mechanization companies to respond to this by providing the right information in a desirable way to farmers.

Within marketing communication many strategies are available to make people buying products. Most of those strategies use ways to entice people. However, during the procurement of a tractor enticing people is not easy because it is a non-routine decision. Farmers may carefully consider all options they have and because of this they are less open to be seduced. This raises an important question: Do the wishes of farmers, regarding information retrieving by communication channels, match with the usage of such communication channels by agricultural mechanization companies?

To get more insight into the importance of this research, first some background information will be provided. In the Netherlands are more tractors than trucks since 2012. At the beginning of last year a total number of 70,000 tractors was counted (CBS, 2015). Many of these tractors are located on farms. The fact that the number of firms is decreasing (CBS, 2015), the size of existing farms becomes bigger (CBS, 2014) and the rising of the Internet (Steenburgh, Avery, & Dahod, 2009), makes it interesting to look at the way farmers decide to purchase capital intensive goods. Whereas farmers must work efficiently to finish all work, thereby fits the easy way of searching information via the Internet.

The decision making process (or buyer journey) of farmers is most of the time fulfilled by a need, because without specific machines farmers cannot finish their proceedings. That is why it is assumed that they make most of the time decisions on rational thoughts. In the literature different models are available that illustrate the different stages of the decision making process of customers. All models start with the moment when a customer is aware of the product and end with the post purchase experiences of customers. All models are divided into different phases (Vázquez, Muñoz-García, Campanella, Poch, Fisas, Bel, & Andreu, 2014). According to Vázquez et al. (2014), one of the latest, widely accepted models, decision making processes will be divided into four different phases: 1) awareness,

2) consideration, 3)purchase and 4) post purchase experience. It is essential for companies to know in which stage the customer is located, in order to design tailored promotional campaigns (Edelman, 2010). Through the rise of the Internet, traditional marketing and sales methods loses their effectiveness and new methods are becoming more important. A new way of how marketeers and salespeople reached their customers need to be developed (Steenburgh et al., 2009).

It is interesting for agricultural mechanization companies to find out how new media can be used to reach (potential) buyers. Based on the information mentioned before the overall research question will be addressed in this study:

MQ: *How can agricultural mechanization companies optimally use (new) media in the decision making process of farmers buying their capital intensive goods?*

To answer the main question, three studies will be conducted. Each study focuses on one specific sub question; the last sub question will be answered by combining all three studies.

RQ 1: What are the strategies of agricultural mechanization companies selling capital intensive goods? (Study 1: interviews employee agricultural mechanization company)

RQ 2: What is the current content of (new) media of agricultural mechanization companies? (Study 2: content analysis)

RQ 3: What is the current role and can be the added value of (new) media in the decision making processes of farmers purchasing capital intensive goods? (Study 3: interviews farmer)

RQ 4: To what extent does the use of the various (new) media fit with the wishes of farmers buying capital intensive goods?

The thesis will start, with theoretical background information. After that the methods used in the three studies will be discussed, followed by the results of these studies. This thesis will end with a discussion and conclusion.

2. Theoretical Framework

This section discusses the relevant theories about the different aspects of the research question. First, the decision making process from perspective of the companies and from perspective of the customers will be discussed. After that, the website of a company and different forms of social media will be examined. As last, above mentioned aspects will be placed in context with farmers.

2.1 Decision making process

Most of the time customers decide on their own or with their partner about purchasing capital intensive goods. The purchase of these capital intensive goods is also known as a non-routine decision, because people do not make large purchases regularly (Heerkens, 2003). The decision making process can be defined as the process that customers go through to reach a specific goal. It consists of a serie of interactions between the customer and the company (Følstad, Kvale, & Halvorsrud, 2015). Decision making processes can be highlighted from two different perspectives; from the customers and from the company. Both perspectives are discussed separately in the following paragraphs.

2.1.1 Decision making process from customers' perspective

In general, non-routine decisions will usually be made on rational thoughts. The rational actor would consider all possible alternatives and their consequences before choosing the best solution (Heerkens, 2003; Simon, 1976). According to Heerkens (2003), rationally will be defined as "taking all possible attributes, weights and arguments into account" (p. 146). Possible attributes related to the decision making of customers are: involvement, perceptions of price and quality, emotional response, attitude and the purchase intention (Hansen, 2005). All possible arguments and attributes should be comprehensively clarified. Although, the decision by purchasing a capital intensive good will most of the time made based on bounded rationality. Bounded rationality means that a restricted number of attributes, weights and arguments will be taken into account, it depends on the importance of the attributes (Heerkens, 2003; Simon, 1976). For example: the friendliness of the agent of the company (emotional response) could be less important. The actual purchase is about the capital intensive good and it is possible that friendliness is not taken into account. As

last, most of the time an underlying attribute influences the other attributes, meaning that they are not totally independent (Heerkens, 2003). Customer do not have access to all information, but that is something what will be accepted to a certain level. An example of these phenomena is the procurement of a car by a customer. First, the customer will decide which brand he/she wants, than he/she will take a look to attributes (specifications) which are important for him/her. Based on these attributes, he/she will make a decision which car will be purchased.

For the procurement of capital intensive goods, customers follow, according to the Elaboration Likelihood Model, the central route of persuasion. The central route takes place if the receiver (customer) of the message is motivated to proceed the message. The receiver has a high degree of attention and submits the message through an intensive examination to assess the value of the used arguments (Petty, Cacioppo, & Schumann, 1983). Influencing through the central route occurs mainly during buying capital intensive goods.

Before customers enter the decision making process, the wish of purchasing a good is most of the time based on a need. There are different models that illustrates the different stages of the decision making process, every process starts with the moment when a customer is aware of the product to the moment when they have bought the product. One of these models is the 'Consumer Decision Making Model', introduced in 1968 (Hansen, 2005; Teo & Yeong, 2003). In this model consumer decision making is seen as a problem, which can be solved in five steps: 1) need recognition, 2) information search, 3) (alternative) evaluation, 4) purchase and 5) post-purchase evaluation (Hansen, 2005; Teo & Yeong, 2003). This model can be applied to many situations. One of the latest, widely accepted, decision making process (e.g. buyer journey) models is based on these five steps and reduced to four steps, this model will be used in this research: 1) awareness, 2) consideration, 3) purchase and 4) post-purchase experience (Vázquez et al., 2014). In every stage the customer should be approached in a different way with probably different channels. The use of (new) media can improve the customer experience by helping the customer in their search for information of specific products (Van der Veen & Van Ossenbruggen, 2015).

The awareness stage of the decision making process refers to the first contact of the customer with a product or brand (Vázquez et al., 2014). The customer is confronted with the imbalance between the existing and the desired state. This may stimulate the desire of purchase (Teo & Yeong, 2003). After identifying the desire of purchase, the customer

searches for information in the consideration stage. The customer investigates the product and brand in comparison with competitors (Teo & Yeong, 2003). The customer asks for more information, opinions and consulting product reviews. At the end of this stage the customer expresses his/her preferences towards specific criteria. The customer will use these criteria to compare alternatives and finally choose the specific product (Teo & Yeong, 2003; Vázquez et al., 2014). In this case the relationship between purchase intention and behaviour is based on the assumption that customers make rational decisions based on the available information (Kim, Ferrin, & Rao, 2008). In the third stage of the decision making process, the customer proceeds to purchase the product. The post-purchase experience refers to the moment when customers, after buying the product, uses, appropriated, criticises, recommends and/or talks about their personal experience with the product (Vázquez et al., 2014).

2.1.2 Decision making process from company's perspective

The decision making process of customers can be approached from a company's perspective. It is necessary for companies to understand customers' decision making process, before they can spread the right information via different media to (potential) customers (Teo & Yeong, 2003).

It is important for companies to know the wishes of the customer. Therefore companies need to obtain an understanding of how, why, and when customers choose specific communication channels. It can be assumed that the way customers search and move between communication channels can be related to their shopping habits (Van der Veen & Van Osstenbruggen, 2015). One of the starting points to address the customer experience is mapping the 'customer journey map' (Archer, 2016). The customer journey map is a market research which helps understand consumers' motivations and behaviours (Crosier & Handford, 2012) and specifies how someone get in contact with the company and which 'touchpoints' make sure that he/she becomes and remains a customer (Archer, 2016). Examples of research methods for this are mystery shopping, focus groups, interviews and questionnaires (Crosier & Handford, 2012). In general, the same phases as from the perspective of customers came forward, but these phases are formed from company's perspective. They are known as attract, convert, close and delight (Oosterveer, 2013).

Providing information through the company can be shown in the 'Inbound marketing' model, see Figure 1 (Oosterveer, 2013). Inbound marketing is primarily about creating and sharing content online. Inbound marketing fits with the central route of persuasion. This kind of marketing focus on getting found by prospects though all kind of online communication tools, for example social media and website of a company. The goal of this type of marketing is for the company to get known, liked and trusted (Lin & Yazdanifard, 2014). Trust in the company plays an important role in all phases of the decision making process of customers. Customers should have trust in the sales agent, the product and the company (Kim et al., 2008). According to Kim et al. (2008), trust can be defined as: "a global belief on the part of the buyer that the salesperson, product and company will fulfil their obligations as understood by the buyer"(p. 545). In addition, each customer is different. Each customer sees different things as important and consequently every customer need to be approached somewhat differently. For example, some customers value price over quality or vice versa. In addition, it is important to increase the customer involvement by the company (Hansen, 2005), in order that they feel they belong to the company. The challenge for companies is to generate more qualified leads, to generate those leads more efficiently and to convert them into sales (Steenburgh et al., 2009). The delight phase (see Figure 1) is also known as the post-purchase evaluation. From the literature, it is known that if customers are satisfied with the product and service, it helps create positive word of mouth, create customer loyalty, improves the market share and profitability and create repurchase intentions (Hsu, Chang, & Chen, 2012; Teo & Young, 2003). Dissatisfaction lead to post-purchase dissonance (Teo & Yeong, 2003).

Figure 1: Inbound marketing model compared to the widely accepted decision making process (Source: Oosterveer, 2013; Vázquez et al., 2014)

In Figure 1, the inbound marketing model is compared with the decision making process model. The comparison let see that there are different names of the same phase in the decision making process, but in general it comes to the same thing. In the awareness phase of customers, companies try to attract customers. Then, in customers' consideration phase, companies try to convert them into sales of a product, the procurement of the product follows. After purchasing a product, companies try to make the customer feel delight, they hope the customer purchase a product again at the company. However, inbound marketing focus on the online media (see Figure 1), the question is if customers are waiting on the use of (only) online media.

2.2 (New) media

In order to provide customers of the right information, different forms of media are used. In general, two types of media exist, namely new and old media. Old media is known as offline communication and included the traditional kind of media, like television, press and photography. New media is also known as digital media. Digital media is facilitated via electronic information and communication technologies in which active customers engage in behaviours that can be consumed by others (Hennig-Thurau, Malthouse, Friege, Gensler, Lobschat, Rangaswamy, & Skiera, 2010; Shaltoni & West, 2010). It offers companies different ways to reach customers, communicate with them, and measure their purchase behaviour (Hennig-Thurau et al., 2010). Forms of digital media are text messaging, e-mail, social media, websites, photo and video sharing (Hennig-Thurau et al., 2010; Schwartz, Rhodes, Liang, Sánchez, Spencer, Kremer, & Kanchewa, 2014). New media characteristics are digital, pro-active, visible, real-time and memory, ubiquitous, and networks (Hennig-Thurau et al., 2010).

The last few years the use of new media has risen and dramatically changed the way how and when people connect with each other (Schwartz et al., 2014). Through the rise of popularity of the Internet people changed their way of obtaining news (Dimmick, Chen, & Li, 2004). Internet creates the opportunity to reach new customer segments and reduce costs (Andersson, Fredriksson, & Berndt, 2014; Cases, Fournier, Dubois, & Tanner, 2010; Teo & Yeong, 2003). This mean that traditional marketing and sales methods lose their effectiveness and new methods need to be developed. For marketeers, the old way of doing

business is unfeasible and a new way of how marketeers reach their customers should be developed (Edelman, 2010; Steenburgh et al., 2009).

One of the mentioned new media opportunities for companies is e-mail marketing. A definition of e-mail marketing is ”an online tool used by organizations to send messages to inform potential customers and current clients by the use of e-mail” (Gay, Charlesworth, & Essen, 2007, p. 404). E-mail marketing can be used to establish a closer relationship with customers than Facebook (Ellis-Chadwick & Doherty, 2012). The use of e-mail marketing could be very effective, if people read the relevant e-mails. Customers sometimes will delete unread messages if they become overcrowded (Phelps, Lewis, Mobilio, Perry, & Raman, 2004), deleted e-mails has been decreased from 73 % in 2006 to 59% in 2011 (Andersson et al., 2014). Besides, it is a form of one-way communication (Shaltoni & West, 2010).

In contrast to e-mail marketing, social networking sites are forms of two-way communication. The top six of most used platforms in the Netherlands in 2015 are 1) Facebook, 2) YouTube, 3) Google+, 4) LinkedIn, 5) Twitter and 6) Instagram (Oosterveer, 2015). This research focus on the website of the company and the social networking sites Facebook and Twitter.

2.2.1 Website

The website of a company is a tool to interest people for their products. If people want to gather more information about a specific product the customer will visit the website of the company. So, a website is a kind of store house of information, which helps the customers and affects their view of products (Ranganathan & Ganapathy, 2002).

The content and design of a website are important characteristics of a website. The content refers to the information, features or services which are offered in the website. The content of business-to-customer websites plays an important role in the purchase intention of a customer (Ranganathan & Ganapathy, 2002). The information given on a website should be exactly the information customers need to make a decision, the ratio between quantity and quality should be well balanced, and care should be taken avoiding to give too much information as this will result in an information overload (Gao, Zhang, Wang, & Ba, 2012; Keller & Staelin, 1987; Ranganathan, & Ganapathy, 2002).

The design of a website relates to the manner of content presentation to customers. So, the design of a website plays an important role in attracting and sustaining the interest

of the customer (Ranagathan & Ganapathy, 2002). Individual customers judge different criteria as important in evaluating websites: 1) information availability and content, 2) usability, 3) privacy and security, 4) multimedia use, 5) fulfilment, 6) access, 7) responsiveness and 8) personalization (Ranganathan & Ganapathy, 2002; Wang, Beautty, & Mothersbaugh, 2009; Zeithaml, Parasuraman, & Malhotra, 2002). Examples of tools which can be used to improve the eight criteria are: product-price comparisons, decision aids, frequently asked questions (FAQs), contact form and a webshop (Ranganathan & Ganapathy, 2002). The quality of the website influence customer satisfaction and can lead to purchase intention (Bai, Law, & Wen, 2008). In general, if the website is appealing enough and contains the right information, it will positively influence the purchase intention of the customers.

2.2.2 Facebook

Social networking sites have been developed into a tool that enables firms to access the market, learn about customers and communicate with them (Hsu, 2012). It is an tool were opinions, content, perspectives, insights and media can be shared (Hennig-Thurau et al., 2010; Nair, 2011). Social media is unstructured, focused on generating conversation and building community and might have an influence on the purchase intention of customers (Nair, 2011). Social networking sites involve different numbers of online social channels, change over time and are participative (Loh, 2011). Companies have started using social networking websites to attract people to their website and to create more sales. Social media have created opportunities to benefit from the comments and observations posted by other people (Dehghani & Tumer, 2015). According to Schwartz et al. (2014), new media use, especially Facebook, is correlated with higher relationship quality and longer relationship duration. The opportunity of companies is getting involved and establish their existence, use the right communication strategy for each social media, find a balance between selling and talking (Parsons, 2013).

Facebook is one of the most frequently used social networking site with 350 million active users in July 2009 (Treadaway & Smith, 2010) which now has grown to almost 968 million users in June 2015 all over the world (Facebook, 2015). At the beginning of 2015, there were 9.4 million Dutch Facebook users (Oosterveer, 2015).

A Facebook page of a brand or company offers customers the opportunity to interact with each other, through linking and sharing advertisements and it is also possible to see if your friends share the advertisement too. Such advertisements will increase the credibility of the brand or company. Also the purchase intention of customers and the brand image of a company are influenced by the recommendations and opinions that other customers have shared (Dehghani & Tumer, 2015). According to De Vries, Gensler, & Leeflang (2012), it is important for a brand to have a Facebook page, on this way a company can create posts related to a specific brand, customers can react on these posts and interact with each other, so people can start discussions about a specific brand. This directly related to the reason why people join Facebook, people communicate to fulfil a specific need, namely identifying with other people (Ho, 2015). In general, customers' positive opinions on Facebook advertising and pages will positively affect the credibility of the brand, the brand image, the brand equity and the identification with the company and it positively influence the purchase intention of the customers (Dehghani & Tumer, 2015; Ho, 2015).

2.2.3 Twitter

Another social networking site is Twitter. Twitter is a short messaging service which allow users to send and read short messages (Liu, Cheung, & Lee, 2010). It is based on text messages up to 140 characters (Liu et al., 2010; Shin, Byun, & Lee, 2015). Seven motivations for the use of Twitter can be distinguished: 1) self-documentation, 2) information sharing, 3) entertainment, 4) social interaction, 5) self-expression, 6) medium appal and 7) convenience (Liu et al., 2010). Users of Twitter have been decreased from 3.3 million Dutch people in 2014 to 2.8 million Dutch people in 2015. Especially the number of young users decreased, but remarkable is the increase of elderly users (65 until 79 years old) (Oosterveer, 2015).

Marketeers can use Twitter to figure out what and how often people place something about their products of their company (electronic word-of-mouth). If the publicity is negative, the company can anticipate to this. On the other hand if the publicity is positive, it is free publicity. Besides, companies can advertise their own products on Twitter, for example to inform customers about products and discounts (Liu et al., 2010). Twitter can also be a good source of topics which have low coverage in traditional media (Zhao, Jiang, Weng, He, Lim, Yan, & Lee, 2011). To conclude, Twitter can have a lot of added (business) values.

Research of Jansen, Zhang, Sobel and Chowdury (2009) show that 19% of all Tweets contain a brand name. Almost 20% of these Tweets contained expressions of the brand, whereof more than 50% is positive, 33% is negative and the rest is neutral electronic word-of-mouth (eWom). Tweets used as eWom can influence the decision making process of customers (Brown, Broderick, & Lee, 2007). In addition, due the high number of placed tweets every day and the fact that dissatisfied customers share their experiences earlier than satisfied customers do, the eWom do not often result in the purchase of the product (Chatterjee, 2001).

2.2.4 Other

Besides Facebook and Twitter, are YouTube, Google+, LinkedIn and Instagram other well known social networking sites in the Netherlands.

Youtube – Youtube is an social networking site were videos can be shared. Every day thousands of videos are uploaded. People can search and watch videos, registered users are also able to create profiles, upload videos and leave comments on other videos (English, Sweetser, & Ancu, 2011). According to English et al. (2011), ' YouTube can be seen as communication television, where anyone can broadcast and anyone can watch all content at any time' (p. 735). Last year YouTube had 6.8 million users in the Netherlands, from which 1.2 million users daily (Oosterveer, 2015).

Google+ **-** Google+ used some characteristics of existing social networking sites like Facebook and Twitter, but has his own unique capabilities. The following and followed usage of Twitter and the manner of interaction with users and sharing content of Facebook are both used in this social network (Russell, 2013). Each user has both an outgoing list ('in your circles') and an incoming list ('have you in circles), aiming to identify which people see a specific post (Gong, Xu, Huang, Mittal, Stefanov, Sekar, & Song, 2012). By using these circles, people can decide with whom they share information. Which means, that there is more privacy than by Facebook. In the Netherlands are 3.9 million users of Google+, whose 1.3 million daily users (Oosterveer, 2015).

Linkedin – Where other mentioned social networking sites are related in the personal atmosphere, LinkedIn is more related in the professional atmosphere (Caers & Castelyns, 2010). LinkedIn will be used for future career steps, share knowledge, experiences and skills (Trusov, Bucklin, & Pauwels, 2009). Actually it is a kind of online platform, where companies

can search for possible employees and where people have an online Curriculum Vitae and can search for career options. LinkedIn had 3.8 million Dutch users in the beginning of last year, from which 0.4 million daily users (Oosterveer, 2015).

Instagram – Instagram is a social networking service were people can share photographs (Kodak format) and short videos. Users can add filters and a short description to the photo and then post it online. These photographs can be shared on other social media, like Facebook and Twitter (Gibbs, Meese, Arnold, Nansen, & Carter, 2015). Instagram has in total 1.8 million Dutch users in 2015, whereof 772,000 Dutch users. It is popular and growing under people till 20 years (Oosterveer, 2015).

2.3 Farmers buying capital intensive goods

Above discussed literature is focused on 'general customers'. This research is about the decision making process of farmers, a way more specific niche than customer in general and their use of media during this process. Right now, there is no research performed about the decision making process of farmers regarding capital intensive goods.

Mostly, farmers wants to buy a capital intensive good (in this research: a tractor or machine) on the moment when a machine or tractor is broken or cannot longer meet the work requirements (awareness phase). At that specific moment a farmer will search for replacement of the machine. According to the literature mentioned above, customers started to use more (new) media channels. So, it is expected that farmers use the Internet, websites and social media in the consideration phase.

On agricultural-related websites (e.g. www.boerderij.nl, www.nieuweoogst.nu) are open days of companies announced. In agricultural magazines are advertisements placed of machines and tractors, most of them are second-hand machinery. Through this provided information it is assumed in this research that next to online communication tools, offline communication tools will be used in farmers' decision making process regarding capital intensive goods.

3. Methods

Three studies were performed to answer the research question, see Figure 2. This research consisted of an explorative research design in order to identify the communication tools which farmers use during their decision making process of buying capital intensive goods. This research focused on three different forms of online media: website, Facebook and Twitter. An exploratory design is chosen, because that is most useful when a researcher wants to asses or test qualitative exploratory results, to find out if they could be generalized (Creswell & Clark, 2007). The first study contained interviews with agricultural mechanization companies, the second study contained a content analysis of companies media use (websites, Facebook pages and Twitter accounts). The third study consisted of interviews with farmers.

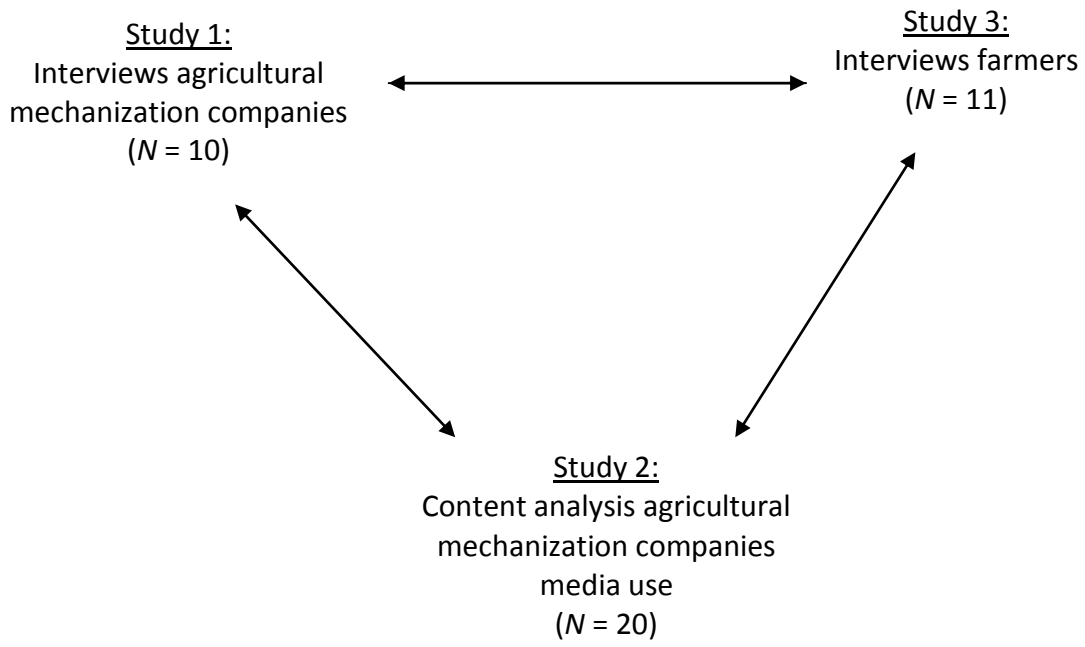

Figure 2: Research design of the different studies

For the first and third study respondents were interviewed. The number of respondents depended on the moment until saturation was reached. This was the case for agricultural mechanization companies after ten interviews and for the farmers after eleven interviews. For study two data were collected from the website, Facebook page and Twitter account of twenty Dutch agricultural mechanization companies. Ten of these companies were

interviewed in the first study. The other ten companies were mentioned as their 'own' agricultural mechanization company during the interviews with the farmers.

3.1 Study 1: interview agricultural mechanization companies

In order to explore the strategies of the agricultural mechanization companies the following research question (RQ 1) was the basis of the study: *What are the strategies of agricultural mechanization companies selling capital intensive goods?*

3.1.1 Instrument

To answer the research questions, semi-structured interviews were performed in order to collect data. During the interviews different topics were discussed: products a company sells, decision making process farmers, communication tools to inform their customers, organization's website and social media. At every main question, multiple additional questions and clarifying questions were mentioned in the guidance. The intention of the additional questions was to gain a clearer picture of the main question.

After the first interview, the interview guidance is adjusted based on the answers of the first respondent. All the questions remained the same, only some additional questions are added, to get more-in-depth answers. The final interview scheme can be found in Appendix A. The aim of the interviews was to get insight what strategies agricultural mechanization companies use to sell their products. The answers were used for the development of the coding scheme of the analysis of the website, Facebook page and Twitter account of agricultural mechanization companies.

3.1.2 Procedure

Most of the interviews were held face-to-face in the company of the respondent. It was preferred to have face-to-face interviews, but one respondent was really busy and preferred a telephonic interview. At the start of the interview, it was clearly stated the interview is anonymous and confidential. The respondents were asked for permission to record the interview and the topic was clearly defined. The telephonic interview was the shortest, namely fifteen minutes. The other interviews took over 40 till 50 minutes. After the interview, all the interviews were literally transcribed for analysis.

3.1.3 Participants

The respondents consisted of Dutch employees of agricultural mechanization companies. The respondents were recruited in association with Réconfort and Fedecom. Out a list of 130, eleven companies were selected. There were a few requirements: the company sell tractors and machinery and the companies are all located in the eastern region of the Netherlands. From the remaining group the companies were random selected. To recruit participants, an e-mail was sent to different agricultural mechanization companies to ask if they want to participate in the study. The e-mail can be found in Appendix B.

After a few days, the companies were called to make an appointment. Nearly all companies were curious about the research and wanted to cooperate. However, two companies did not want to cooperate. From one company the owner was too busy and the other company never got involved into a research before. After ten interviews, saturation was reached, meaning that no new issues were discussed during the last interview.

All the respondents were working by the company and knew how the company sell products and how they use the different communication tools. The respondents did not all have the same functions, sometimes there is spoken with the owner of the company and sometimes with a sales agent of the company.

In Table 1 the characteristics of the companies is shown. It showed that four companies have no special employees for tracking the communication channels. Besides, every company has a website, 80% has a Facebook page and only 30% has a Twitter account.

Table 1: Characteristics agricultural mechanization companies

		Employees for tracking communication channels	The company has …		
			Website	Facebook	Twitter
Company	A	No	X	X	
	B	No	X		
	C	Yes	X	X	
	D	Yes	X	X	
	E	No	X		
	F	Yes	X	X	X
	G	No	X	X	
	H	Yes	X	X	X
	I	Yes	X	X	X
	J	Yes	X	X	

3.1.4 Analysis

After the interviews were transcribed verbatim, they were analysed with the qualitative analysis program Atlas.ti. Therefore a coding scheme was developed. Different codes are formed based on the research questions. In total 28 codes were formed, these codes were part of different families. The families were: group, information about farmers, strategy agricultural mechanization company, decision making process farmers, offline communication, website, Facebook, Twitter, other online communication and own agricultural mechanization company. The coding scheme which was used can be found in Appendix C.

After coding the interviews, the data were analysed with the 'query tool'. As first, a codebook of all different families was formed. Second, there were added some codes to see if there were differences between the respondents. Created codes were: 1) small companies – large companies, 2) Facebook page – no Facebook page, 3) Twitter account – no Twitter account and 4) people employed for tracking website and social media – no people employed for tracking website and social media. After assigning the codes to the interviews, there was tried to found differences between the formed groups (through the various 'hooks').

3.2 Study 2: Content analysis companies media use

The data for the second study was collected by a content analysis of the websites, Facebook pages and Twitter accounts of agricultural mechanization companies. Based on the literature, the following research question (RQ 2) formed the main research question of the study: *What is the current content of (new) media of agricultural mechanization companies?*

3.2.1 Coding scheme

A content analysis was conducted to collect data on the content of agricultural mechanization companies provided on their website, Facebook page and Twitter account. The coding scheme included manifest, latent and exploratory content (Potter & Levine-Donnerstein, 1999).

Most common visible communication channels were company's website, Facebook and Twitter. For every communication channel a different coding scheme was developed. The content farmers think what is important (Study 3) was included in the coding scheme.

Also several websites, Facebook pages and Twitter accounts of agricultural mechanization companies were explored to get a general number of content elements.

Table 3 shows the number of codes and categories of the different coding schemes. An example for each category of the coding scheme of the website: availability contact information, searching possibilities on the website, availability brochures, personal touch on the website, product description (new and second hand machinery or tractors) and the service of the company. For the coding scheme of Facebook pages and Twitter accounts is focused on the amounts of likes, comments, shared items of the messages placed the last two months through the company. If the company has placed 0 or more than 25 messages last two months, than the last 25 placed messages were analysed. The final coding schemes can be found in Appendix D.

Table 2: Category and number of codes coding scheme website, Facebook and Twitter

	Website	Facebook	Twitter
Number of codes	35	17	15
Categories	General	General	General
	Structure of the website	Posts on Facebook	Tweets
	Promotion materials	Reviews	
	information about company		
	Product information		
	New products		
	Second hand products		

To evaluate the developed coding schemes a pre-test was conducted. The suitability of the descriptions and coding instructions was tested through two people. One person checked the coding scheme on content, the second person was asked to read through the coding scheme and give comments on the descriptions and understanding of the coding scheme.

Inter-rater reliability **-** The inter-rater reliability of the code manual was assessed by calculating Cohen's Kappa. The pretest sample consisted of two websites, two Facebook pages and one Twitter account. The inter-rater reliability is shown in Table 4.

The average inter-rater reliability scores of the website is 0.66. The lowest score was scored by the information about the company. The discussion revealed that the second coder not always code all other businesses of the company and products the company sold. The description is modificated.

Both coders assessed the Facebook pages on another date, this meant the number of posts, likes, comments and shared posts differ from each other. The inter-rater reliability score of this part (*k* = 0.15) was alarming, therefore the codes about the 'posts on Facebook' (Code I-O) is excluded for the total inter-rater reliability score for Facebook. The inter-rater reliability of the coding scheme of Twitter was immediately sufficient (*M* = 0.75).

After the discussion a few modifications were made, for instance the sentence 'if 0, keep than last 25 placed messages in mind' is added in the coding scheme of Facebook and Twitter.

Table 3: Inter-rater reliability scores

	Includes codes..	Cohen's Kappa (*k)*	Average score *(M)*
Website			0.69
General	A-F	0.66	
Structure of the website	G-K	0.61	
Promotion materials	L-Q	0.61	
Information about company	R-U	0.57	
Product information			
New product	V-Z	0.81	
Second hand product	AA-DD	0.76	
Remaining parts	EE-HH	0.83	
Facebook			0.89
General	A-H	0.77	
Reviews	P-Q	1.00	
Twitter			0.75
General	A-F	0.79	
Tweets	G-O	0.71	

3.2.2 Procedure

The study is a qualitative content analysis of different visible communication channels. All communication channels were analysed during January and February 2016. All companies had a website, several companies had a Facebook page and only five had a Twitter account. This means for the different communication channels a different amount of data is gathered. The results of the content analysis were analysed with SPSS 22.0.

3.2.3 Corpus

Data were collected from the website, Facebook page and Twitter account of 20 Dutch agricultural mechanization companies. The first ten companies are also interviewed in Study 1. In the third study were also asked to the respondents to which company they go for reparation with their tractors and machinery, some of them go to more than one agricultural mechanization company. There were some duplicates, some companies were mentioned in the interviews which are also been interviewed. It is decided to include such a company only once.

The analysis was focused on website, Facebook and Twitter. 100 % of the companies had a website, 75 % a Facebook page and 25 % a Twitter account, see Table 5. As an addition, a few companies used other social media channels, like Instagram and LinkedIn.

Table 4: Company use of website, Facebook and Twitter

		The company has …		
		Website	Facebook	Twitter
Company	1	X	X	
	2	X		
	3	X	X	
	4	X	X	
	5	X		
	6	X	X	X
	7	X	X	
	8	X	X	X
	9	X	X	X
	10	X	X	
	11	X	X	
	12	X		
	13	X	X	
	14	X		
	15	X	X	X
	16	X	X	
	17	X	X	X
	18	X	X	
	19	X		
	20	X	X	

3.3 Study 3: interview farmers

In order to explore the decision making process of farmers and the added value of new media according to farmers the following research question (RQ 3) formed the basis of the study: *What is the current role and can be the added value of new media in the decision making processes of farmers purchasing capital intensive goods?*

3.3.1 Instrument

To answer the research questions, semi-structured interviews were performed in order to collect data. The interviews were divided in different topics: general questions about the farm(er), their own agricultural mechanization company, decision making process of buying capital intensive goods and the use of communication channels during this process. At every main question, multiple additional questions and clarifying questions were mentioned in the guidance. The additional questions are intended to gain a clearer picture of the main question.

Just as in the first study, the interview guidance is adjusted based on the answers of the first respondent. All the questions remained the same, some additional questions are added and the sequence of the questions was changed. The final interview scheme can be found in Appendix E. The aim of the interviews was to get insight in the decision making process of farmers buying capital intensive goods and what the current and additional role of new media is during this process. The answers are used in the development of the coding scheme of the analysis of the website, Facebook page and Twitter account of agricultural mechanization companies.

3.3.2 Procedure

The interviews were conducted face-to-face in the house of the participant. Two respondents were really busy, the first one with his job outdoors, the other one with the lambing time. They preferred an interview on paper. Before the start of the interview, the topic was extensively discussed, permission for recording the interviews was requested and the anonymity of the respondents was ensured. These interviews were shorter than the interviews with the agricultural mechanization companies, the duration were 20 till 30 minutes. After the interview, the interviews were literally transcribed for analysis.

3.3.3 Participants

The participants were all famers. The participants were recruited out of the personal network of the author. After eight interviews, saturation was reached. Therefore it was decided to keep the interviews that were already planned, in total eleven respondents were interviewed. There were no specific requirements besides age, it was only desired that farmers are within different age categories. For instance, farmers of 25 years old could have a different decision making process than a farmer of 60 years old.

As mentioned before, all the respondents were farmers, the characteristics of them are shown in Table 2. The average age of the respondents was 38.64 with a standard deviation (*SD*) of 12.19, the youngest respondent was 26 and the oldest was 60. Nine farmers have cows with associated young stock. Three of them also have pigs. One company cultivate asparagus and the last company has 500 breeding ewes carry. Slightly more than half of the respondents had a Facebook account (55%) and only one person had a Twitter account.

Table 5: Characteristics farmers

				Company contains of...			The farmer has…	
		Age (in years)	Milk cows	Young stock	Pigs	Other	Facebook	Twitter
Farmer	1	60	90	associated	300 porkers			
	2	26	85	40			X	
	3	30	130	30	330		X	
	4	27	35 (wants to 80-90)					
	5	55	20	associated				
	6	29				Cultivate asparagus	X	
	7	49	105	100		milk robot		
	8	31	100	associated		milk robot	X	
	9	30	180	associated	3,300 porkers		X	X
	10	45	235	150		1 employee		
	11	43				500 breeding ewes carry	X	

3.3.4 Analysis

The interviews were transcribed verbatim. Thereafter, the data were analysed with the qualitative analysis program Atlas.ti. Therefore, the same coding scheme as developed for the first study is used. Some codes were in this study more important than in the other

study, for instance the strategy of the agricultural mechanization company. The final coding scheme can be found in Appendix C.

After coding the interviews, the data were analysed with the 'query tool'. To see if there were some differences between some groups, a few codes were added. For example; 1) Twitter account – no Twitter account, 2) Facebook account – no Facebook account and 3) young farmers (until 40 years) – older farmers (above 40 years). By the use of the various 'hooks' is looked if there were differences between the groups.

4. Results

In this section the results of the three different studies are presented. First the results of the company interviews are discussed. Based on those interviews it became clear how the companies aimed to use all communication channels, the content analysis gives more detailed insights in how the companies apply the communication channels. Then it is examined how the farmers prefer the companies to use the communication tools (interview farmers). As last as last all studies are compared and discussed together.

4.1 Study 1: interview agricultural mechanization companies

In this section, the results of the interviews with employees of agricultural mechanization companies are discussed. First, the strategies to sell products of companies will be examined. Second, the decision making process of farmers in view of employees of agricultural mechanization companies will be described. Thereafter, the use of offline and online communication tools through the companies will be examined. As last, more details over the use of the website and social media through the companies can be found.

4.1.1 Strategy of companies selling capital intensive goods

Agricultural mechanization companies decide often ad hoc how and what they are going to do to attract customers. However, all companies have a prognosis. Employee of company A (male) indicates this by the following quote: "*No, certainly I always have something to strive too. Look, the costs are increasing, so you strive every year to have more sales to maintain a profitable company.*"[1]. Companies want to achieve this through "*...to make sure you have the right product, quality and you have to fulfil on what you agree"* (Employee company B, male)[2].

All agricultural mechanization companies use different communication tools, for which they have also no specific strategy and budget. They are using different communication tools on intuition. It is difficult to get a picture what each individual tool delivers in terms of customer numbers. However, a few companies do have 'Customer Relationship Management-packets' (CRM-packet) or are in the process to obtain the packet to get a good impression of their existing customers. This is a package that enables companies to map out their customers, which is often required from the official dealer.

[1] All quotes are marked with a superscript. These superscripts refer to the original Dutch quote, because all interviews were held in the Netherlands. All original quotes can be found in chapter 6: Original Dutch quotes.

Employee of company F (male) is currently wondering if they want that packet, he implies: *"No, I do not think we have a certain strategy. Each customer is quite different. It is requested us more and more 'to map the decision making process of customers'. There is a program for, but it does not really occur here."*[3]. To conclude, agricultural mechanization companies do not have clear strategies to market their products, they often decide ad hoc what they want to do to promote themselves.

4.1.2 Decision making process of farmers perceived through the companies

It is good for companies to get a clear picture of the decision making process of farmers, because knowing their decision making process enables them to adjust their communication tools (Oosterveer, 2013). According to the literature, the decision making process of farmers consist of four phases: awareness, consideration, purchase and as last the post purchase (Vázquez et al., 2014). The results of this section are organized on the basis of these four phases. It will be examined if the agricultural mechanization companies differentiate other phases than these four.

The majority of the companies (6 of 10) do not have a clear picture of the decision making process of farmers, other companies (4 of 10) believe they do. Two companies think that farmers often replace or purchase a tractor if it is interesting in accounting terms, two other companies thinks farmers purchase a new tractor if the other is defect and the reparation costs are too high. The other companies (6 of 10) do not have a clear picture of the reason why farmers purchase a new tractor.

Agricultural mechanization companies do not recognize a clear separation between the awareness and consideration phase, for them those phases are one phase. According to agriculture mechanization companies, during the first phase (consisting of awareness and consideration) of the decision making process farmers orient themselves more about tractors and machinery by the Internet before actually going to a company. The employee of company A (male) implies: "*Farmers arrive adequately informed, through the Internet, they know what we have for sale. They are even better informed for second hand machinery than for new machines.*"[4]. The world become more and more transparent, through the easy access to information.

On the moment that farmers have specified their wishes the agriculture mechanization company comes into the picture (6 of 10) (consideration phase). Besides,

some companies (2 of 10) reach current and potential customers through agents. The agents extensively approach farmers to find out if they are still interested for replacement or procurement of a tractor or machine. The majority of the companies (6 of 11) stated to the importance of approaching individual farmers on a tailored manner. The interviewees believe that older farmers are more of the 'traditional visits' to the agents in comparison with younger farmers. One of the respondents stated that one of the main aims of his company is to build relationships with farmers, because in his opinion customers often give a signal when they want to buy something new.

Reaching the end of the decision making process farmers comes into contact with at least one agriculture mechanization company. During the first meeting, companies want to know farmers' wishes and requirements. After knowing what the farmer wants, the company will try to provide the desired product. The co-owner of company F (male) implies that a sales meeting consists for 60% of 'chit chat', 20% about finance and 10% about the product itself. 'Chit chat' refers to talks about subjects not directly related to purchases, such as the weather or general agriculture subjects. During the decision phase, some farmers go to demonstrations of the tractor or machine and make a test ride. Nine companies think that they can influence the farmer somewhat in this part of the decision making process. As the employee of company H (male) mentioned: "*Yes, sometimes they have certain things in mind, but they go home with something else. That is the matter of power on what you are going to sell. You must be persuasive on for instance A) your machine is better, B) the machine is more beautiful and C) the machine has more capacity or whatever, such kind of things*."[5]. Only one employee of a company believes there are too many offers of tractors and machines to influence the farmer.

As last, the farmer decides which tractor or machine he/she wants to buy and which company would be most appropriate, based on specifications and price. From this moment on, the farmer has reached the next phase, namely the purchase phase. After purchasing the tractor or machine, the post purchase phase has begun. Almost all interviewed employees of the companies did not mention this phase, except one. The owner of company C (male) thinks that the after sales might be more important than all other phases before. He stated that warm acquisition is not possible throughout the Internet, most of the time it should happen through personal customer contact.

During all four phases, the companies indicate some differences between young and older farmers. 1) Younger farmers orient themselves more on the Internet before they go to an agricultural mechanization company, older farmers earlier go to a company (9), 2) older farmers are easier to influence than younger farmers (4) and 3) younger farmers are more stubborn than older farmers (1).

4.1.3 Offline communication channels

Face-to-face - According to all companies, face-to-face and direct customer contact are most important for selling their products for as well cold as warm acquisition. Therefore most of the companies (7 of 10) have agents. The final decision for purchasing a tractor or machine will always be done by one of the agents during face-to-face contact. The employee of company F (male) indicates: "*Like here if you have people sitting at the table, but also when it is about the final decision no one will say via Facebook 'make it in order'.*"[6].

During the after sales phase, personal customer contact is important. This contact will most of the time happen face-to-face or telephonic. Companies must keep in contact with the farmers, increasing the chance that farmers might purchase a tractor or machine by the company again. To conclude, face-to-face contact is extremely important in the decision making process of farmers, but other forms of communication should additionally be used through the companies.

Advertisements and brochures – At this moment, nine of ten companies place advertisements in local newspapers, in a radius of ten till fifteen kilometres round the company. Through the rise of Internet, the use of advertisements and brochures is decreasing. Three of nine companies want to place fewer advertisements, major reasons for this phenomenon are the increase of Internet usage and an advertisement is surrounded by other advertisements. One of the companies did not agree with this fact, he believes that the power of repeating of advertisements helps to get customers physically in his store. He stated that placing an advertisement only once, will not help to attract customers. One company was excluded for this part of the study, because he was not directly related to the decision making process of Dutch farmers, because his main focus was export and import of products.

Besides advertising in local newspapers, the majority of companies (7 of 10) place second-hand machines or tractors in a magazine, like Agropower, Agritradar, Vee & Gewas,

Nieuwe Oogst and Traktorpool. A large audience will be reached, because the magazines lay everywhere (e.g. canteen of companies). According to the companies, investing in advertisements in magazines is worthwhile, because the number of visitors of the websites increased after such an advertisement. "*You can bet, if that magazine comes out, the other day you have a lot more phone calls and you see a lot more people on the website*."[7] (Employee company J, male).

Flyers and folders also have a role in the decision making process of farmers, but this will also decrease with the rise of Internet. In total seven of ten companies had a brochure. Two companies noticed that the closet at the company becomes fuller, but not empty anymore. This is due the fact that few customers still want to take a flyer. A few companies mentioned that they sometimes add a flyer when they send the bill (3 of 10). One company enclosed a flyer with the magazine Vee & Gewas, but only in case of planned 'demonstration days'. The same company send a door-to-door brochure for promotion two times a year. One company only distribute brochures physically on tradeshows. To conclude, the use of advertisements, flyers and folders will further decrease upcoming years and Internet usage will increase.

Tradeshows – As told above, farmers often want to see tractor and machinery in operation. Half of the companies (5 of 10) go to a tradeshow to approach potential customers and build relationships at least once a year. Next to it, companies organize events by themselves, most of the time demo days (5) and open days (4). The demo days will only be organized when there is a new, interesting product or machine on the market and the company want to show it to (potential) customers. Just two companies do not organize tradeshows by themselves.

Other forms of offline communication – According to the ten interviewed companies, other forms of offline communication, than advertisements, brochures, face-to-face contact and tradeshows, used through the farmers were; network of the farmer (5), a store with other products by the company (4) and other businesses than the agricultural mechanization company (3), sponsoring (3) and the network of the company (1). "*… it is a combination, often one thing leads to another. I got often such notes from other employees in my hand, with questions of customers."* [8] (Employee company C, male). So, the physical store and other businesses than the mechanization are most important for the companies to increase

sales in the mechanization industry. One company has consciously chosen to have no store, because then he needs more employees.

A lot of companies have other business next to mechanization, not everybody mentioned that in interviews. If employees come at the house of the farmer for reparation of other machines and '*they heard start the tractor not quite well. Then they have sometimes something as* "*Hey, maybe you should also take a look to that". Then it is positive of course. That are important things…*"[9] (Company G, male). To conclude, employees who see opportunities are essential for agriculture mechanization companies.

4.1.4 Online communication channels

Communication via Internet is increasing, data exchange becomes easier, cheaper and more transparent in comparison with offline communication (company B, male). It is quite easy for farmers to search on the Internet on the moment they want and location they prefer. However, customers who get interested in a company via Internet, usually visit the company once. An important reason for this is the driving distance to the agriculture mechanization company. As an overall conclusion, Internet is an easy way to reach (potential) customers.

Sending mailings is an easy and not expensive way to reach potential customers (2 of 10), furthermore it can also be used to inform current customers by sending newsletters (3 of 10). The use of Whatsapp to communicate with the company is growing, especially for younger farmers. They mostly use Whatsapp instead of phone calls (mentioned through 3 of 10 companies). Companies are still exploring to what extent Whatsapp (and E-mail) can be used for communication with (potential) customers. Sometimes meeting an agent was a lot faster than communication via Whatsapp and E-mail, because farmers got immediately an answer on their questions. However, for the post-purchase phase it is an easy way to get in touch with the customer.

In order to bring the second-hand machines and tractors under attention, all companies used online advertisements. All of them placed advertisements on different websites, for example Tractors and Machinery (7), Marktplaats (6), Tractorpool (4), Agritradar (4) and Trekkermarkt (1). According to one of the companies, advertisements can be used to reach people outside their usual environment, what could lead to an increase of demanded products. This is also reflected in number of visits of their own website.

Website – Websites of companies are used to inform customers about their products (8 of 10) and showing the company itself (2 of 10). To effectively reach these goals, websites should be up-to-date (6 of 10 companies). "*A lot of people watch on the website every 2 or 3 days. So you often put delivered machines and that kind of things thereon. People like to see that. However, if you do not update the website for weeks, you see the same pictures. I discovered it for myself too, then you will not take a look anymore*."[10] (Employee company E, male). That is the reason why most companies have someone intern to update the website, having someone external performing the same task take more time.

The common information on the website consisted of general information (10), information about the occasions (10), contact information (10) and news items (4). A few websites also had a gallery (1), special offers (2) and a webshop for instruments and components of a machine or tractor (2). The content of general information is focussing on departments and activities of the company and the company's services. With general information, customers can easily and quickly discover the activities of the company.

Most important are occasions, mainly second-hand machines and tractors. All companies appointed that they show them on the website. The occasion will be illustrated with images and a clarifying part of specifications. Specifications are briefly described, for example; options, how old the occasion is, hours in operation and technical condition. Besides specifications, the price can be important for farmers. One company places a price consciously on the website, because they are setting a relative sharp price for the products. Other companies (2) are having (sometimes) 'price on request' on the website, because then people have to call to find out the price another reason for this is to prevent farmers thinking occasions are too expensive, most of the time there are possibilities to negotiate. If farmers want to resale a tractor a machine, negotiation is necessary. *"Then it is the matter of fact that the machine costs amount X, the resale machine costs amount Y and under the line the customer must pay the difference. Yes, you can never say that amount in advance."*[11] (Employee company J, female).

Social Media – The use of social media is increasing in the Netherlands (Oosterveer, 2015), something that agriculture mechanization companies have to take into account. One interviewed company has the whole 'social media packet', that includes Facebook, Twitter, Instagram and Linkedin. In addition, a total of eight companies have a Facebook page and three of them also use Twitter. Two companies do have none of these mediums, because

they think it takes too much time to maintain these mediums up-to-date. The employees stated social media to have a short attention span, meaning that information can be quickly shared, but people will not remember it for a long period. On the other hand, social media can help to inform people (5), to build relationship with people (3), to create brand awareness (3) and to create a bigger network (1).

Shared information through companies on Facebook consists of events (5), occasions they have for sale (4), delivered occasions (3), unique tractors or machines and special messages like birthday wishes (2) and irregularly opening hours (2). The intention of placed messages is primarily to get in the picture of potential customers, "*the information spreads far in a very short period, which is also good*"[12] (Employee company D, male). The information is placed through one employee of the company (8). The company who had the whole 'social media packet' had more administrators, namely the agents of the company, employees of the company and even some customers. This company finds customers the most important ambassador. However, these customers cannot respond on other people's reactions.

The companies react only on people's reaction if it is necessary. A lot of reactions were placed, without a necessity for the company to respond on it. An example of where a company did not respond on: "*Last week, there was a picture of a 'Claas' tractor on a T-shirt, when it has been washed with Ariel, there stands a 'Deutz Fahr' tractor on the T-shirt. I have shared that picture, but people reacted on this in a childish way*."[13] (Employee company A, male). If it is necessary, they all prefer to react via personal message instead of a public message.

Twitter is not often used by companies, because their target group is not active on this platform (7) and consequently it has little added value (3). The companies, which use Twitter, only used it sporadic. Twitter is seen as more informative and more useful in a business to business market than Facebook. Company F (male) got no active sale out of it, but this company aimed for increasing of the brand awareness.

4.1.5 Conclusion interview companies

All companies know that farmers usually begin the decision making process with orienting via Internet. Thereafter, farmers go with their wishes to one of more agricultural mechanization companies for more information. It is possible that an agent visit the farmer,

they go to showcase an occasion or go for a test ride. At the end of the decision phase, farmers made a decision what occasion they buy and by which company. Almost all companies think they can influence the farmer, through using their knowledge. However, companies do not have strategies to sell their capital intensive goods, they do things more on intuition.

Face-to-face and direct customer contact are most important ways for selling products and for the after sales, therefore seven of ten companies have agents. However, before direct customer contact other forms of offline and online communication are important too, see Table 6. In fact, all communication tools can be used to create brand awareness.

*Table 6: Important offline and online communication forms according to the companies (*N = *10)*

Offline communication forms	Number	**Online communication forms**	Number
Direct customer contact (face-to-face)	10	Website	10
Advertisements in local newspapers (10-15 km)	9	Online advertisements at:	10
Flyers and brochures	7	Tractors and Machinery	7
Advertisement second-hand occasions in Agropower,		Marktplaats	6
Agritradar,Vee & Gewas,Nieuwe Oogst,Traktorpool	6	Tractorpool	4
Tradeshows	4	Agritradar	4
Demo days	5	Sending mailings	5
Network farmer	5	Use of new media	
Open dags	4	Facebook	8
Store by company	4	Twitter	3
Sponsoring	3	WhatsApp	2
Other business than mechanization	3		
Network company	1		

Companies aimed to inform the customers about products they sell and gave a clear picture of themselves by the website. Common information on the website consisted of general information (10), information about occasions (10), contact information (10) and news items (4). Few websites also had special offers (2), webshop (2) and a gallery (1). Most important is the information about (second-hand) occasions. The occasion is illustrated with images, specifications should be clearly defined and sometimes the price should be clear.

The website of a company is seen as most important online communication tool, social media is less obvious. Eight companies have a Facebook page and three of them have

a Twitter account. One company has Facebook, Twitter, Instagram and LinkedIn. Social media can help to inform people (5), to build relationship with people (3), to create brand awareness (3) and to create a bigger network (1). Shared information through companies on Facebook consist of events (5), occasions (4), delivered occasions (3), special tractors or machinery and special messages like birthday wishes (2) and special opening hours (2). Twitter is not often used, because farmers are not very active on Twitter (7 of 10) and consequently there is not much added value (3 of 10).

4.2 Study 2: Content analysis companies media use

In this section, answers about the content en representation of information on different websites, Facebook pages and Twitter accounts are provided. First, information of the content analysis of the websites will be discussed, then the Facebook pages and as last the Twitter accounts. All information is shown in tables.

4.2.1 Website (*N* = 20)

According to Gao et al. (2012), Keller and Staelin (1987) and Ranganathan & Ganapathy (2002), companies should be aware of information overload on their website. During this part of the content analysis is examined if that is the case by the twenty websites of agricultural mechanization companies. The analysis consists of seven different subjects: general, structure, promotion materials, company information, product information and remaining parts of the website. The results are presented in Table 7 up to Table 12.

Table 7 shows the general information which can be found on a website. It is possible for (potential) customers to contact the company, at one company easier than other. This is shown by the contact information which is always available somewhere on the website and the majority of websites have a contact form.

Table 7: General information on the website (N = 20)

		#	%
Website	**Yes**	**20**	**100**
	No	**0**	**0**
*Contact information **	Adress	20	33
	Phone number	20	33
	E-mail adress	20	33
Place contact information	Only at the 'contact' page	2	10
	At the top of every page	12	60
	At the bottom of every page	5	25
	Home page and 'contact' page	1	5
Availability contact form	Yes	11	55
Availability opening hours	Yes	12	60
Other pictures available on the website than logo, products, company	Yes	2	10

* For this variable *n* = 60

Table 8 focuses on the structure of the website. There can be achieved more added value, because almost all agricultural mechanization companies do not provide suggestions of products and the majority do not place images and the last placed offers at the home page.

Table 8: Structure of the website (N = 20)

		#	%
Searching possibilities on the website	None	7	35
	Yes, only for the own website	8	40
	Yes, advanced searching	5	25
Suggestion of products through company	Yes	1	5
Products retrieve in history	Yes	18	90
Images of products at homepage (not last placed offers)	Yes	9	45
Last placed offers available at homepage	Yes	9	45

The use of multimedia through the company on the website is shown in Table 9. Agricultural mechanization companies made little use of promotion materials on the website, only news items are often used. Companies can gain advantage if they improve this part, for example more (free) publicity.

Table 9: The availability of promotion materials on the website (N=20)

		#	%
*Availability languages website **	Dutch	19	86
	English	2	9
	German	1	5
Available promotion movie on the website	Yes	0	0
Availability of brochures on the website	Yes	1	5
Availability news items on the website	Yes	14	70
*Forming news items ***	Self made	11	79
	From another website	2	14
	Mixture	1	7
Can be registered for a newsletter on the website?	Yes	5	25
*Mentioning social media channels ****	Facebook	6	21
	Twitter	5	18
	YouTube	2	7
	Instagram	1	4
	Google+	1	4
	LinkedIn	1	4
	None	12	43

* For this variable *n* = 22 ** For this variable n = 14 *** For this variable *n* = 28

Table 10 shows codes about information of the company. Examples of other businesses than mentioned in Table 10 are: ventilation, manure processing, installation company, white goods and milking technology. A few companies do not have other businesses. As an addition, other sold products than mentioned in the table are; ventilation, fertilization products, bicycles, white goods and milking technology devices. This lead to the conclusion that companies have much added value by these other businesses and products. Hereby companies can create more brand awareness and sales. If companies extended the personal touch on the website, (potential) customers can be more attracted to the website.

Table 10: Information about the company on the website (N=20)

		#	%
*Company information **	Yes,a (historical) timeline	8	32
	Yes, about the products they sell	14	56
	None	3	12
*Personal touch on website? ***	Text in we-form	9	38
	Personal pictures	3	12
	Staff personally appointed	3	12
	Images of staff and director	3	12
	Entrepreneurial generations	1	4
	None	5	21
*Does the company have other businesses?**	Yes, a shop	8	32
(than mechanization)	Yes, earthworks	4	16
	Yes, barn equipment	5	20
	Yes, other____	3	12
	None	5	20
*Which products has the company for sale? ****	Utensils	7	10
	Animal feed	1	1
	Barn equipment	1	1
	New tractors and machines	19	27
	Second-hand tractors and machines	20	28
	Components for the machine or tractor	19	27
	Other, ____	4	6

* For this variable *n* = 25 ** For this variable n = 24 *** For this variable *n* = 71

Table 11 show all kind of information about new and second-hand tractors and machinery they sell. This section of the website is most important for customers. Customers want to know which (second-hand) occasions companies sell with their specifications. The occasions are shown with multiple images of different angles and there is a product description. It is remarkable that prices are often not mentioned by the products and that companies are not familiar with persuasive elements, only at two of the websites persuasive elements can be found: a promotion movie and a 'just arrived' label on the image of the product.

Table 11: Product information on the website

		New tractors and machinery (*N*=5)		*second-hand tractors and machinery* (*N* = 19)	
		#	%	#	%
Offered on the website?	**No**	**5**	**25**	**1**	**5**
	No, but by a link to the official website	**10**	**50**	**Not applicable**	
	Yes	**5**	**25**	**19**	**95**
Illustration with images	Yes, always	5	100	17	89
	Yes, sometimes	0	0	2	11
Use of multiple images	No, but 1	1	20	0	0
	Yes, between 1-5	3	60	11	58
	Yes, 6 or more	1	20	8	42
*Appearance images **	Different angles	2	40	19	58
	Zoom in and zoom out	2	40	10	30
	Only as a whole	1	20	4	12
Product description	Yes, always	4	80	17	89
	Yes, sometimes	1	20	2	11
*Content description ***	Technical specifications	3	38	14	74
	Short, about what the product can	2	25	5	26
	A link to the official website of the brand	3	38	Not applicable	
Availability of the price on website?	Yes	1	20	7	36
	Yes, 'price in request'	1	20	6	32
Persuasive elements	Nothing	3	60	13	69
	Offer	0	0	3	16
	Promotion film	1	20	0	0
	Specials' products	0	0	1	5
	Product of the week	0	0	1	5
	Countdown' occasion	0	0	1	5
	Other, ____	1	20	0	0
Availability promotion movie by products?	No	4	80	19	100
	By 26-50%	1	20	0	0

* For this variable for second-hand tractors and machines *n* = 33

** For this variable for new tractors and machines *n* = 8

Remaining codes of the website are shown in Table 12. The use of internet is increasing, but a webshop cannot obviously be found on the websites. Also, information about 'term and conditions' and 'delivery terms' can rarely be found on the websites.

Table 12: Remaining parts of the website (N = 20)

		#	%
Is the website of the official brand mentioned?	Yes	13	65
Availability of webshop	Yes, from another company	5	25
	Yes, for components of tractors and machinery	2	10
*What is mentioned about service? **	Reparations	12	39
	Actions	3	10
	Delivery options	2	6
	Quality mark (VCA, COM etc.)	7	23
	Nothing	6	19
Term and conditions	Yes, specified on the company	2	10
	Nothing, stands not on the website	18	90
Prominence delivery terms	Nowhere	19	95
	A download on the homepage	1	1

* For this variable *n* = 31

4.2.2 Facebook (*N* = 15)

The content analysis of fifteen Facebook pages consist of three different parts: information about the page, posts and the reaction of visitors. The results are presented in Table 13 up to Table 15.

In Table 13 information about the page is shown. It can be seen that Facebook could be an important social medium to get in contact with customers, since 75% of the companies have a Facebook page. It is remarkable that companies do not really special things on Facebook, only in 13% is there a button with 'neem contact op met...' and one page (7%) has a page more than usual, the page is called 'occasions'. In addition, it stand out that the majority of companies (60%) does not make 'events' on the Facebook page. If they are going to make events, they probable attract (potential) customers.

Table 13: Information on the Facebook page (N=15)

		#	%
Does the company have a Facebook page?	**Yes**	**15**	**75**
	No	**5**	**5**
Profile picture	Logo	8	54
	Company self	2	13
	Product what the company sells	5	33
	Offer	0	0
Header of the page	Logo	2	13
	Company self	4	27
	Product what the company sells	9	60
	Offer	0	0
	Nothing	0	0
Is there a button with 'neem contact op met..'?	Yes	2	13
Organize events via the page	Yes	6	40
Other pages than normal	Yes, 'occasions'	1	7
Information about the company *	Contact	15	48
	Information about the company	8	26
	Which products they sell	8	26
Content 'comments' visitors on posts	People tagged	10	67
	Reaction on post	5	33
Response company on posts of visitors	Never	5	33
	1-25 %	5	33
	26-50 %	2	13
	51-75 %	2	13
	76-100%	1	7

* For this variable *n* = 31

The average score (*M*), together with the minimum (*Min.*), maximum (*Max.*), total of all scores together (*Sum*) and standard deviation (*SD*) of page likes, content posts and reviews on Facebook are presented in Table 14. The standard deviation indicates the value what should be added and deducted of the average (*M*), in order to arrive a series of number in which 68% of the cases the measured value is situated.

In general, the popularity of the Twitter account differs from each other. This can be seen through the large variation in the number of likes of the accounts. This could be explained due the fact that some companies post more messages than others (a difference of 0 till 69 messages in two months). Most of the posts are about products the company

sell/sold, a manner to show what they have to offer. Companies can create more brand awareness by posting more messages with interesting subjects.

Table 14: Page likes, content posts and reviews on Facebook (N=15)

	Min.	*Max.*	*Sum*	*M*	*SD*
Number of pages likes	350	3080	14613	971.20	735.43
Messages posted last 2 months	0	69	211	14.07	16.59
*How many of the posts are about…**					
Offers	0	4	9	0.60	1.12
Products company sell/sold	0	20	91	6.07	5.12
Events	0	5	23	1.53	1.68
Shared posts	0	11	30	2	2.85
Personal posts	0	2	10	0.67	0.72
Chancing profile or cover picture	0	6	12	0.80	1.06
About the company self	0	6	35	2.33	2.02
Posts combined with images	3	24	197	13.13	6.70
Number of reviews	0	41	187	12.47	12.64
Rating of page ('stars')	3	5	58.70	4.52	0.58

* Posts posted last two months. If there were placed 0 or more than 25 posts in two months, the last 25 posted posts were used.

In Table 15 the reaction of visitors of the page are examined. People can like, comment and share the different posts on the page of the companies. The average score (*M*), together with the minimum (*Min.*), maximum (*Max.*), total of all scores together (*Sum*) and standard deviation (*SD*) of the reaction of visitors are presented.

People 'like' often a post than they react on it, they choose the easiest way. The post comes beyond friends of that person, but the 'friends' are not yet on the page of the agricultural mechanization company yet. However, the company create brand awareness by unknown (potentional) customers.

Table 15: Reactions of visitors on posts on Facebook (N=14)

		Min.	*Max.*	*Sum*	*M*	*SD*
Likes	*Lowest*	0	12	47	3.13	3.68
	Most	29	268	1,277	85.13	69.44
	Total	72	853	4,864	324.27	264.05
Comments	*Lowest*	0	0	0	0	0
	Most	2	37	141	10.07	11.26
	Total	0	119	385	25.67	29.92
Shared posts	*Lowest*	0	2	2	0.15	0.56
	Most	1	109	268	20.62	35.48
	Total	0	111	319	21.27	35.75

4.2.3 Twitter (*N* = 5)

The content analysis of five Twitter accounts consists of three different parts: information about the page, content of tweets and reaction of the visitors. The results are shown in Table 16 up to Table 18.

In general, Twitter is not an important social medium, see Table 16. Agricultural mechanization companies personalize not much on Twitter, because there is an account which does not have a personalized header and there is less interactivity between the accounts and other persons. Twitter had the possibility to not personalize the header, than the header becomes blue.

Table 16: Information on Twitter account (N = 5)

		#	%
Does the company have a Twitter account?	**Yes**	**5**	**25**
	No	**15**	**75**
Profile picture	Logo	1	20
	Company self	1	20
	Product what the company sells	3	60
Header of the page	Logo	0	0
	Company self	2	40
	Product what the company sells	2	40
	Nothing	1	20
*Information about the company **	Website url	5	50
	Information of which products they sell	5	50
Content 'comments' visitors on tweets company are..	Positive	0	0
	Negative	0	0
	Not applicable	5	100

Reaction company of mentioning in tweets of others		
Number of retweets	1	20
Number of retweet and likes	1	20
Not applicable	3	60

* For this variable *n* = 10

In Table 17, the average score (*M*), together with the minimum (*Min.*), maximum (*Max.*), total of all scores together (*Sum*) and standard deviation (*SD*) of the followers, following and content of the tweets are presented. The standard deviation indicates the value what should be added and deducted of the average, in order to arrive a series of numbers in which 68% of the cases the measured value is situated.

Based on the five companies analysed, it can be stated accounts having more followers than accounts they follow. The more messages a company places, the more followers the account had. In general, companies place not many tweets. This may lack the interactivity with visitors (see Table 16 and 18).

Table 17: Followers, following and content tweets on Twitter account (N = 5)

	Min.	*Max.*	*Sum*	*M*	*SD*
Followers	119	999	2,762	552.40	322.11
Following	24	1,359	2,530	506	536
Tweets posted last 2 months	0	62	72	14.40	26.81
Number of…					
Self-placed tweets	1	23	32	6.40	9.32
Retweeted tweets	0	2	5	1	1
Automatic placed tweets	0	20	25	5	8.66
Content tweets					
Offers	0	5	9	1.80	2.05
Products company sell	0	18	40	8	8.03
Events	0	2	6	1.20	0.84
Personal posts	0	6	7	1.40	2.61
Posts combined with images	1	13	20	4	5.05

The average score (*M*), together with the minimum (*Min.*), maximum (*Max.*), total of all scores together (*Sum*) and standard deviation (*SD*) of the likes, retweets and comments of visitors on tweets of agricultural mechanization companies are shown in Table 18. Here can also stated that Twitter accounts of agricultural mechanization companies are not very popular. This can be seen due the fact that there is no interaction and almost no likes. The

majority of reactions can be found in the form of retweets. This is a manner of 'free' advertising for the company.

Table 18: Reaction of visitors on tweets of the company (N = 5)

		Min.	*Max.*	*Sum*	*M*	*SD*
Likes	*Lowest*	0	0	0	0	0
	Most	1	1	3	1	0
	Total	0	2	6	1.20	0.84
Retweets	*Lowest*	0	1	1	0.33	1
	Most	1	12	14	4.67	6.35
	Total	0	23	29	5.80	9.76
Comments	*Lowest*	0	0	0	0	0
	Most	0	0	0	0	0
	Total	0	0	0	0	0

4.2.4 Conclusion content analysis

The website of agricultural mechanization companies is the most important online communication tool. In general, the website of smaller companies is less professional than website of larger companies. On many websites the availability of a contact form and the structure of the website stay behind. If they improve this, (potential) customers can easier find occasions on the website and get in contact with the agricultural mechanization company. This means that it for farmers take more effort to get known with the occasions the company sell and to get in contact with the company. Besides, agricultural mechanization companies can extent use of promotion materials and the personal touch on the website. By using more of both, farmers get more familiar with the company. If the company also provide the right information by the occasions, the customer is more interested in the occasions of the company. The 'occasions' part on the websites is not everywhere even strong, sometimes it can more clear and comprehensive. The illustration with images is a plus point, the customers get an impression of the occasion. Persuasive elements are not often used, but a promotion film and 'just arrived' labels are only used once. Prices are often not mentioned by the product. If agricultural mechanization companies extend this, (potential) customers are more interested in the products. As last, information about 'term and conditions' and 'delivery terms' can increase the credibility of the company.

The use of social media is not obviously through companies, the majority of the companies have a Facebook page. Smaller companies are not very active on Facebook, this can also be seen in pages likes and placed messages. If people like messages, friends of them see the message also. It is important that companies post more messages on the Facebook page, because than they create brand awareness. The content of the messages can differ between occasions companies sell, offers, events or other interesting things.

Twitter is not an important medium. Agricultural mechanization companies can improve this through use an attractive profile picture and header photo, placing more tweets and interact more with (potential) customers. Most messages are about occasions, offers, personal posts and events. There are added too few of these interesting messages, whereby the interaction with visitors fails. Consequently, the free publicity keeps out.

To conclude, companies find the website more important than social networking sites Facebook and Twitter. However, the provision of information on the website could be more and better. Facebook and Twitter will primarily be used for the (free) publicity, the sale will proceed through the websites.

4.3 Study 3: interviews farmers

In this section, the results of the interviews with farmers are discussed. First, the decision making process of farmers are described. Second, the use of offline and online communication tools through farmers during the decision making process are examined. As last, more details over the use of the website and social media through during the decision making process of farmers can be found.

4.3.1 Decision making process farmers

As mentioned in the theoretical framework, procurement of a tractor or machine is a non routine decision and it is usually made based on (bounded) rational thoughts (Heerkens, 2003; Simon, 1976). The interviews revealed farmers made on rational thoughts decisions for procurement of a tractor or machine. Farmers should have a good reason to replace a tractor. The reasons cited through farmers are: 1) the tractor stopped working and the costs for reparation are too high or 2) the tractor cannot handle the heavy work anymore. One of the farmers clearly indicates this through an example, he has two tractors at his farm, one of them is an oldtimer and ... "*the other tractor is newer and has to manage the heavy work. If*

the tractor is not able to do the heavy work anymore or he is too often broken, than I will watch to a new tractor."[14] (respondent 1, male, 60 years). Another farmer takes more time to think about if he wants a new tractor or machine and with what kind of requirements. "*First we think what we need and if it has an added value to invest in. If it has an added value, we propose a budget and make a list with wishes and requirements."* [15] (respondent 11, male, 43 years). During the interviews came forward that the same reasons can be applied to machinery, however there can also arise a 'need' for new machines, others than the farmer already had. To conclude, the desire of purchase is already present in the awareness stage of the decision making process of farmers. Only one farmer takes faster decisions than others.

According to Vázquez et al. (2014), the next stage is the consideration stage. There is no clear separation between the awareness and consideration stage of farmers. However, in the consideration stage, farmers proceed differently. Three of the interviewed farmers immediately went to the dealer and eight farmers orientated themselves on the Internet before going to a dealer. Two of three people who did not use the Internet are older than 50 years. All three respondents mentioned that they do not want to change of dealer if it is not necessary. The only reason for not changing of dealer, the three farmers mentioned: why changing something if everything is good by their dealer? A younger farmer (27 year) and the oldest farmer (60 year) find it both easy for themselves, to ask the dealer doing his job to look for possible tractors or machines. They only have to give a wish list to the dealer and the dealer will let them know if he has found something according to the farmer's wishes. In addition, these farmers occasionally look on the Internet, just to find out what is on the market.

There can be oriented in different ways on the Internet, as an example websites of dealers and advertisement websites. Even one farmer uses YouTube to watch movies, in order to see how the machine or tractor works. If they have their own wishes clear, they will gather information of different dealers through get in contact with some dealers. The number of dealers differs per farmer from one till five in total. The agents visited the farmers to talk about the wishes, possibilities, prices of the tractors and machines or the farmers go the mechanization company. Almost half of the farmers (4 out 11) want to get a 'real life' feeling by the machine or tractor. One of them went to another farmer - he knows personally - to see the machine in operation and on this way he can do a test ride in practice.

The other farmers want to try the tractor or machine at their own farm. It differs per person (4 of 11) how many tractors come on their farm (1-3 tractors) and for what time period (few days – few weeks). Just as interviewee 9 (female, 30 years) says: "*For instance for a tractor we put different brands next to each other and often they come for trial of a week on our farm. So we can find out if the tractor meets our wishes."*[16].

After the consideration stage follows the purchase stage (Vázquez et al., 2014). From the interviews became clear that all farmers go to a dealer, nobody bought a tractor or machine over the Internet. The final choice for one of the farmers (male) will be made on the price – quality relationship and the service (i.a. reparation) of a company. The farmers will mostly purchase the machine or tractor by one of their own agricultural mechanization companies, because they would like to perform the maintenance and reparation of the tractor and machinery by their own mechanization company.

Therefore, the post purchase experience is most often performed by their own agricultural mechanization company. According to one of the respondents after the purchase a lot of information is distributed by means of E-mail and Whatsapp, for instance bills and making appointments. Information communicated by these tools could easily be misinterpreted. So, better is to communicate face-to-face or via telephone in the post-purchase phase.

According to the interviewed farmers (7 of 11), the whole decision making process - from awareness stage till the purchase stage- will take approximately 2-3 months. One respondent told that he should be 100% secure of his case, otherwise he will not proceed to an actual purchase. This means that the time period for this respondent could be long. For three respondents is the duration for purchasing machinery a few weeks and for a tractor longer than 3 months. One respondent even stated that it can take one year and even longer. To conclude, the duration of the replacement of tractor or machinery will be different between farmers, because every farmer uses other ways to obtain information in the consideration phase. The duration of this phase depends of that.

4.3.2 Offline communication channels

All farmers find contact in real life or via telephone with the agent of the agriculture mechanization company the most important tool which companies can use. The final communication is always in real life. One of the respondents shows this clearly: *"Actually my*

way of contact is just calling, face-to-face contact is fastest. The caller is faster."[17] (respondent 10, male, 45 year).

Nevertheless, farmers orient on more possible manners than just online communication channels, face-to-face and by telephone. Last years, some farmers (4 out of 11) are less exposed to communication tools like brochures and advertisements of companies. They think this is because everything can be found on the Internet and in most advertisements the machine will improved better than it actually is. According to interviewee 11 (male, 43 year), brochures and advertisements were "*all made 'socially desirable'. Everything seems like very beautiful, but when you talk to an agent, it is always different.*"[18]. Although, not every farmer is happy with the increasing of availability of brochures online. Some farmers would like to read the brochure on a chair in the kitchen and that is not possible with 'online' brochures.

Tradeshows and demo days are also seen as a valuable addition to their decision making process of the purchase of tractors or machines through almost half of the farmers (5 of 11), because "*you can see a lot machines in a very short time.*"[19] (Respondent 7, female, 49 year). On the other hand two respondents remarks that there is always a lot of beautiful stuff, but most of the time is it too expensive.

The most valuable option for farmers in the decision making process is seeing the tractor or machine in operation and even better trying the machine itself. Experiences of other people is equally important than trying the tractor or machines by themselves. Seven about eleven of the respondents finds the user experiences of colleagues, participants in study clubs and the agricultural contractor most important. The agricultural contractor uses a lot of different machines thus has probably more experience than colleagues.

4.3.3 Online communication channels

Online communication is according to farmers (8 of 11) one of the fastest way to gain information. "*Internet is easy and fast. If you have a moment time, you can surf on the Internet to search for a lot of things"*[20] (Respondent 9, female, 30 year). However, farmers were wondering to what extent the information on the Internet is reliable. One of the respondents is especially questioning reviews, because who says that the company did not write the reviews by themselves.

By the decision making process for tractors and machinery, all farmers mainly looked to the website of specific tractor brands or agricultural mechanization companies and online advertisements on Marktplaats, Agrifirm, Tractorpool and Tractorfan. One of the respondents watched occasionally to films on YouTube to find out how the tractor or machine operates. To conclude, Internet is an easy way to orient yourself on what kind of machines are on the market. However, afterwards farmers want to continue with an agent of the agricultural mechanization company.

Website – All farmers uses websites of agricultural mechanization companies, but not always of their own mechanization company (2 of 11). The purpose of farmers is to see of which 'occasions' the company has for sale. If the farmer is interested in an occasion, he or she will contact the company. The farmers prefer to find a lot of information on these websites. The following information must be available on the website of the agricultural mechanization company: 1) contact information (11), 2) information about the occasions and products they sell (11), 3) events (1) and 4) information about the activities of the company (1).

Almost half of the respondents (5 out 11) find that the specifications of the products should be clear, because then you know what to expect. Based on five respondents, visual display is also desirable, either photos as videos. Four of the respondents spontaneous react with their irritation of prices not being 'available', often the price is 'on request'. That means they do not know the price of the machine or tractor. Websites of smaller companies are not always up to date (one respondent).

In general, websites of their own agricultural mechanization companies are good evaluated. Two respondents never look on the website of their own mechanization company. One respondent stated the website of their own mechanization company as a gigantic @#$!? website, because there is no logical order on that website. That is why he gave the website a four. All other respondents scored the website of their own mechanization company a seven of higher. The maximum number was a nine. In general (8 of 11) find the overview of the website of their own agricultural mechanization company sufficient, they can find everything they need. The average grade is a 7.55, with a standard deviation (*SD*) of 1.29.

To conclude, farmers like to see the tractors and machinery which are for sale on the agricultural mechanization company website. These products need to illustrate with images and a deep product description.

Social Media **-** Most farmers are not familiar with social media. Only one respondent had a Twitter account and slightly more than half of the respondents (6 of 11) had a Facebook account. According to interviewee 11 (male, 43 year) this is because: "Many *farmers do not understand the computer or do not have the patience to learn to understand the computer. In addition, they do not know the added value of 'digital' sniffing. Personally, I think that can be extended."*[21].

However, four of the farmers who have a Facebook account used it only private. Two other farmers followed Facebook pages of agricultural mechanization companies to stay informed about what the companies are selling and organizing. Respondents who do not have a Facebook account do not miss it. They would not follow a Facebook page, because *"...there is a lot to do, so much that you do not know what to do anymore. You can sit all day behind the computer if you want."*[22] (respondent 5, male, 55 year).

Twitter is still less familiar to farmers than Facebook. 10 of 11 respondents do not have a Twitter account. The respondents who are complete not known with Twitter are above 45 years. These farmers find that Twitter is more businesslike and one of them finds that Twitter is not suitable for selling tractors and machines. The only respondent (female, 30 year) who has an account, thinks that "*...just as Facebook, people want indirectly convince you to buy something. You should be aware of what you actually want*."[23]. She has only an account in order to improve the farmer-citizen relationship.

To conclude, social media has almost no influence on the decision making process of farmers. Social media is not well known among all farmers. If farmers have an account, they mainly used it privately.

4.3.4 Conclusion interview farmers

In the awareness stage of the decision making process of farmers, the desire of purchase is already present. This may be due to the high costs for reparation of the tractor or machine or that the tractor cannot handle the heavy work anymore. There is no clear separation between the awareness and decision phase of the decision making process of farmers.

Most farmers orientate themselves on Internet before they go to the dealer in the decision phase. Finally, everybody purchase the tractor or machinery by a dealer, some farmers are steadfast and go to their own dealer, other go to another dealer if the deal is better there. The agent visited the farmers to talk about wishes, possibilities and prices of the occasions. Almost half of the farmers want to get a 'real life' feeling by the occasion. The decision making process - from the 'need' till the 'purchase' of the tractor or machine- of the farmers will take approximately two till three months. For a few respondents is the duration by machinery a few weeks and for a tractor a bit longer.

According to all farmers, the fastest way to get answers is contact in real life or via telephone. Offcourse they use other offline communication tools: 1) user experiences of colleagues (7 of 11), 2) tradeshows and demo days (5 of 11), 3) brochures and advertisements (4 of 11) and 4) the real life experiences of a tractor or machine. Offline communication is probably the most effective way to gain information. However, farmers use also online communication tools: the website of specific tractor brands or agricultural mechanization companies and online advertisements on Marktplaats, Agrifirm, Tractorpool, Tractorfan and videos on YouTube. To conclude, Internet is an easy way to orient yourself on what kind of occasions are on the market. According to one respondent, information distributed through the online channels could be misinterpreted.

All farmers watch sometimes websites of agricultural mechanization companies, but not always of their own company. Information that should be available on the website of agricultural mechanization companies: 1. contact information (11), 2. information about occasions and other products they sell (11), 3. events (1) and 4. information about activities of the company (1). Almost half of the respondents find that the specifications of the products should be clear, visual display is desirable and price of the occasion is important.

The use of social media is less important than the website. Half of the respondents had a Facebook account and one had a Twitter account. Most farmers use their Facebook page for private business and the rest follows some agricultural mechanization companies to stay informed about the company. Five other respondents do not have a Facebook account and they do not miss it. Twitter is a les known medium than Facebook. Only one respondent does have an account to improve the farmer-citizen relationship. The other ten respondents find Twitter more businesslike. To conclude, new media has almost no influence on the decision making process of farmers in contrast to the website.

4.4 Combination of the studies

In this section the results of the three studies are compared with each other. In Figure 3, the context of the three studies can be found again. In each subsection, two studies will be compared together.

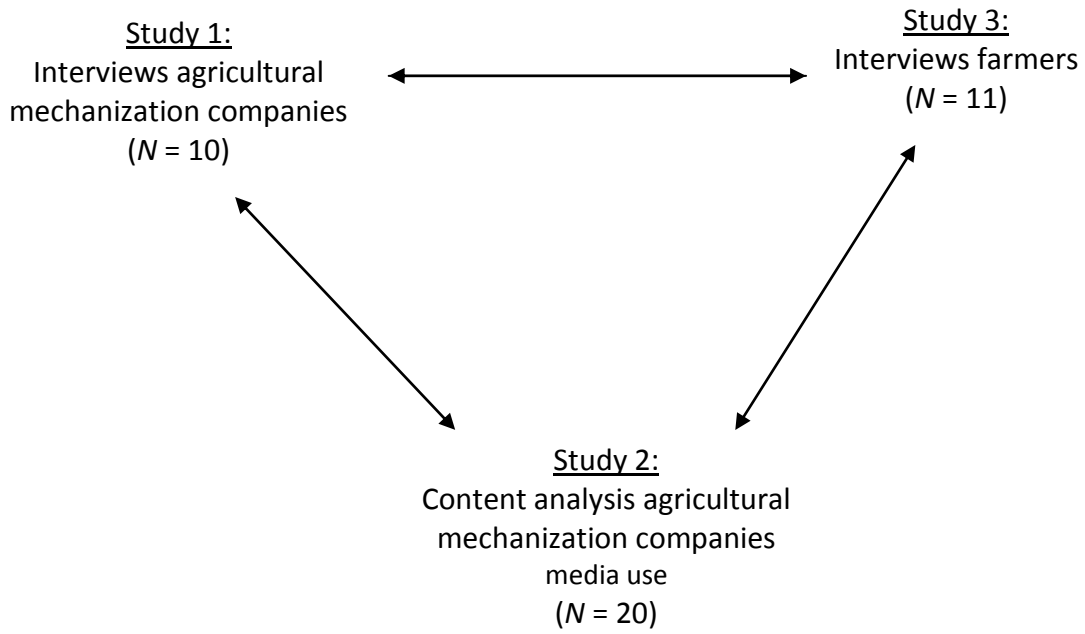

Figure 3: Research design studies

4.4.1 Study 1 and Study 2: Interviews companies vs. content analysis

According to the employees of the agriculture mechanization companies, Internet is an easy way to reach (potential) customers. Therefore, they want to be found on the Internet, by using a website and social media.

According to the agricultural mechanization companies, the website is most important communication tool. Most information appeared from the company interviews is quite similar with the content analysis. Remarkable, there are some differences. It is noticeable that the content analysis shows that there are a lot of further improvements possibilities. Also, the extent of professionalism of the website differs between companies. Second, for employees it is most important to show detailed information on occasions, information what is less shown on the website. The use of images is right, but the specifications could sometimes be more extensive. Third, employees mentioned that prices should be represented by the product description, most of the time the price is not available. Remarkable is that none of the employees mentioned about the terms and

conditions and the delivery terms on the website and almost none had them available on the website. Companies can take this into account to improve their website.

Social media is less obvious for companies. Bigger companies have often a social media account than smaller companies. In total the majority of agricultural mechanization companies do have a Facebook page and only a small part have a Twitter account. There are no great differences between what the companies said they do and what they do. The aims for using social media mentioned through the employees seem to be achieved, because many people follow the companies on these mediums. The employees must be wondering if they can reach the right target group on this way. The content of the shared messages were most of the time about the content the employees mentioned in the interviews. Only, offers are not mentioned through the employees, while many companies put these offers on social media.

To conclude, the interviewees were well acquainted what they were doing with their website and possible social media channels. This does not mean that they cannot improve the use of the website and Facebook and Twitter.

4.4.2 Study 1 and Study 3: Interviews companies vs. interviews farmers

The biggest challenge for agricultural mechanization companies is do the right things what the farmer wants. Companies know quite well the decision making process of farmers. On one point they disagree, farmers indicates they are not very impressionable, employees of the agricultural mechanization companies think they can influence most of the farmers.

There are a lot of similarities between the communication tools which farmers use and which the company offer, examples of offline communication tools were face-to-face contact, network farmer, tradeshows and flyers. However, farmers miss the use of hardcopy folders, they see not the point of advertisements and they liked trying the tractor or machine. Companies can take that into account. Other business of the company and a store by the company are not mentioned through the farmers, but farmers will be unconsciously influenced through this. Differences between the use of online communication tools are the use of YouTube through farmers, the use of social media through companies and E-mailings. Companies must do more with movies (on YouTube), so that farmers can see the tractor or machine in operation. They should not often send an E-mailing too, because farmers get already that much e-mail. As last, companies do not have to use social media so intensively,

as some do. All farmers use not social media in their decision making process, a few used it to get informed.

The information which should be available on websites of agricultural mechanization companies correspond almost with the wishes of the farmer. Only, the price by the occasions often missed. To conclude, companies have a reasonably clear picture of the wishes of farmers. However, companies can expand the communication channels farmers like and they can reduce the use of social media (e.g. Facebook and Twitter).

4.4.3 Study 2 and Study 3: Interviews farmers vs. content analysis

Internet is for farmers an easy way to get known with which occasions are in the market. Therefore all farmers use the website of agricultural mechanization companies. These websites must meet the requirements of farmers, otherwise they will not quickly purchase something at the company.

Farmers mainly check the website for contact information and for the occasions the company has for sale. The similarities between the wishes of farmers and the content analysis are the availability of contact information and the use of multiple images by the occasions. Some differences are: the availability of all occasions on a website, a detailed product description and the availability of price. Now, on 25% of the websites new occasions are available, than could be more. The price should be available on the website, otherwise some farmers do not purchase the occasion. Companies should maintain the website regular, otherwise the farmers will not look anymore.

Social media is not often used during the decision making process of farmers. However, half of the respondents have a Facebook account and one respondent has a Twitter account, all under 45 year. So, the companies do not reach their right and whole target group through using social media. Only two respondents follow some Facebook pages of agricultural mechanization companies to stay informed about the company. The information companies place on their Facebook page is sufficient for the farmers. The use of Twitter is unnecessary, farmers will not look on Twitter.

To conclude, companies are on the right way, but they can further adjust the website with the wishes of the farmers. Social media is hardly used through farmers in their decision

making process. Twitter is not known under farmers and has no added value. Facebook can increase the brand awareness. However, companies can better focus on the website and use Facebook a bit.

5. Discussion

This chapter start with the main findings: the answers on both the research questions and the main question. Second, some practical implications will be mentioned. Thereafter, some limitations and future research options are shown. As last, the discussion will be closed with a short conclusion.

5.1 Main findings

First, the findings on the decision making process of farmers will be explained. Then, the research and main question one after another will be discussed.

5.1.1 Decision making process farmer

In general, the decision making process of customers consist of four phases: awareness, consideration, purchase and post-purchase experience (Vázquez et al., 2014). Broadly, the decision making process of farmers correspondent with those defined in the literature. In the decision making process of farmers a real separation cannot be found between the first two phases of the decision making process. Farmers often purchase machines or tractor when it stops working/is broken, it cannot handle the heavy work anymore or if they do not have the specific machine yet. Agricultural mechanization companies sometimes give the farmer (customer) new ideas aiming to make the work easier for farmers. The reason of purchasing new machines is directly related to the missing of a specific awareness phase. The consideration phase differs between farmers, the differences are found in duration and the way of obtaining information. The last two phases are equal as by general customers. In fact the decision making process of farmers can be divided in three phases instead of four: consideration, purchase and post-purchase experience, the awareness stage is missing. This part of the research provides more insights into the decision making process of a specific nice: in these case farmers. So far, the literature assumes that all customers are the same, this research has shown contrary results. Based on this research, the decision making process needs to be adjusted to specific customer groups, in this case farmers. If there is a specific decision making process model for farmers, this model can be used by the companies. So they do not have to adjust a general model by themselves. On this way they can immediately apply this specific model.

5.1.2 Research question 1

What are the strategies of agricultural mechanization companies selling capital intensive goods?

Agricultural mechanization companies do not have thoughtful strategies written on paper. The companies respond by their intuition, their opinion on what is the best at the moment. To determine things in the moment can also be a strategy. Some companies try to map out their customers through using 'CRM packages', which is a package that enables companies to map out their customers. Companies have also no strategy or specific budget for the use of different communication tools or the procurement of a 'CRM package'. A disadvantage of these packages is that companies have to purchase these packages and it is not cheap.

5.1.3 Research question 2

What is the current content of (new) media of agricultural mechanization companies?

According to the literature, the following criteria are important for websites based on customers: 1) information availability and content, 2) usability, 3) privacy and security, 4) multimedia use, 5) fulfilment, 6) access, 7) responsiveness and 8) personalization (Ranganathan, & Ganapathy, 2002; Wang et al., 2009; Zeithaml et al., 2002). This is not entirely consistent with the current content of websites of agricultural mechanization companies. The current content of new media differs between websites, the content of some websites is more extensive than on other websites. All websites focus on general information, contact information, product information, usability, multimedia use and access. Privacy and security (terms and conditions, delivery terms), fulfilment, personalization and complete information by the products (price) are less prominently available on the websites.

The literature mentioned that social media is unstructured and focuses on generating conversations (Nair, 2011), where companies and customers can interact with each other (De Vries et al., 2012). Current content on Facebook pages of agricultural mechanization companies is unstructured and contains information about the company and contact information. Posts are not posted in a specific time path, one time lies more time between posts than another time. Posts are about products the company sell/sold, offers, events, shared and personal posts. It differs whether and how people react on these posts. Twitter is less popular than Facebook for agricultural mechanization companies and farmers. Information about the company and the website can be found by Twitter accounts. The

content of tweets is about approximately the same as posted messages on Facebook. In general, Twitter accounts have fewer followers than Facebook pages, these correspondents with the fewer reactions on tweets. New media use is different for general customers than for farmers, this can contribute to the literature through focusing more on business-to-business in the agricultural sector.

5.1.4 Research question 3

What is the current role and can be the added value of (new) media in the decision making processes of farmers purchasing capital intensive goods?

Literature shows that through the rise of Internet, people changed the way of how they obtain information (Dimmick et al., 2004) and companies use more online communication channels than traditional offline channels (Andersson et al., 2014; Cases et al., 2010). Nevertheless, this research shows that agricultural mechanization companies indeed use more online channels, but farmers do not want to use all these channels. They want to use the offline (traditional) communication channels and additionally of one online communication channel (website of the company).

At the moment social media does not play a major role in the decision making process of farmers. This could be due to difference reasons which were emerged during the research: not all farmers had a social media account, users of Facebook were all under 45 years and some social media channels are more popular than others. In the future farmers see no added value for using social media in their decision making process. If farmers want opinions, perspectives and insight of others, they ask it face-to-face to the person in question. This data is in contrary with the literature, the literature shows social media as the communication tool were insights, content, perspectives and opinions of others should be shared (Hennig-Thurau et al., 2010; Nair, 2011). Furthermore, this does not mean that companies cannot create brand awareness through the use of Facebook and other social media channels. On the other hand, the website of companies is considered as very valuable, as long as the website is up-to-date. There has been proven that the quality of the website can lead to purchase intention (Bai et al., 2008). The website is a kind of store house of information (Ranganathan, & Ganapthy, 2002). For agricultural mechanization companies the website served the same, if farmers want to know more, they have to contact the company. Farmers judge the website of agricultural mechanization companies most of the

time sufficient, sometimes important information is missed, for example the prices of the occasions.

5.1.5 Research question 4

To what extent does the use of the various (new) media fit with the wishes of farmers buying capital intensive goods?

This research shows that agricultural mechanization companies indeed use more online channels and that the employees of the companies are well acquainted which and how they use various (new) media. However, farmers do not want to use all these (new) media channels. They want to use the offline (traditional) communication channels with the addition of one online communication channel (website of the company). Literature mentioned that new sales methods should be developed and the traditional methods lose their effectiveness (Edelman, 2010; Steenburgh et al., 2009), this point does not entirely apply to farmers purchasing capital intensive goods. The best way for using online media next to already existing methods need to be examined. Farmers like quick and clear answers and not too much unnecessary talk, because in their opinion they are busy enough. Also they like tangible communication tools, for example brochures and flyers.

5.1.6 Main question

The aim of all research questions together is to get an answer on the main question:

How can agricultural mechanization companies optimally use (new) media in the decision making process of farmers buying their capital intensive goods?

In this chapter the theoretical side of the main question will be answered, the practical reciprocation will follow later by the 'practical implications'. Agricultural mechanization companies need to make a better representation of the decision making process by farmers, especially by the use of the combination between different online and offline communication tools. If this combination is clear, different strategies can be developed which can help to contribute to a better way of selling company's products. Examples of strategies that can take into account: the amount of occasions the company will sell in a year, the promotion budget and the use of communication channels.

5.2 Practical implications - Recommendations

Réconfort know the decision making process of farmers buying capital intensive goods, how agricultural mechanization companies use (new) media, the wishes of farmers (in the eastern of the Netherlands) and how it all intertwines with each other. The company can use these findings for communication advice for companies in the agricultural sector. With this advice companies can optimize their business in term of marketing. They can answer different questions for example: 'Do we use the right communication channels?', 'Do we use the communication channels on the right manner?', 'How can we optimalize the communication channels so that it fits by the wishes of the farmers? '. These questions help agricultural mechanization companies to get insight in their media use.

Agricultural mechanization companies can use the results of this research to improve their communication channels, especially new media. If they adjust the use of the different communication channels, they are closer to the needs of the (potential) customer and consequently they can generate more sales. The results of this research show that agricultural mechanization companies use their media in the right direction. However, based on this study there are a few points for improvement, namely 1) farmers like personal contact, try to support it. 2) Not all farmers like the Internet. So, do not try to move all information online, but gave them sometimes some information on paper (brochure, flyer). 3) Agricultural mechanization companies can focus on other aspects than on all social media. Social media is only necessary to create brand awareness. Twitter has shown to be less useful than Facebook. So companies can focus more on their own Facebook pages. 4) The product information on the website can be more complete: more technical specifications, a movie of the occasion in operation and the price should be available. 5) Other information and tools can also be added on the website; 'terms and conditions', 'delivery terms', suggestions of other products if farmers watched an occasion, last placed offers at the homepage and a webshop. If agricultural mechanization companies adjust the last two points on the website, customers can find more and faster (product) information on the website and this leads to more sales.

5.3 Limitations and future research options

To get an answer about the research questions interviews with farmers and employees of companies were conducted. In total ten employees of companies and eleven farmers were

interviewed. There was chosen for this amount of interviews, because after eight interviews was noticed that saturation was reached. By both studies one interview is held by telephone and one farmer had given answers on paper. The employee and farmers were really busy and otherwise they did not want to participate in the study. Body language could not be seen, so the interpretation of the interviews could be different. Also, people gave longer answers face-to-face than via telephone. Although, they have given clear answers at the questions.

This research is the start of a possible follow-up study. This research focused on all possible perspectives: opinions of farmers, opinions of employees of agricultural mechanization companies and the content of websites, Facebook pages and Twitter accounts. All perspectives are taken into account, for that reason it is a research which can be used as starting point for further research. Now it is difficult to generalize this research to all agricultural mechanization companies, farmers and the content of websites, Facebook pages and Twitter accounts. The amount of interviews and analyses must be extended, before the results could be generalized.

This research was conducted in the eastern of the Netherlands. It is interesting to expand this research throughout the Netherlands. It will be expected that farmers in the polder (Flevoland) proceed otherwise than here in the eastern, because in general the farms are bigger and it is assumed that there prevail a different culture. By time pressure, there has been chosen to focus on the eastern of the Netherlands.

5.4 Conclusion

The aim of this research was to give insight in the decision making process of farmers and how they would like to be informed. The results show that agricultural mechanization companies already do a lot to inform the farmers, but there are also a few points for improvement. The outcomes can be used through different organizations: the company Réconfort for communication advice towards agricultural companies, agricultural (mechanization) companies can use the findings to improve their media use and strategies. This research is a starting point for future research throughout the Netherlands.

6. Original Dutch quotes

1. "*Nee, ik heb altijd een streven natuurlijk. Kijk de onkosten worden natuurlijk alleen maar groter dus je wilt elk jaar wel meer omzet na streven om het een beetje rendabel te houden."* (Employee company A, male)
2. "*... je moet zorgen dat je het juiste product hebt, euh kwaliteit en dat wat je afspreekt moet je gewoon nakomen."* (Employee company B, male)
3. "*Nee, ik denk niet dat we echt een bepaalde strategie hebben. Dat is per klant echt wel anders. Het wordt ons wel steeds meer gevraagd van "maak een verkoopproces in kaart van de klant". Daar is een programma voor, maar dat gebeurt hier nog niet echt.*" (Employee company F, male)
4. "*Agrariërs komen goed beslagen ten ijs, door internet, weten wat er te koop is. Gebruikt nog erger dan nieuw.*" (Employee company A, male)
5. "*Ja, soms hebben ze bepaalde dingen in het hoofd, maar gaan ze met iets heel anders naar huis. Dat is de kwestie van de kracht wat je gaat verkopen. Je moet dan zo overtuigend overkomen dat je A) machine bijvoorbeeld beter is of B) de machine mooier geconstrueerd is of C) de machine meer capaciteit heeft of noem maar op, die dingen.*" (Employee company H, male)
6. "Zoals hier ook als je mensen aan tafel hebt zitten, maar ook als het om de uiteindelijke beslissing gaat zal niemand via Facebook zeggen 'maak het maar in order'." (Employee company F, male)
7. "*Je kunt er donder op zeggen, als dat blad uitkomt, dan heb je de dag erna veel telefoontjes en zie je veel meer mensen op onze website komen*." (Employee company J, male)
8. *"... dat is een combinatie, vaak komt van het een ook het ander. Ik krijg vaak ook zulke briefjes van andere werknemers in mijn handen gedrukt, waar vragen van klanten opstaan*" (Employee company C, male)
9. "*… je hoort de trekker starten en er klinkt iets niet helemaal goed. Dan hebben ze soms al zoiets van "hee, misschien moet je daar ook nog even naar kijken". Dat komt dan natuurlijk wel positief over. Dat zijn belangrijker dingen.*." (Employee company G, male)
10. " *Heel veel mensen kijken er om de 2, 3 dagen wel op. Dus vaak heb je er ook machines afgeleverd en zulke dingen heb je er op staan. Mensen vinden dat toch wel leuk om te*

zien. Maar als je er weken niets aan doet, dan zie je allemaal dezelfde afbeeldingen. Dat heb ik zelf ook, dan kijk je niet gauw meer. " (Employee company E, male)

11. "*Dan is het namelijk een kwestie van de machine kost bedrag X, de inruilmachine is bedrag Y en onderaan de streep moet de klant het bedrag toe betalen. Ja, dat kun je nooit van tevoren zeggen*." (Employee company J, female)
12. *".. het spreidt heel goed uit en dat in een hele korte periode, dat is ook goed."*(Employee company D, male)
13. "V*orige week was het nog, vorige week was er een tekening van een Claas op een t-shirt en daar stond waspoeder Ariël tussen en toen het shirtje in de was geweest, kwam Deutz Fahr eruit. Dit heb ik toen gedeeld, maar er werd hier kinderachtig op gereageerd.*" (Employee company A, male)
14. "*De andere trekker is nieuwer en moet het zware werk aankunnen. Als dit niet meer gaat of hij is te vaak kapot dan ga ik kijken naar een nieuwe.*" (Respondent 1, male, 60 year)
15. "*Eerst bedenken we wat we nodig hebben en of het een meerwaarde heeft om in te investeren. Indien het een waarde heeft om in te investeren, stellen we budget vast en maken we een wensen- en een eisenlijst.*" (Respondent 11, male, 43 year)
16. "*Bij een tractor zetten we bijvoorbeeld verschillende merken naast elkaar en vaak komen ze dan op proef een week bij ons op het bedrijf. Zo kunnen we bekijken of de tractor ook aan onze wensen voldoen*." (Respondent 9, female, 30 year)
17. *"Eigenlijk mijn contact is gewoon bellen, face-to-face contact gaat het snelste. De beller is sneller."* (Respondent 10, male, 45 year)
18. "*… allemaal 'sociaal wenselijk' worden gemaakt. Alles lijkt daarin altijd heel mooi, maar als je dan aan de praat komt met een vertegenwoordiger is het toch altijd weer anders."* (Respondent 11, male, 43 year)
19. "j*e kunt in erg korte tijd wel veel machines zien.*" (Respondent 7, female, 49 year)
20. "*Internet is makkelijk en snel. Als je even tijd hebt dan kun je even op internet surfen om van alles te bekijken."* (Respondent 9, female, 30 year)
21. "V*eel agrariërs snappen de computer niet of hebben geen geduld om de computer te leren snappen. Daarnaast kennen ze de meerwaarde van 'digitaal' snuffelen nog niet. Ik denk persoonlijk dat dit wel uitgebreid kan worden."* (Respondent 11, male, 43 year)

22. Original Dutch quote: *" …er is van alles te doen, zodat je op het laatst niet meer weet wat je moet doen. Je kunt wel de hele dag achter die computer zitten.*" (Respondent 4, male, 55 year)
23. "*…net als bij Facebook, dat mensen je indirect over willen halen om iets te gaan kopen. Je moet zelf bewust zijn van wat je wilt kopen.*" (Respondent 9, female, 30 year)

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Appendix A: Coding scheme interview agricultural mechanization company

Bedrijf:
Plaats:

Hoofdvraag	Aanvullende vragen	Verduidelijkende vragen
Kunt u wat vertellen over hoe u uw producten verkoopt aan de klant?	- Hoe gaat u om met verschillende doelgroepen/klantsegmenten? (Leeftijd/ soort en omvang bedrijf) - Wat zijn uw strategieën om producten te verkopen?	
Hoe denkt u dat het aankoopproces van de agrariër eruit ziet bij de aanschaf van een trekker?	- En wanneer komen jullie in beeld? - Welke communicatiemiddelen gebruiken de agrariërs hiervoor? - Hoe denkt u invloed te kunnen uitoefenen op dit besluitvormingsproces?	- Kunt u mij hier iets meer over vertellen?
Welke communicatiemiddelen gebruikt u om uw (potentiële) klant te informeren? En hoe?	- Het gebruik van online en offline communicatiemiddelen → en wat werkt volgens u beter? - Welk communicatiemiddel is volgens u het belangrijkste? - Wat is uw strategie hierachter? (vb. voor relatie opbouwen/duidelijk doel)	- Kunt u dit iets meer toelichten? - Kunt u me meer voorbeelden geven?
Website: Hoe en waarvoor gebruikt u de website?	- Doel gebruik website - Welke informatie zet u erop? - Hoe onderhoudt u de website?	
Gebruikt u Social Media?	- Welke gebruikt u wel? Waarom? - Waarom gebruikt u de andere niet?	

Facebook:
Hoe en waarvoor gebruikt u Facebook?
	- Doel gebruik Facebook
	- Welke informatie zet u erop? Met welk doel (o.a. informatie verstrekken of aanzetten tot aankoop)?
	- Wie onderhoudt de pagina?
	- Hoe onderhoudt u uw pagina?
	  - Berichten plaatsen
	  - Reageren op mensen etc.	

Twitter: Hoe en waarvoor gebruikt u Twitter?	- Doel gebruik Twitter - Wat is de inhoud van de berichten die u plaatst? (informatie verstrekken/ overhalen tot aankoop etc)	
*Alle communicatiekanalen 1 voor 1 afgaan, vragen waarom die ze gebruikt *		

Appendix B: E-mail agricultural mechanization companies

Geachte heer/mevrouw,

Ik doe momenteel onderzoek naar het gebruik van marketingcommunicatiemiddelen tijdens de aankoop van een kapitaal intensief goed (bijv. een tractor) door agrariërs. Door dit onderzoek hopen wij een beter beeld te krijgen van het aankoopproces van agrariërs en welke communicatiemiddelen ze wanneer gebruiken. Voordat ik agrariërs ga interviewen, ben ik benieuwd hoe u momenteel uw communicatiemiddelen inzet tijdens dit proces.

Om tot een betrouwbare uitkomst te komen, zijn uw kennis en ervaring zeer waardevol. Het is ook voor u interessant om meer te weten te komen over besluitvormingsprocessen van uw klant. Daarom wil ik u graag interviewen over hoe u momenteel uw communicatiemiddelen inzet. Deelname aan dit onderzoek is volledig vrijblijvend en anoniem. Het interview wordt alleen met uw goedkeuring opgenomen, om de data te kunnen analyseren. U kunt de uitkomsten van het onderzoek persoonlijk toegestuurd krijgen.

Het zou fijn zijn als u mee wilt werken aan dit onderzoek. Binnenkort neem ik contact met u op en hoop ik een afspraak met u te kunnen maken. Voor meer informatie of om een afspraak te maken kunt u mij in de tussentijd bereiken via:
m.e.terwoerds@student.utwente.nl .

Alvast bedankt!

Marloes ter Woerds
m.e.terwoerds@student.utwente.nl

Masterstudent Marketing Communication, University of Twente, Enschede
Dit onderzoek wordt uitgevoerd in samenwerking met Réconfort en Fedecom

Appendix C: Coding scheme Atlas.ti – analysis interviews

Afkorting	Omschrijving
1_Groep	
1.1_Agrariërs	Agrariërs
1.2_LMB	Landbouwmechanisatiebedrijf
2_Informatie over agrariërs	
2.1_SoortBedrijfBoer	Soort en grootte van bedrijf
2.2_LeeftijdBoer	Leeftijd van de boer(in)
3_StrategieLMB	Strategie van landbouwmechanisatiebedrijf om de producten te verkopen aan de klant
4_Besluitvormingsproces	
4.1_Besluitvormingsproces	Besluitvormingsproces agrariërs
4.2_LMBBeeldBijBoer	LMB in beeld bij boer
4.3_InvloedOpBesluitvorming	Invloed LMB bij besluitvormingsproces boer, verschil jonge en oudere agrariërs
5_Offline communicate	
5.1_Advertenties	Advertenties in kranten, vakbladen e.d. en folders
5.2_Vakbeurzen	Vakbeurzen, demo-dagen, opendagen etc.
5.3_FaceToFace	Face-to-face
5.4_OfflineAnders	Andere offline methoden (echte informatie in vakbladen e.a.)
6_Website	
6.1_WebDoel	Doel gebruik website
6.2_WebInfo	Informatievoorziening op de website
6.3_WebAnders	Andere dingen wat te maken heeft met de website
7_Facebook	
7.1_FaceDoel	Doel gebruik Facebook
7.2_FaceInfo	Informatie op Facebook
7.3_FaceAnders	Andere dingen die te maken hebben met Facebook
8_Twitter	
8.1_TwittDoel	Doel gebruik Twitter
8.2_TwittInfo	Informatie die het bedrijf tweet
8.3_TwittAnders	Andere dingen die te maken hebben met Twitter
9_AndersSocialMedia	Gebruik andere social media
10_E-mail	E-mail
11_OnlineAd	Online advertenties (o.a. marktplaats, tractorpool, tractors and machinery)
12_OnlineAnders	Andere online communicatie middelen (vb. WhatsApp, Youtube)
13_LMB	Eigen landbouwmechanisatiebedrijf
13.1_EigenLMB	Naam bedrijf
13.2_LMBCommunicatie	Gebruik communicatiemiddelen bedrijf
13.3_LMBWebsite	Website
14_Andere_Online_Communicatie	9+10+11+12

Appendix D: Coding scheme – content analysis of visible communication channels of agricultural mechanization companies

Bedrijf: _____

Website url: _____

Facebook url: _____

Twitter url: _____

Introductie:

Met deze studie zijn de websites, Facebook pagina's en Twitter accounts geanalyseerd van de geïnterviewde en door de agrariërs benoemde landbouwmechanisatiebedrijven. Eerst is per bedrijf nagegaan welke online kanalen ze hebben. Daarna is per communicatie kanaal onderstaande codeerschema's afgegaan. De antwoorden die van toepassing waren zijn omcirkeld.

Tabel 1: Codeerschema website

Code		Codes
A	Heeft het bedrijf een website?	0 = Nee, het schema is klaar 1 = Ja, ga naar vraag B
	Algemeen	
B_1	Welke contactgegevens zijn aanwezig op de website?	1 = Adres 2 = Telefoonnummer 3 = E-mail adres
B_2	Waar zijn de contactgegevens aanwezig op de website?	1 = Alleen bij de pagina 'contact' 2 = Boven aan elke pagina 3 = Onder aan elke pagina 4 = Bij contact en de homepage
B_3	Is er de mogelijkheid om een contact formulier in te vullen?	0 = Nee 1 = Ja, op de website
C	Welke routebeschrijvingen zijn aanwezig op de website? *Bij 3: zoals Googlemaps of via de ANWB*	0 = Geen 1 = Alleen het adres 2 = Een uitgebreide beschrijving van de routemogelijkheden 3 = Een kaart met reismogelijkheden
E	Zijn de openingstijden te vinden op de website?	0 = Nee

		1 = Ja
F	Zijn er nog andere foto's te vinden op de website, dan het logo en van de producten die ze verkopen?	0 = Nee 1 = Ja, _____
	Structuur van de website	
G	Zijn er zoekmogelijkheden op de website?	0 = Nee 1 = Ja, voor de eigen website 2 = Ja, je gaat dan nog een algemene zoekmachine 3 = Ja, je kunt geavanceerd zoeken
H_1	Geeft het bedrijf ook suggesties als je producten hebt bekeken?	0 = Nee 1 = Ja
H_2	Kun je de bekeken producten ook weer terug vinden in je geschiedenis?	0 = Nee 1 = Ja
I	Staan er continu foto's van nieuwe tractors en machines die ze verkopen op de 'homepage'? *Niet meenemen: laatst geplaatste machines*	0 = Nee 1 = Ja
J	Staan er op de 'homepage' de laatst geplaatste machines? *Recent stock, last placed offers*	0 = Nee 1 = Ja
K	Is er een bezoekersteller aanwezig?	0 = Nee 1 = Ja, aantal bezoekers: _____
	Promotie middelen	
L	De website is beschikbaar in de volgende talen:	1 = Nederlands 2 = Engels 3 = Duits 4 = Frans 5 = Anders,_____
M_1	Er staat een promotiefilm over het bedrijf op de website.	0 = Nee 1 = Ja, 1 film 2 = Ja, meerdere films
M_2	Hoe professioneel is de promotiefilm?	1 = De film is door een professioneel bedrijf gemaakt 2 = De film is door het bedrijf zelf gemaakt.
N	Er staat een folder van het bedrijf op de website.	0 = Nee 1 = Ja
O_1	Er staan 'nieuws items' op de website.	0 = Nee 1 = Ja

O_2	Hoe zijn de nieuwsitems gevormd?	1 = Overgenomen van een andere website 2 = De nieuwsitems zijn allemaal eigen nieuws items. 3 = De nieuwsitems zijn een mix van 1 en 2
P	Kunnen bezoekers van de website zich inschrijven voor een nieuwsbrief?	0 = Nee 1 = Ja
Q	Welke 'social media' worden er op de website benoemd?	1 = Facebook 2 = Twitter 3 = YouTube 4 = Instagram 5 = Google+ 6 = Anders, _____ 7 = Geen
	Informatie over het bedrijf	
R	Is er informatie over het bedrijf te vinden op de website?	0 = Nee 1 = Ja, een (historische) tijdlijn 2 = Ja, het gaat over welke producten het bedrijf verkoopt
S	Welke 'personal touch' is er bij de website te vinden?	0 = Geen 1 = De medewerkers worden persoonlijk benoemd 2 = De tekst is in de wij-vorm geschreven 3 = Er zijn persoonlijke afbeeldingen te zien 4 = Er zijn foto's van het personeel en de directeur te zien
T	Heeft het bedrijf nog een andere business dan de mechanisatie?	0 = Nee 1 = Ja, stalinrichting 2 = Ja, een winkel 3 = Ja, een verhuur 4 = Ja, grondverzet 5 = Ja, _____
	Productinformatie	
U	Welke producten verkoopt het bedrijf?	1 = Nieuwe tractors en machines 2 = Gebruikte tractors en machines 3 = Onderdelen 4 = Gereedschap

		5 = Voer 6 = Stalinrichting 7 = Anders,_____
	Nieuwe tractors en machines	
V	Worden er nieuwe tractors en machines aangeboden op de website?	0 = Nee, ga naar vraag AA 1 = Nee, maar er is wel een doorlink naar de officiële site van het merk. Ga naar vraag AA 2 = Ja, ze staan op de website
W_1	Worden de nieuwe tractors en machines geïllustreerd met afbeeldingen?	0 = Nee, nooit 1 = Ja, altijd 2 = Ja, soms
W_2	Worden er meerdere afbeeldingen gebruikt?	0 = Nee, geen 1 = Nee, maar 1 2 = Ja, tussen de 1 en 5 3 = Ja, 6 of meer
W_3	Hoe zien de afbeeldingen eruit?	1 = Je ziet het product vanuit verschillende invalshoeken 2 = Het product is in- en/of uitgezoomd te zien 3 = Het product is alleen in zijn geheel te zien
X_1	Is er een beschrijving te vinden van het product?	0 = Nee, nooit 1 = Ja, soms 2 = Ja, altijd
X_2	Hoe ziet de beschrijving van het product eruit?	1 = Er staat kort omschreven wat het product kan. 2 = De technische specificaties zijn benoemd 3 = Er is een doorlink naar de officiële website
X_3	Staat de prijs van het product op de website?	0 = Nee, nooit 1 = Ja, meestal door 'prijs op aanvraag' 2 = Ja, de prijs staat er bij
X_4	Er is een promotiefilm bij de producten aanwezig.	0 = Bij geen enkele 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%

Y	Zijn er overtuigende elementen aanwezig?	0 = Nee 1 = Aanbieding 2 = Promotie film 3 = 'Specials' producten
Z	Worden de websites van de officiële merken nog benoemd?	0 = Nee 1 = Ja
	Tweedehands tractors en machines	
AA	Worden er tweedehands tractors en machines aangeboden op de website?	0 = Nee, ga naar vraag EE 1 = Ja
BB_1	Worden de aangeboden tractors en machines geïllustreerd met afbeeldingen?	0 = Nee, nooit 1 = Ja, altijd 2 = Ja, soms
BB_2	Worden er meerdere afbeeldingen gebruikt?	0 = Nee, geen 1 = Ja, tussen de 1 en 5 2 = Ja, 6 of meer
BB_3	Hoe zien de afbeeldingen eruit?	1 = Je ziet het product vanuit verschillende invalshoeken 2 = Het product is in- en/of uitgezoomd te zien 3 = Het product is alleen in zijn geheel te zien
CC_1	Is er een beschrijving te vinden van het product?	0 = Nee, nooit 1 = Ja, soms 2 = Ja, altijd
CC_2	Hoe ziet de beschrijving van het product eruit?	1 = Er staat kort omschreven wat het product kan. 2 = De technische specificaties zijn benoemd 3 = Anders,_____
CC_3	Staat de prijs van het product op de website?	0 = Nee, nooit 1 = Ja, meestal door 'prijs op aanvraag' 2 = Ja, de prijs staat er bij
CC_4	Er is een promotiefilm bij de producten aanwezig.	0 = Bij geen enkele 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%
DD	Zijn er overtuigende elementen aanwezig?	0 = Nee 1 = Aanbieding 2 = Promotie film

		3 = ‘Specials’ producten 4 = Product van de week 5 = ‘countdown’ occasion
EE	Is er een webshop aanwezig op de website?	0 = Nee 1 = Ja, voor hele tractors en machines 2 = Ja, voor onderdelen van de tractors en machines
FF	Wat wordt er gezegd over de service van het bedrijf?	0 = Niets 1 = Alleen over de reparatie 2 = Acties (winterbanden e.d.) 3 = Afleveringsmogelijkheden 4 = Een keurmerk: VCA erkend, COM-keur, trekkerkeuring
GG	Wordt er nog iets gezegd over de algemene voorwaarden?	0 = Niets, ze staan niet op de website 1 = Ja, ze zijn gespecificeerd op het bedrijf 2 = Ja, het zijn algemene ‘algemene voorwaarden’ 3 = Alleen iets in het algemeen
HH	Hoe prominent staan de leveringsvoorwaarden op de website?	0 = Niet 1 = Onderaan de website is een link te zien 2 = In de menubalk

Tabel 2: Codeerschema Facebook

Code		Codes
A	Heeft het bedrijf een Facebook pagina?	0 = Nee, het schema is klaar 1 = Ja, ga naar vraag B
	Algemeen	
B	Hoeveel likes heeft de pagina?	
C	Wat laat de profielfoto van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding
D	Wat laat de 'header' van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding
E	Is er een button met 'neem contact op met…'?	0 = Nee 1 = Ja
F	Organiseert het bedrijf evenementen via Facebook?	0 = Nee 1 = Ja
G	Heeft de pagina nog andere pagina's dan normaal?	0 = Nee 1 = Ja, 'klanten vertellen' 2 = Ja, 'voorraad' of 'occasions' 3 = Ja, 'e-mail sign up'
H	Welke gegevens van het bedrijf zijn op de pagina te vinden?	1 = Contactgegevens 2 = Informatie over het bedrijf 3 = Welke producten ze verkopen
	Posts on Facebook	
I	Hoeveel berichten zijn er de laatste twee maanden geplaatst? *Indien meer dan 25, hou bij de volgende vragen de laatste 25 geplaatste berichten in je achterhoofd.* *Indien 0, hou dan ook de laatste 25 geplaatste berichten in je achterhoofd.*	
J_1	Hoeveel van deze berichten laten aanbiedingen zien?	
J_2	Hoeveel van deze berichten laten zien welke	

	producten en machines het bedrijf te koop heeft of heeft verkocht?	
J_3	Hoeveel van deze berichten gaan over evenementen die ze hebben georganiseerd/gaan organiseren/waar ze met een stand staan?	
J_4	Hoeveel van deze berichten zijn gedeeld?	
J_5	Hoeveel van deze berichten zijn persoonlijk? *Vb. overleden, verjaardag*	
J_6	Hoeveel berichten gaan over een veranderende profiel- of omslagfoto?	
J_7	Hoeveel van deze berichten gaan over het bedrijf zelf? *Vb. vacature, veranderende openingstijden, kerstwensen*	
K	Hoeveel van deze berichten worden gecombineerd met een afbeelding?	
L	Hoeveel likes hebben de berichten gehad?	Laagste: _____ Meeste: _____ Totaal: _____
M	Hoeveel 'comments' zijn er op deze berichten geweest?	Laagste: _____ Meeste: _____ Totaal: _____
N	Wat is voornamelijk de inhoud van de 'comments' van de bezoekers?	1 = Mensen getagt 2 = Reactie op de foto
O	Hoeveel van deze berichten zijn gedeeld door andere mensen?	Laagste: _____ Meeste: _____ Totaal: _____
	Recencies	
P	Reageert het bedrijf op berichten van bezoekers?	0 = Nooit 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%
Q_1	Hoeveel 'reviews' zijn er op Facebook gegeven?	
Q_2	Welk cijfer heeft de consument het bedrijf gegeven? *'stars'*	

Tabel 3: Codeerschema Twitter

Code		Codes
A	Heeft het bedrijf een Twitter account?	0 = Nee, het schema is klaar 1 = ja, ga verder naar vraag B
	Algemeen	
B	Hoeveel volgers heeft het bedrijf? followers	
C	Hoeveel accounts volgt het bedrijf? following	
D	Wat laat de profielfoto van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding
E	Wat laat de 'header' van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding
F	Welke informatie over het bedrijf is te vinden op dit account?	0 = Niets 1 = Website 2 = Informatie over welke producten het bedrijf verkoopt
	Tweets	
G	Hoeveel tweets zijn er de laatste 2 maanden geplaatst? *Indien meer dan 25, hou bij de volgende vragen de laatste 25 geplaatste berichten in je achterhoofd.*	
H_1	Hoeveel veel van deze tweets zijn zelf geplaatst?	
H_2	Hoeveel van deze tweets zijn 'geretweet'?	
H_3	Hoeveel van deze tweets zijn automatisch geplaatst? *'doorlinks' van bijv. de website of Facebook*	
I_1	Hoeveel van deze tweets laten aanbiedingen zien?	
I_2	Hoeveel van deze tweets laten zien welke producten en machines het bedrijf te koop heeft of heeft verkocht?	
I_3	Hoeveel van deze tweets gaan over	

	evenementen die ze hebben georganiseerd/gaan organiseren?	
I_4	Hoeveel van deze tweets zijn persoonlijk? *Vb. overleden, verjaardag, vacature*	
J	Hoeveel van deze tweets zijn gecombineerd met een afbeelding?	
K	Hoeveel 'vind ik leuks' hebben deze berichten gehad? *Het hartje bij elke tweet*	Laagste: _____ Meeste: _____ Totaal: _____
L	Hoevaak zijn deze tweets 'geretweet' door andere mensen?	Laagste: _____ Meeste: _____ Totaal: _____
M	Hoeveel 'comments' zijn er op deze berichten geweest?	Laagste: _____ Meeste: _____ Totaal: _____
N	Wat is voornamelijk de inhoud van de 'comments' van de bezoekers?	1 = Positief 2 = Negatief 3 = n.v.t.
O	Hoe reageert het bedrijf op de tweets waarin ze benoemd worden? *Benoemd worden kan door @ of #*	0 = Niet 1 = …. 2 = n.v.t.

Appendix E: Coding scheme interview farmers

Hoofdvraag	Aanvullende vragen	Verduidelijkende vragen
Kunt u als eerste iets over u zelf en uw bedrijf vertellen?	- Leeftijd - Soort bedrijf - Grootte bedrijf	
Bij welke LMB bent u lid?	- Welke communicatiemiddelen gebruikt u van dit bedrijf? - Wat verwacht u hierop te vinden? - Welke informatie heeft u overtuigd om het product te kopen? - Welk rapportcijfer geeft u de website? En waarom?	
Kunt u iets vertellen over de weg die u aflegt als u een nieuwe trekker wilt aanschaffen?	- Wanneer beslist u dat u een nieuwe trekker wilt? - U komt op een gegeven moment bij het LMB, heeft u dan al een wensenlijstje bij u? Zo ja, hoe heeft u die samen gesteld?	- Kunt u mij hier iets meer over vertellen?
Kunt u wat vertellen over de informatie die u inwint voordat u een trekker aanschaft?	- Van hoeveel bedrijven wint u informatie in? - Hoelang duurt het proces van dat u beslist dat u een nieuwe trekker wilt, totdat u daadwerkelijk tot de aankoop overgaat?	- Kunt u dit iets meer toelichten? - Kunt u me meer voorbeelden geven?
Welke communicatiemiddelen/ kanalen gebruikt u om informatie in te winnen?	- Zowel offline als online → en waarom? - Denk ook aan: folders, advertentie, face-to-face, beurzen, internet, website, social media	
Website: U zei dat u de website van een LMB gebruikte om informatie in te winnen, welke informatie zoekt u dan?	- Welke informatie wilt u hier graag vinden? - Occasions: welke informatie, prijs	
Facebook: U zei dat u wel/geen Facebook gebruikte in het aankoopproces van een trekker, waarom wel/niet?	- Welke informatie denkt u hier te vinden? - Indien geen Facebook account: Als u wel Facebook had, zou u dan wel dergelijke pagina's van LMB volgen? - Waarom wel/niet?	

	- Met welk doel zou u zo'n pagina volgen?	
Twitter? Gebruikt u Twitter om informatie in te winnen?	- Waarom wel/niet?	
Gebeurt er op de diverse media dingen die u overtuigt om het product te kopen?	- Welke dingen gebeuren er? - Wat mist u op deze media?	

Appendix F: Results content analysis

Tabel 1: Codeerschema website (*N* = 20)

Code		Codes	*n*
A	Heeft het bedrijf een website?	0 = Nee, het schema is klaar 1 = Ja, ga naar vraag B	0 20
	Algemeen		
B_1	Welke contactgegevens zijn aanwezig op de website?	1 = Adres 2 = Telefoonnummer 3 = E-mail adres	20 20 20
B_2	Waar zijn de contactgegevens aanwezig op de website?	1 = Alleen bij de pagina 'contact' 2 = Boven aan elke pagina 3 = Onder aan elke pagina 4 = Bij contact en de homepage	2 12 5 1
B_3	Is er de mogelijkheid om een contact formulier in te vullen?	0 = Nee 1 = Ja, op de website	9 11
C	Welke routebeschrijvingen zijn aanwezig op de website? *Bij 3: zoals Googlemaps of via de ANWB*	0 = Geen 1 = Alleen het adres 2 = Een uitgebreide beschrijving van de routemogelijkheden 3 = Een kaart met reismogelijkheden	2 10 1 7
E	Zijn de openingstijden te vinden op de website?	0 = Nee 1 = Ja	8 12
F	Zijn er nog andere foto's te vinden op de website, dan het logo en van de producten die ze verkopen?	0 = Nee 1 = Ja, _____	18 2 Rattlehum, Servicebus
	Structuur van de website		
G	Zijn er zoekmogelijkheden op de website?	0 = Nee 1 = Ja, voor de eigen website 2 = Ja, je gaat dan nog een algemene zoekmachine 3 = Ja, je kunt geavanceerd	7 8 0 5

		zoeken	
H_1	Geeft het bedrijf ook suggesties als je producten hebt bekeken?	0 = Nee 1 = Ja	19 1
H_2	Kun je de bekeken producten ook weer terug vinden in je geschiedenis?	0 = Nee 1 = Ja	2 18
I	Staan er continu foto's van nieuwe tractors en machines die ze verkopen op de 'homepage'? *Niet meenemen: laatst geplaatste machines*	0 = Nee 1 = Ja	11 9
J	Staan er op de 'homepage' de laatst geplaatste machines? *Recent stock, last placed offers*	0 = Nee 1 = Ja	11 9
K	Is er een bezoekersteller aanwezig?	0 = Nee 1 = Ja, aantal bezoekers: _____	20 0
	Promotie middelen		
L	De website is beschikbaar in de volgende talen:	1 = Nederlands 2 = Engels 3 = Duits 4 = Frans 5 = Anders,_____	19 2 1 0 0
M_1	Er staat een promotiefilm over het bedrijf op de website.	0 = Nee 1 = Ja, 1 film 2 = Ja, meerdere films	20 0 0
M_2	Hoe professioneel is de promotiefilm?	1 = De film is door een professioneel bedrijf gemaakt 2 = De film is door het bedrijf zelf gemaakt.	
N	Er staat een folder van het bedrijf op de website.	0 = Nee 1 = Ja	19 1
O_1	Er staan 'nieuws items' op de website.	0 = Nee 1 = Ja	6 14
O_2	Hoe zijn de nieuwsitems gevormd?	1 = Overgenomen van een andere website	2

		2 = De nieuwsitems zijn allemaal eigen nieuws items. 3 = De nieuwsitems zijn een mix van 1 en 2	11 1
P	Kunnen bezoekers van de website zich inschrijven voor een nieuwsbrief?	0 = Nee 1 = Ja	15 5
Q	Welke 'social media' worden er op de website benoemd?	1 = Facebook 2 = Twitter 3 = YouTube 4 = Instagram 5 = Google+ 6 = Anders, _____ 7 = Geen	6 5 2 1 1 1, LinkedIn 12
	Informatie over het bedrijf		
R	Is er informatie over het bedrijf te vinden op de website?	0 = Nee 1 = Ja, een (historische) tijdlijn 2 = Ja, het gaat over welke producten het bedrijf verkoopt	3 8 14
S	Welke 'personal touch' is er bij de website te vinden?	0 = Geen 1 = De medewerkers worden persoonlijk benoemd 2 = De tekst is in de wij-vorm geschreven 3 = Er zijn persoonlijke afbeeldingen te zien 4 = Er zijn foto's van het personeel en de directeur te zien 5 = Ondernemende generaties	5 3 9 3 3 1
T	Heeft het bedrijf nog een andere business dan de mechanisatie?	0 = Nee 1 = Ja, stalinrichting 2 = Ja, een winkel 3 = Ja, een verhuur 4 = Ja, grondverzet 5 = Ja, _____	5 5 8 4 3 5 Stalinrichting, ventilatie, mestverwerking,

			installatiebedrijf, witgoed, melktechniek
	Productinformatie		
U	Welke producten verkoopt het bedrijf?	1 = Nieuwe tractors en machines 2 = Gebruikte tractors en machines 3 = Onderdelen 4 = Gereedschap 5 = Voer 6 = Stalinrichting 7 = Anders,_____	19 20 19 7 1 4 4, ventilatie, mestverwerking, fietsen, witgoed, melktechniek
	Nieuwe tractors en machines		
V	Worden er nieuwe tractors en machines aangeboden op de website?	0 = Nee, ga naar vraag AA 1 = Nee, maar er is wel een doorlink naar de officiële site van het merk. Ga naar vraag AA 2 = Ja, ze staan op de website	5 10 5
W_1	Worden de nieuwe tractors en machines geïllustreerd met afbeeldingen?	0 = Nee, nooit 1 = Ja, altijd 2 = Ja, soms	0 5 0
W_2	Worden er meerdere afbeeldingen gebruikt?	0 = Nee, geen 1 = Nee, maar 1 2 = Ja, tussen de 1 en 5 3 = Ja, 6 of meer	0 1 3 1
W_3	Hoe zien de afbeeldingen eruit?	1 = Je ziet het product vanuit verschillende invalshoeken 2 = Het product is in- en/of uitgezoomd te zien 3 = Het product is alleen in zijn geheel te zien	2 2 1
X_1	Is er een beschrijving te vinden van het product?	0 = Nee, nooit 1 = Ja, soms 2 = Ja, altijd	0 1 4
X_2	Hoe ziet de beschrijving	1 = Er staat kort omschreven	2

	van het product eruit?	wat het product kan. 2 = De technische specificaties zijn benoemd 3 = Er is een doorlink naar de officiële website	 3 3
X_3	Staat de prijs van het product op de website?	0 = Nee, nooit 1 = Ja, meestal door 'prijs op aanvraag' 2 = Ja, de prijs staat er bij	3 1 1
X_4	Er is een promotiefilm bij de producten aanwezig.	0 = Bij geen enkele 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%	4 0 1 0 0
Y	Zijn er overtuigende elementen aanwezig?	0 = Nee 1 = Aanbieding 2 = Promotie film 3 = 'Specials' producten 4 = Anders	4 0 0 0 1, nieuw binnen
Z	Worden de websites van de officiële merken nog benoemd?	0 = Nee 1 = Ja	7 13
	Tweedehands tractors en machines		
AA	Worden er tweedehands tractors en machines aangeboden op de website?	0 = Nee, ga naar vraag EE 1 = Ja	1 19
BB_1	Worden de aangeboden tractors en machines geïllustreerd met afbeeldingen?	0 = Nee, nooit 1 = Ja, altijd 2 = Ja, soms	0 17 2
BB_2	Worden er meerdere afbeeldingen gebruikt?	0 = Nee, geen 1 = Ja, tussen de 1 en 5 2 = Ja, 6 of meer	0 11 8
BB_3	Hoe zien de afbeeldingen eruit?	1 = Je ziet het product vanuit verschillende invalshoeken 2 = Het product is in- en/of uitgezoomd te zien 3 = Het product is alleen in zijn geheel te zien	19 10 4
CC_1	Is er een beschrijving te	0 = Nee, nooit	0

	vinden van het product?	1 = Ja, soms 2 = Ja, altijd	2 17
CC_2	Hoe ziet de beschrijving van het product eruit?	1 = Er staat kort omschreven wat het product kan. 2 = De technische specificaties zijn benoemd 3 = Anders,_____	5 14 0
CC_3	Staat de prijs van het product op de website?	0 = Nee, nooit 1 = Ja, meestal door 'prijs op aanvraag' 2 = Ja, de prijs staat er bij	6 6 7
CC_4	Er is een promotiefilm bij de producten aanwezig.	0 = Bij geen enkele 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%	19 0 0 0 0
DD	Zijn er overtuigende elementen aanwezig?	0 = Nee 1 = Aanbieding 2 = Promotie film 3 = 'Specials' producten 4 = Product van de week 5 = 'countdown' occasion	13 3 0 1 1 1
EE	Is er een webshop aanwezig op de website?	0 = Nee 1 = Ja, voor hele tractors en machines 2 = Ja, voor onderdelen van de tractors en machines 3 = Ja, webshop van een ander bedrijf	13 0 2 5
FF	Wat wordt er gezegd over de service van het bedrijf?	0 = Niets 1 = Alleen over de reparatie 2 = Acties (winterbanden e.d.) 3 = Afleveringsmogelijkheden 4 = Een keurmerk: VCA erkend, COM-keur, trekkerkeuring	6 12 3 2 7
GG	Wordt er nog iets gezegd over de algemene voorwaarden?	0 = Niets, ze staan niet op de website 1 = Ja, ze zijn gespecificeerd op het bedrijf	18 2

		2 = Ja, het zijn algemene 'algemene voorwaarden' 3 = Alleen iets in het algemeen	0 0
HH	Hoe prominent staan de leveringsvoorwaarden op de website?	0 = Niet 1 = Onderaan de website is een link te zien 2 = In de menubalk 3 = Anders, ____	19 0 0 0 1 download op homepage

Tabel 2: Codeerschema Facebook (*N* = 15)

Code		Codes	*n*
A	Heeft het bedrijf een Facebook pagina?	0 = Nee, het schema is klaar 1 = Ja, ga naar vraag B	5 15
	Algemeen		
B	Hoeveel likes heeft de pagina?		Sum 14613
C	Wat laat de profielfoto van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding	8 2 5 0 0
D	Wat laat de 'header' van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding	2 4 9 0 0
E	Is er een button met 'neem contact op met…'?	0 = Nee 1 = Ja	13 2
F	Organiseert het bedrijf evenementen via Facebook?	0 = Nee 1 = Ja	9 6
G	Heeft de pagina nog andere pagina's dan normaal?	0 = Nee 1 = Ja, 'klanten vertellen' 2 = Ja, 'voorraad' of 'occasions'	14 0 1

		3 = Ja, 'e-mail sign up'	0
H	Welke gegevens van het bedrijf zijn op de pagina te vinden?	1 = Contactgegevens 2 = Informatie over het bedrijf 3 = Welke producten ze verkopen	15 8 6
	Posts on Facebook		
I	Hoeveel berichten zijn er de laatste twee maanden geplaatst? *Indien meer dan 25, hou bij de volgende vragen de laatste 25 geplaatste berichten in je achterhoofd. Indien 0, hou dan ook de laatste 25 geplaatste berichten in je achterhoofd.*		Sum 211
J_1	Hoeveel van deze berichten laten aanbiedingen zien?		Sum 9
J_2	Hoeveel van deze berichten laten zien welke producten en machines het bedrijf te koop heeft of heeft verkocht?		Sum 91
J_3	Hoeveel van deze berichten gaan over evenementen die ze hebben georganiseerd/gaan organiseren/waar ze met een stand staan?		Sum 23
J_4	Hoeveel van deze berichten zijn gedeeld?		Sum 30
J_5	Hoeveel van deze berichten zijn persoonlijk? *Vb. overleden, verjaardag*		Sum 10
J_6	Hoeveel berichten gaan over een veranderende profiel- of omslagfoto?		Sum 12

J_7	Hoeveel van deze berichten gaan over het bedrijf zelf? *Vb. vacature, veranderende openingstijden, kerstwensen*		Sum 35
K	Hoeveel van deze berichten worden gecombineerd met een afbeelding?		Sum 197
L	Hoeveel likes hebben de berichten gehad?	Laagste: _____ Meeste: _____ Totaal: _____	Sum 47 Sum 1277 Sum 4864
M	Hoeveel 'comments' zijn er op deze berichten geweest?	Laagste: _____ Meeste: _____ Totaal: _____	Sum 0 Sum 141 Sum 38
N	Wat is voornamelijk de inhoud van de 'comments' van de bezoekers?	1 = Mensen getagt 2 = Reactie op de foto	10 5
O	Hoeveel van deze berichten zijn gedeeld door andere mensen?	Laagste: _____ Meeste: _____ Totaal: _____	Sum 2 Sum 268 Sum 319
	Recencies		
P	Reageert het bedrijf op berichten van bezoekers?	0 = Nooit 1 = Bij 1 – 25% 2 = Bij 26 – 50% 3 = Bij 51 – 75 % 4 = Bij 76 – 100%	5 5 2 2 1
Q_1	Hoeveel 'reviews' zijn er op Facebook gegeven?		Sum 187
Q_2	Welk cijfer heeft de consument het bedrijf gegeven? *'stars'*		Sum 58,70

Tabel 3: Codeerschema Twitter (*N* = 5)

Code		Codes	*n*
A	Heeft het bedrijf een Twitter account?	0 = Nee, het schema is klaar 1 = ja, ga verder naar vraag B	15 5

	Algemeen		
B	Hoeveel volgers heeft het bedrijf? followers		Sum 2762
C	Hoeveel accounts volgt het bedrijf? following		Sum 2530
D	Wat laat de profielfoto van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding	1 1 3 0 0
E	Wat laat de 'header' van de pagina zien?	1 = Het logo 2 = Het bedrijf zelf 3 = Producten wat het bedrijf verkoopt 4 = Aanbieding 5 = Geen afbeelding	0 2 2 0 1
F	Welke informatie over het bedrijf is te vinden op dit account?	0 = Niets 1 = Website 2 = Informatie over welke producten het bedrijf verkoopt	0 5 5
	Tweets		
G	Hoeveel tweets zijn er de laatste 2 maanden geplaatst? *Indien meer dan 25, hou bij de volgende vragen de laatste 25 geplaatste berichten in je achterhoofd.*		Sum 72
H_1	Hoeveel veel van deze tweets zijn zelf geplaatst?		Sum 32
H_2	Hoeveel van deze tweets zijn 'geretweet'?		Sum 5
H_3	Hoeveel van deze tweets zijn automatisch geplaatst? *'doorlinks' van bijv. de website of Facebook*		Sum 25
I_1	Hoeveel van deze		Sum 9

	tweets laten aanbiedingen zien?		
I_2	Hoeveel van deze tweets laten zien welke producten en machines het bedrijf te koop heeft of heeft verkocht?		Sum 40
I_3	Hoeveel van deze tweets gaan over evenementen die ze hebben georganiseerd/gaan organiseren?		Sum 6
I_4	Hoeveel van deze tweets zijn persoonlijk? *Vb. overleden, verjaardag, vacature*		Sum 7
J	Hoeveel van deze tweets zijn gecombineerd met een afbeelding?		Sum 20
K	Hoeveel 'vind ik leuks' hebben deze berichten gehad? *Het hartje bij elke tweet*	Laagste: _____ Meeste: _____ Totaal: _____	Sum 0 Sum 3 Sum 6
L	Hoevaak zijn deze tweets 'geretweet' door andere mensen?	Laagste: _____ Meeste: _____ Totaal: _____	Sum 1 Sum 14 Sum 29
M	Hoeveel 'comments' zijn er op deze berichten geweest?	Laagste: _____ Meeste: _____ Totaal: _____	Sum 0 Sum 0 Sum 0
N	Wat is voornamelijk de inhoud van de 'comments' van de bezoekers?	1 = Positief 2 = Negatief 3 = n.v.t.	0 0 5
O	Hoe reageert het bedrijf op de tweets waarin ze benoemd worden?	0 = Niet 1 = Retweet 2 = Retweet en like	0 1 1

	Benoemd worden kan door @ of #	3 = n.v.t.	3