

# Tilburg Innovation Centre

The Business Growers



## Group 21 - Project Facelift

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# Introduction

This strategic advisory report is especially designed for Tilburg Innovation Center. The purpose of this paper is to create a new business strategy that will reposition TIC in the business market.

Stimulating growth in the market, helping innovative companies and providing tailored consultancy for businesses who need a little extra coaching is the main objective of TIC. Therefore it is important that TIC discovers and creates their own identity. This plan contains a strategic advice based on an online proposition. At this moment TIC doesn't have an online identity. Potential new customers can find some information about TIC on their website, but the information that is provided is very minimal. A website is like a business card, behind every strong company is a good website.

Besides an online media policy this plan also contains a guideline of how TIC can present themselves at the 'Nu & Straks' festival in Tilburg. The city festival is organized to celebrate the quality of life and gives the tools how to do that. TIC will attend the festival, to present themselves to the audience as renewed, reinvigorated and to proof that they are back, stronger than ever. The execution of the presentation during the event, and the pre- and post-activities is also described within the plan. To bring TIC online to live is an important objective of this report.

If there are any questions or remarks concerning this report, don't hesitate to contact us. We are more than willing to explain our choices and answer your questions.

Kind regards,

Hanneke Beers  
Maxime Piëtte  
Yoei Sweep  
Hilde Wikkerink  
Sjoerd Vermaak  
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# Chapter 1. Management Summary

This chapter will give you a brief summary of what the chapters in the Strategic Advice are about.

## 1.1 Infinite Concepts

Infinite Concepts is an organization run by six enthusiastic students that all have a passion for event, music and entertainment. The unique thing about our company is that we are well attuned to each other. Our vision is to reach great strategic results by combining creativity and professionalism. Our mission is to deliver high quality strategic advice that will have a positive influence on the customer in the long term.

## 1.2 TIC: Tilburg Innovation Center

TIC stimulates innovative and promising entrepreneurs and companies (start-ups) in different branches by using various services such as personal and business coaching network events. In 2013, TIC run into trouble and had to minimize to a one-man company, therefore there is a limited budget.

### Pillars

TIC works with three pillars, these pillars distinguish TIC from other companies:

- Market and Business Development
- Funding
- Gaining Knowledge and Valorization

### Mission, vision and goal

*Mission:* Helping and assisting innovative companies with their grow and the associated entrepreneurial issues.

*Vision:* TIC wants to strengthen the economy by giving entrepreneurs the chance to commercialize their innovative ideas and to make their business grow.

*Goal:* Making Noord-Brabant a interesting place for national and international companies and making the economic and working environment positive.

### Business partners

TIC has a own eco-system, the TIC-ecosystem. TIC is both a public and private initiative; their stakeholders and partners help the TIC ecosystem in its mission and purpose.

## 1.3 Result of the analysis

Service Brand Model: We can't speak of good brand equity at TIC

Touchpoint model: Even though the communication is not perfect according to the model, TIC is still doing an okay job on the communication level.

Osterwalder Business Model Canvas: TIC needs to formulate their identity and value proposition in a better way.

Experience model Goossen: TIC needs to offer their (possible) clients more and detailed information on the website, so they can get a better view of what TIC does and what it is.

Empathy map: Innovative companies are often more positive than non-innovative companies about their employment, sales volume and profit, innovation is a form of investment.

#### 1.4 Concept

The concept Infinite Concepts created is called Facelift. With this concept we want to increase the brand awareness in the surroundings of Tilburg. To achieve this goal, TIC first has to make sure that the branding is more complete. They have to present their services and identity in the best possible way. And that is where the concept Facelift can help them.

#### 1.5 Strategic advice

Our strategic advice consists of multiple improvements. We advise in the social media policy, website structure, moments of contact between the customer and TIC, the missing of unique selling points and the use of new media. We have come to the conclusion that our strategy involves mostly to inform.

##### New media: storytelling

TIC is offering great services and advices to entrepreneur's whom are working for 1 or 2 years for themselves. Infinite Concepts advices to work with a new method of attractive explaining, which is called storytelling, in the form of an animated explanation video.

##### Website

Infinity Concepts believes that renewing the website is extremely imported in order to renew TIC's position in the market and in order to gain a more modern image, as mentioned in other parts of our masterplan.

##### Social media

Nowadays Social Media is part of everyone's lives. Companies can make great use of that given fact. The following aspects are considered for the choice of the platforms:

- Creating a clear and complete online business environment
- Providing information for potential clients
- Stimulating stakeholders to participate with TIC
- Interact with the target group
- Offering advice and guidance

##### Contact moment

For a perfect communication between the customer and the company it's important that the touchpoints are divided equally within the pre-purchase stage, the purchase stage and the post-purchase stage. The post-purchase phase contains the least contact moments, which is understandable as you know that the customers stay with TIC for a while. The purchase phase contains the most contact moments, as this is the most important phase.

##### USP's

TIC has confirmed that they have a unique view at potential competitors. TIC is not afraid for competitors; if you can't beat them, join them. TIC also wants to share its knowledge and help other companies to get in touch with each other. TIC has a large network and it is important to use this as a benefit.

### Nu & Straks

The 'Nu & Straks' festival is organized for several targetgroups. Students and teachers of the Fontys Academy for Creative Industries will collaborate with several organisations from the Tilburg region. The festival will be held at the Spoorzone.

### During

At the workshop at Nu & Straks festival the visitors get to know TIC and what they are offering. By mailing a flyer, we want to trigger the existing network of TIC and Facebook can be used to appeal to a broader audience.

## Chapter 2. Infinite Concepts

This chapter will give you some insight in what Infinite Concepts stands for as a company and which individual skills make sure that this team is so attuned to one another.

Infinite Concepts is an organization run by six enthusiastic students that all have a passion for event, music and entertainment. The unique thing about our company is that we are well attuned to each other. We all have our individual qualities, which we can use in every single project. We work with a tight schedule; this leads to a good individual and a good group work atmosphere. This is the strength of Infinite Concepts. Creativity, professionalism, reliability and precision are our key values. Within every project we aim for the best result by using our strengths and values.

Infinite Concepts believes in creating success by providing an original strategic advice, tailor-made for the client. We are committed to understanding specific needs and finding a solution to provide the necessities for these specific needs. We help the client by providing a variety of strategic options and a plan to enter a new market or expand in the existing market. Therefore we will make a detailed study of the market and growth potential.

Our vision is to reach great strategic results by combining creativity and professionalism. Our mission is to deliver high quality strategic advice that will have a positive influence on the customer in the long term.

### 2.1 Our team

#### Sjoerd Vermaak

Sjoerd is the chairman of the group. The 21-year-old student likes taking the lead in challenging projects and guiding the group towards great results.

#### Hilde Wikkerink

Hilde is vice-chairman of the group. The 23-year-old student likes working together as a group, but when necessary she knows how to be a good leader. Her aim is always to deliver a neat and outstanding product.

#### Marloes van Zeeland

Marloes is one of the editors of the group. With her passion for words and language and strive to succeed, the 26-year-old student will edit all documents.

#### Hanneke Beers

Hanneke is also an editor. The 20-year-old creative thinker is somewhat of a perfectionist and is therefore a good addition to the editing team.

#### Yoeni Sweep

Yoeni is responsible for the lay-out. This detail-minded student is 25 years old and is a professional in structuring documents.

#### Maxime Piette

Maxime is the secretary. The 21-year-old perfectionist knows the importance of clear communication and is a good listener.



# Chapter 3. Tilburg Innovation Center

This chapter will tell more about TIC as a foundation, its pillars, goals, mission and vision.

Tilburg Innovation Center is a foundation and is an initiative from multiple companies in Tilburg and the government of Tilburg, in 2006 they received a Stimulus subsidy. TIC stimulates innovative and promising entrepreneurs and companies (up and running start-ups from older than one year) in different branches by using various services such as personal and business coaching network events. TIC also helps companies to grow and develop in the market. TIC wants to provide a monthly entrepreneur consultation, but lately there have been no consultations. These consultations are open to innovative, ambitious entrepreneurs. TIC helps these group of entrepreneurs with their questions and their possible support request for a small repayment. In 2013, TIC run into trouble and had to minimize to a one-man company, therefore there is a limited budget.

## 3.1 Pillars

TIC works with three pillars, these pillars distinguish TIC from other companies. Besides that, these pillars can be used to make a customized growth plan in collaboration with entrepreneurs. These pillars are:

- Market and Business Development
- Funding
- Gaining Knowledge and Valorization

## 3.2 Mission, vision and goal

*Mission:* Helping and assisting innovative companies with their grow and the associated entrepreneurial issues.

*Vision:* TIC wants to strengthen the economy by giving entrepreneurs the chance to commercialize their innovative ideas and to make their business grow.

*Goal:* Making Noord-Brabant a interesting place for national and international companies and making the economic and working environment positive.

## 3.3 Businesspartners

TIC has a own eco-system, the TIC-ecosystem. These partners include business coaches, service partners, government institutions and entrepreneurs. TIC is both a public and private initiative; their stakeholders and partners help the TIC ecosystem in its mission and purpose. A few of these businesspartners are:

- Acceleration business development
- Brabantse Ontwikkelings Maatschappij
- RTE Adviesgroep
- Rabobank
- Syntens
- Plato
- Excellent Presenteren

## Chapter 4. Result of the analysis

To answer the main question 'How can TIC position themselves in a new way to attract more people of their interest groups?' Infinite Concepts analysed components, like brand identity, target group, value proposition and the customer needs of TIC. By using several models such as the Touchpoint model and Osterwalder's Business Model Canvas, we came to some conclusions.

Brand Equity seemed to be a problem for TIC, as it is virtually non-existent. TIC doesn't write their own content on Social Media channels, and social media such as Twitter are not used at all. There is no external brand communication either. Think of publications in (local) media.

We have also come to the conclusion that TIC needs to offer their clients more and detailed information on TIC's website. It is unclear what TIC is and what TIC stands for.

The summaries of analyses are described below.

### 4.1 Service Brand Model

We can't speak of good brand equity at TIC

- TIC is not writing their own content on Social Media channels
- Twitter is actually not being used at all
- There is not external brand communication such as publications in media

### 4.2 Touchpoint model

Even though the communication is not perfect according to the model, TIC is still doing a good job on the communication level. If they decide to create some new touchpoints, such as the use of social media to make it easier to get in touch and the use of a back up touchpoint in the post-purchase stage, they would come close to the perfect communication between the customer and their company.

### 4.3 Osterwalder Business Model Canvas

The conclusion based on the filled-in canvas is that TIC needs to formulate their identity and value proposition in a better way. The canvas shows the wide variety of key partners, customer segments and activities. Because there are so many aspects it is a bit confusing and somewhat messy to find out what it is that TIC actually does, what their value proposition is and how they want to distinguish themselves from the competition.

### 4.4 Experience model Goossens

Infinite Concepts came to the conclusion that TIC needs to offer their (possible) clients more and detailed information on the website, so they can get a better view of what TIC does and what it is. Our goal, for this model in particular, is that the evaluation of people's experiences will lead to confirmation or a positive disconfirmation. In this way we can connect new companies and clients to TIC and renew their position in the market.

#### 4.5 Empathy map

The empathy map is used to understand the Target Group. This map can be filled in via different points to research. For example, what does the target group think and feel, what do they hear, what do they say and do, what do they see and their pains and gains. When Infinite Concepts filled out this model, we came to the following conclusion. Innovative companies are often more positive than non-innovative companies about their employment, sales volume and profit. Innovation is a form of investment. The regular customers of the companies provide the most profit according to MKB Servicedesk (2013), but the companies can also ask for subsidy. A lot of middle range businesses (more than 60 per cent) are family businesses. Family is a number one priority in these companies and it can lead to the fact that these companies do not want to innovate. Companies in the middle range business (MKB) are not up-to-date when it comes to online marketing. Innovation can result in fear for the lost of existing jobs because innovation can lead to mechanization.

## Chapter 5. SWOT Analysis

According to our analyses, we created the following SWOT Analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- TIC has distinctive services.</li> <li>- TIC brings different businesses together.</li> <li>- There is a lot intern knowledge, this is due to the presence of coaches</li> <li>- TIC is not afraid of their competitors</li> <li>- TIC has a large network consisting of professionals.</li> </ul>	<ul style="list-style-type: none"> <li>- The structure of TIC's organization</li> <li>- TIC's financial management</li> <li>- TIC has no clear core values</li> <li>- The external communication is not clear</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Technological developments</li> <li>- There are more and more entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>- TIC's competitors</li> <li>- Economical crisis</li> <li>- TIC has a limited budget and no subsidy</li> </ul>

## Chapter 6. Concept

This chapter will tell you more about the concept that Infinite Concepts has created for TIC and what the thoughts are behind this.

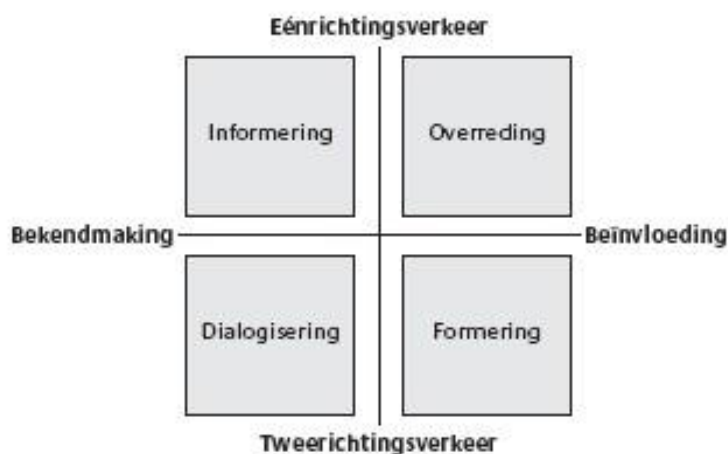
Infinite Concepts started brainstorming about a concept for TIC; Tilburg Innovation Center. Cecile, the CEO of TIC, gave Infinite Concepts a lot of important information about the lifecycle of TIC and she was well aware of the improvements her company had to make. This was a very good contribution for our brainstorm. Cecile mentioned that she wasn't very up to date concerning social media and the website. So Infinite Concepts saw a lot of opportunities in that area. Besides that, Cecile told Infinite Concepts that there was a lot of competition in the surroundings of Tilburg. So another aim is to distinguish TIC more from their competition. So the main goal is to reposition TIC in the market and like she literally said: 'Do it totally different this time.'

The concept Infinite Concepts created is called Facelift. In this concept we do not want to change the services or the identity of TIC, but we do want to change the look and feel of the company. With this concept we want to increase the brand awareness in the surroundings of Tilburg. But to achieve this goal, TIC first has to make sure that the branding is more complete. They have to present their services and identity in the best possible way. And that is where the concept Facelift can help them.

## Chapter 7. Strategic advice

In this chapter the strategic choice in communication will be explained and substantiated.

Our strategic advice consists of multiple improvements. These improvements are all necessary to build on a stronger branding and make sure that the brand awareness is increasing. We advise in the social media policy, website structure, moments of contact between the customer and TIC, the missing of unique selling points and the use of new media.



Infinite Concepts used the communication crossroad of Betteke van Ruler to determine the strategy for TIC. On the vertical axis is a separation between a one-way-traffic communication and the two-way traffic communication. In our advice TIC will send a lot of information to their interest group, and is not trying to receive a reaction back. On the horizontal axis we see a separation between 'publication' and 'influencing'. Infinite Concepts advises to focus on the publication of the communication of TIC. So we have come to the conclusion that our strategy involves mostly informing. (Berg, 2015)

## Chapter 8. New media: storytelling

TIC is offering great services and advices to entrepreneurs whom are working for 1 or 2 years for themselves. They can help them with business development, funding and use their knowledge to help other businesses. But these services are a bit abstract and sometimes hard to explain to a layman. How can you make these services more interesting to explain and more attractive?

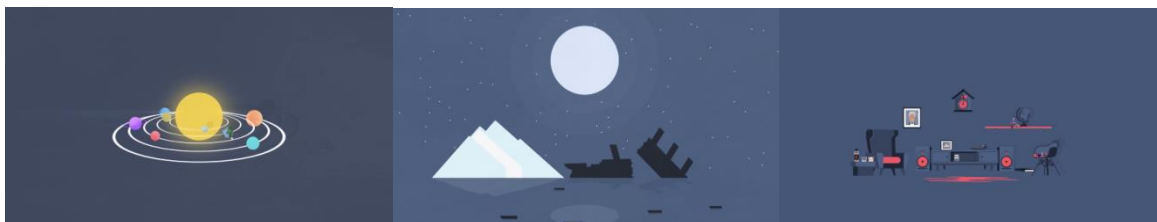
Infinite Concepts advises to work with a new method of attractive explaining, which is called storytelling. You can use storytelling in multiple ways, but Infinite Concepts suggests using Animated Explanation Videos or explainer videos. In this way you can literally combine entertainment with explanation.

There are multiple ways why TIC should use animated explanation videos. One of them is that our brain is better in handling loose facts when they are presented into a coherent whole. Such stories trigger us to project the given facts on ourselves or on familiar situation.

Second of all is that TIC has a lot of complex information to offer on their website. The average website visitor can only concentrate for a few minutes on a text. With an animated explanation video TIC can focus on the essence of their services and won't lose their audience.

Not only is an animated explanation video great for explaining difficult information, but also to visualize your corporate identity. Animation is very good tool to visualize the identity of TIC; it makes TIC recognizable and unique.

And last but not least, is that TIC can distinguish themselves with an animated explanation video. Because you present your company in a unique way, whereby you attract your viewers with humour and recognizable stories. (Bruijn, 2015)



## Chapter 9. Website

Cecile Franssen, CEO of TIC, mentioned that she was planning to renew the website for a long time already. Despite several attempts she didn't come to renewing the website of TIC yet. She now pushed it aside to give priority to other tasks. Infinite Concepts believes that renewing the website is extremely important in order to renew TIC's position in the market and in order to gain a more modern image, as mentioned in other parts of our masterplan.

First of all, the website needs to be completely renewed. It doesn't have to be a very complex website; a simple but clear website would be enough. Also the new style and logo will be implemented in the layout of the website. Currently the website seems a little unprofessional because of the big textboxes with plain text; not put in a own style.

The navigation of the website isn't very convenient as well, there is a lot of information to be found on the website but more isn't always better. Infinite Concepts thinks that it's more important to determine what you want to tell your customer and to decide what's interesting and handy for your customer to know.

Also, the customer shouldn't have to search for the most important messages that you want them to know (corporate story) but it should speak for itself (implemented in homepage or house style). This matters a lot because the average website visitor can only concentrate for a few minutes, in these few minutes you need to deliver the most important message. (Bruijn, 2015)

Furthermore we have experienced that the user experience isn't too good, due to the major inactivity of the website and its out-dated content. Because of bad experiences from TIC's target group with the website, it could be possible that they will not return to the website and maybe even think that TIC isn't active as a company anymore. That shouldn't be the meaning of having a website; a website should be a trigger for (potential) customers to get in touch with the company, not to scare them off.

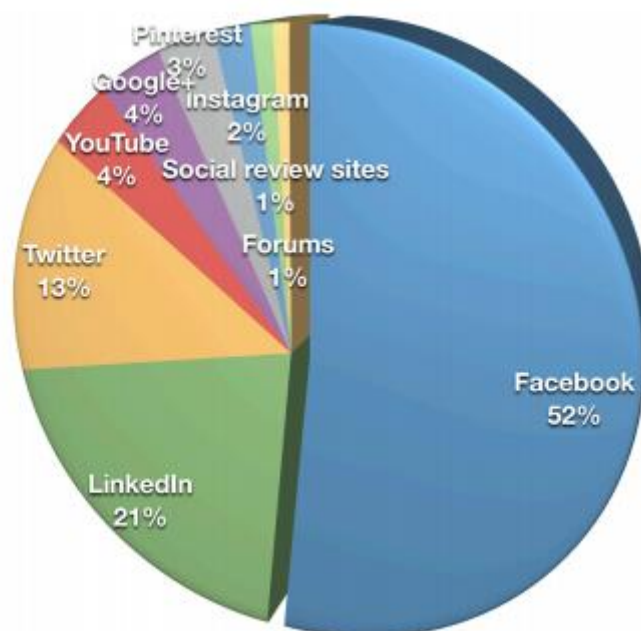
Infinite Concepts has done a SEO check with the free trial of Powermapper, the results were very bad; TIC scored a 63% issue rating on all pages. Also it scored very badly at the findability on different search engine operators like Google, Bing and Yahoo. Most of these issues are caused by bad usage of URL's for search optimization. Also pictures that are used on the website are not always viewable on different browsers. The test shows a lot of errors within the usability as well, such as the usage of fonts that are only viewable on Mac's etcetera. Within the new website, such errors will be avoided and the website will be constantly monitored on usability and search engine optimization. (Powermapper, 2015)

## Chapter 10. Social media

This chapter will give a clear view about why social media is so important for companies and why TIC should take advantage of it.

Nowadays Social Media is part of everyone's lives. Companies can make great use of that given fact. It is a perfect way to put your company on the online map and create brand awareness. It gives a business the opportunity to position themselves online and to attract new customers. Another advantage is that the use of Social Media can reach a lot of people with low costs. Worldwide 3.010 billion people have access to the Internet. An estimated 2.078 billion people have a Social Media account and 1.685 billion people actually use these accounts on a frequently basis. In the Netherlands 10,4 million people have access to the Internet (CBS, 2015). Nine out of ten people in the Netherlands have an account on a social media platform. According to CBS Dutch people score above average when it comes down to participation on social media. 53 per cent of Dutch companies use social media on a daily basis. With this percentage the Dutch businesses score above the average of 33 per cent of social media business use in European countries. These numbers are the basis for the choices made concerning positioning TIC on social media platforms. The platforms that are chosen are described and explained each individually. The following aspects are considered for the choice of the platforms:

- Creating a clear and complete online business environment
- Providing information for potential clients
- Stimulating stakeholders to participate with TIC
- Interact with the target group
- Offering advice and guidance



*The most important platforms according to businesses  
Source: Social Media Marketing Report, Social Media Examiner 2015*



## 10.1 Facebook

Facebook is a very popular medium used by both businesses and consumers. Almost 9,4 people have an account. An approximately 6,6 million accounts are used on a daily basis (Facebook, 2015) Facebook offers a relatively inexpensive solution to reach a huge target group. Besides that fact, Facebook has a lot of possibilities for integrating with other social media accounts such as Instagram, Twitter and YouTube. Currently TIC is using Facebook to publish articles that are written by others. They don't create own content that they can publish. To attract more followers and to interest their current followers, the creation of own content is relevant. Examples of own content can be:

- Advice about leading a business
- Stories from experienced business coaches
- Inspiring and motivational quotes

## 10.2 LinkedIn

LinkedIn is a social networking site specifically designed for the business community. Main goal of the site is to allow members to establish a business network. LinkedIn provides members an opportunity to develop their professional online identity and meet with new business connections. The site currently has over 300 million members from 200 countries, representing 170 industries. Over 3,8 million Dutch people have a LinkedIn account and 0,4 million people use their account on a daily basis (LinkedIn, 2015). The platform is not only useful for brand visibility, but also for building and sustaining a useful community around your products and services. Currently TIC doesn't use LinkedIn efficiently, meaning that they are not very active on the platform and the last posts are from months ago. Examples of what TIC can do with their profile are:

- Submitting relevant updates: Post about recent developments, completed projects, new or other aspects that show the business is active and serious.
- Using visuals for updates: LinkedIn is not a very visual network. Create a positive experience for your followers and the brand awareness.
- Participate in other groups: Be active in other communities and interact with other members. Engage in an actual conversations.
- Interact with people: Despite the professional focus, LinkedIn is a social network. Be social and engage with people. LinkedIn helps you to interact with the right people, and with people who can be of extra value for TIC.

## 10.3 Twitter

Twitter is a short message communication tool that allows their users to send out messages up to 140 characters long. It is also called micro blogging. Tweets can include links to content such as articles, pictures and videos and is a good platform to provide web care. In the Netherlands 2,8 million people have a Twitter account. 1 million members send out tweets on a daily basis. TIC is one of the 2,8 million members that have an account. They are actually not one of the one million people that tweet daily. The last tweet was six months ago. When looked at the Twitter behaviour of TIC it is remarkable to see that the only tweets TIC posts are reposts. They don't create own twitter content. Examples of what TIC can do with Twitter:



- Observe competitors: see what others are doing and develop and improve your own content strategy by seeing what other people do and how it is received.
- 80/20 principle: 80% of your tweets should be focused on interaction with followers. Examples are relevant retweets, replies, questions and favourites.
- Helpful advice: Give helpful advice/consultancy to followers
- Customer spotlight: Highlight a positive review to show customers that you appreciate them and what they mean to your business.
- Behind the scenes: Update about business coaches and their current activities
- Trends: Tweet about the latest trends within the industry

## 10.4 Content & Maintenance

A good structure and clear rules are important to implement and maintain a healthy social media policy. An editorial calendar can help with the execution of the policy. The schedule gives an accurate overview of all the content that needs to be placed and is a good tool to make sure the content that will be placed is relevant. It is an efficient way of planning. The guidelines created for the editorial calendar is as followed:

Facebook: 5 posts per week  
LinkedIn: 3 updates per week  
Twitter: 5 tweets per week

Example of an editorial calendar:

Date	Platform	Type of Content	Publication	Subject	Author	Tags	Leads to action customer
<b>Week 1</b>	Facebook	Photo/Text	Mo/We/Thu/Fri/Su	Business advice / Photo events/ Relevant videocontent	TIC Employee		
	LinkedIn	Discussions/Connections	Mo/Wed/Fri	Successstories clients / Discussions / Relevant documents	TIC Employee		
	Twitter	Webcare/Text	Mo/Tue/We/Thu/Fri	Motivational quotes / Photo's network events	TIC Employee		
	Website	Mailing/Blog	Monday	Update about company / Blog / Newsletters	TIC Employee		
<b>Week 2</b>	Facebook	Photo/Text	Mo/We/Thu/Fri/Su	Business advice / Photo events/ Relevant videocontent	TIC Employee		
	LinkedIn	Discussions/Connections	Mo/Wed/Fri	Successstories clients / Discussions / Relevant documents	TIC Employee		
	Twitter	Webcare/Text	Mo/Tue/We/Thu/Fri	Motivational quotes / Photo's network events	TIC Employee		
	Website	Mailing/Blog	Monday	Update about company / Blog / Newsletters	TIC Employee		
<b>Week 3</b>	Facebook	Photo/Text	Mo/We/Thu/Fri/Su	Business advice / Photo events/ Relevant videocontent	TIC Employee		
	LinkedIn	Discussions/Connections	Mo/Wed/Fri	Successstories clients / Discussions / Relevant documents	TIC Employee		
	Twitter	Webcare/Text	Mo/Tue/We/Thu/Fri	Motivational quotes / Photo's network events	TIC Employee		
	Website	Mailing/Blog	Monday	Update about company / Blog / Newsletters	TIC Employee		
<b>Week 4</b>	Facebook	Photo/Text	Mo/We/Thu/Fri/Su	Business advice / Photo events/ Relevant videocontent	TIC Employee		
	LinkedIn	Discussions/Connections	Mo/Wed/Fri	Successstories clients / Discussions / Relevant documents	TIC Employee		
	Twitter	Webcare/Text	Mo/Tue/We/Thu/Fri	Motivational quotes / Photo's network events	TIC Employee		
	Website	Text	Monday	Update about company / Blog / Newsletters	TIC Employee		
	Facebook			Twitter			
	LinkedIn			Website			

The calendar can be filled in with the wishes and needs of TIC. The canvas above is just an example and needs further additions from the company itself. With the schedule it's easy to plan who is going to write what kind of content, subjects of content, date of publications and which keywords and tags will be used. Posts can be planned for certain dates and written in advance. That saves the company time and is an effective way to work, because it is very clear what is expected from who on which date.

## 10.5 Integration of platforms

The use of Social Media platforms can be integrated within the website and the Facebook account. Tweets can be directly connected to the Facebook page, as well as LinkedIn updates. By doing so, people will be directed towards the other channels of TIC, and not just remain on the Facebook page. The result is that the number of followers on Twitter or the connections on LinkedIn can be positively influenced.

# Chapter 11. Contact moment

After doing research with the Touchpoint model to see what the contact moments are, the following conclusion came up. For a perfect communication between the customer and the company it's important that the touchpoints are divided equally within the pre-purchase stage, the purchase stage and the post-purchase stage. It is understandable that there are many more touchpoints in the purchase stage because this is the longest and most important phase.

On the TIC website they say that, for some customers, the step to ask for help is a big one. They try to make that step smaller by organizing Entrepreneur consultation hours. (TIC ondernemersspreekuur) By looking at this model it is also possible to make that step smaller by using more pre-purchase touchpoints or use them in a better way, as we don't see that much information about the company on their social media accounts. (TIC Twitter) (TIC The Business growers) Social Media is used by so many people nowadays, it's a great way to communicate with potential customers in a casual way and it creates relationships with (potential) customers without TIC asking the customers to take a (big) step. (Cisnero)

The post-purchase phase contains the least contact moments, which is understandable, as you know that the customers stay with TIC for a while. Even though it is pretty logical, creating new contact moments in that phase is possible. There was not much information to be found about what happens when a customer leaves TIC. TIC could for example create a 'back-up touchpoint' for the customers who feel like they have grown enough, but still want something to get back to when they have a question or a problem.

Even though the communication is not perfect according to the model, TIC is still doing a good job on the communication level. If they decide to create some of the touchpoints mentioned above, they would come close to the perfect communication between the customer and their company.

*See the appendix to see the whole Touchpoints analysis.*

## Chapter 12. USP's

This chapter tells why Unique Selling Points are so important and shows some tools about how to form these.

A good way to capture the meaning of Unique Selling Points according to a report by Talabi (2012) is asking yourself the following sentences: what makes you more unique, more valuable, and more visible in the market? You have to be unique to be successful in this highly competitive world.

Tilburg Innovation Center should exclude themselves from other companies and this requires Unique Selling Points. According to a report (Talabi, 2012), having Unique Selling Points will help to improve the marketability and positioning of your company by accomplishing three things:

1. Unique - It will set you apart from your competition and helps to positioning your company
2. Selling - It persuades another to exchange money for a product or service.
3. Proposition – Your offers to your Target Group

In the current business model there are no clear Unique Selling Points. Because the lack of USP's, TIC cannot distinguish itself from the outside, therefore good USP's should be established.

TIC has confirmed that they have a unique view at potential competitors. TIC is not afraid for competitors; if you can't beat them, join them. TIC also wants to share its knowledge and help other companies to get in touch with each other. TIC has a large network and it is important to use this as a benefit.

## Chapter 13. Nu & Straks

This chapter is about the event 'Nu & Straks' on which TIC is planning to meet (potential) customers by having an active role onsite.

### 13.1 Target Group 'Nu & Straks'

The 'Nu & Straks' festival is organized for several target groups. Students and teachers of the Fontys Academy for Creative Industries will collaborate with several organisations from the Tilburg region. The festival will be held at the Spoorzone. Sharing knowledge is the main goal of the event. Just as sharing knowledge is an important goal within TIC. Therefore TIC can deliver a good contribution to the variety of participants.

#### Students

Students are the entrepreneurs of the future. Getting in contact with TIC, learning and understanding what they stand for and how they can help people is an investment for the future of TIC. Another advantage of focusing on students is that they have a great network of people around them. They can mean a lot for the brand awareness of TIC when they recommend the company to third parties.

#### Teachers

Most of the teachers within Fontys ACI have their own company or work for another company. They are very up to date about trends within their industry. When they get acquainted with TIC, collaboration can arise. That could be as a business coach for other companies or as the advice seeker. Just like the students they have a network of professionals around them, which can be good for TIC's brand awareness and brand equity.

#### Companies from Tilburg

The companies that will attend the festival may have heard about TIC from things that happen in the past. TIC will present themselves at the festival as renewed, reinvigorated and most of all reliable. Being at the event is an introduction to the entrepreneurs of Tilburg. Besides that, the businesses that attend the festival and businesses in the Tilburg region are also the main target group of TIC. The festival provides the opportunity to get in contact with these groups.

### 13.2 Pre-exposure

For the pre-exposure it is important to make the interesting group enthusiastic for the Event. The interest group should be triggered to visit the event. Because the event should be reproducible, it is important to make a good first impression. We advise to do this by mailing, because TIC has a wide existing network. To appeal to a broader audience, we advise to do this by using Facebook. It is useful to use a flyer. According to Knalrood (n.d.), it is important to ask yourself a few questions if you are making a flyer. Who are the people in my Target Group, imagine being in their position. What is the value of your product to your target market? The design of the flyer can be outsourced. For 195 euros, Basis Reclame can design a personal flyer.

### 13.3 Direct mailing

According to MKB Servicedesk (2013), direct mailing is a good way to reach your audience in an easy and direct way. Direct mailing is a form of marketing that is often used. It is important to have a good mailing list, but that is far from easy. What is important to do before you send your emails, is to remove all duplicate addresses so nobody receives the same mailing twice. That can look unprofessional and can cause irritation. Of course, the direct mail should have something as a result; the interest group should come to the event. Creating a response form on the Internet is an option to find out the expected number of visitors. By mailing a flyer, we want to trigger the existing network of TIC. This flyer is the announcement for the event. We advise to send this email via MailChimp, MailChimp is an easy website to create and send email marketing campaigns for a small amount of money.

### 13.4 Social Media

Facebook can be used to appeal to a broader audience. According to Visual Media (n.d.), Facebook is about investing in the relationship with the (potential) customer and is comparable with email marketing. TIC can use Facebook to 'boost' a message; this means that, for a small amount of money, a message can reach a much broader audience. TIC can precisely determine their Interest Group for the message with a few characteristics, like location, language, age, sex, marital status and education and employers. There are also the options to target the 'boost' based on interests and connections and to people who already know your business or have friends who know your business. There is even the option to match the emails of your existing clientèle to Facebook, so that they can also see the message. TIC can use the animated explainer video that will be used at the event or the flyer that is used in the direct mailing as content for the message. The cost for a message 'boost' can be as high as you wish. TIC decides the budget and Facebook shows an estimate of the potential range. As an example, for 100 euros you can reach 7.200 -13.000 if your potential range consist of a Target Group of 14.000.

### 13.5 Event

Cecile mentioned during her briefing that she would like us to create a reproducible event that TIC could use on the event NU & Straks in December.

To come up with an event we did a lot of brainstorming. A lot of idea's where not reachable because of the financial part; TIC has a very low budget. That's why we had to come up with a low cost event that on the other hand still reaches TIC's interest groups and that speaks to the imagination.

Out of the brainstorm sessions we found out that we were willing to give TIC a younger image. We would like to reach this by giving inspirational workshops and bounding (potential) customers to the company by using an animated explainer video to tell the story.

The animated explainer video will be shown at the event NU & Straks but will also be put on the homepage of the website to directly tell the corporate story. The animated explainer video will tell information about the process of work of TIC, it will give a nice view on what TIC stands for, what TIC does and what it could mean for the (potential) customer. The goal of the movie is to inform and trigger the viewer.

The animated explainer video will be made by a third company. The costs of animated explainer videos vary a lot, when made by a specialized company it costs approximately €5.000 to €20.000 but there are also a lot of freelancers who offer to make an animated explainer video for incredibly much less. At Fiverr.com it is even possible to create a video for approximately €100,-, what would be a much cheaper option. Also you are able to read lots of people's experiences about working with the offering freelancer.

The workshop will be a real eye-opener; it's an interactive workshop with a healthy dose of humour based on daily course of business. The goal is to make the participant think about the 'normal' way of work and show them that normal isn't always the right way to work. We want to show them recognizable situations, for example: "Because we always do it this way!" or "A long time ago there wasn't even internet and we always had success, so where would we need a website for?". Furthermore we will provide them of some tips and tricks which they can use within their company to make sure that they do not fall into this pattern. After the presentation we will give them a few business cases on which they will use these tools (or self-made tools) to investigate what could be changed or adapted to ensure that the company keeps up with time.

At the same time the workshop is watchable on the website via a livestream, so that people at home can also participate with the workshop. There is also the option to chat (answers and asking questions) with the presenter from behind the computer while watching the livestream. Questions and answers will be also handled in the presentation, the questions and answers will be shown on the presentation screen.

### 13.6 Post-exposure

Hopefully TIC made a lot of new contacts on the event of Nu & Straks, but these contacts need to have a follow up. How do you connect these new relations to your company and do you make sure that they want to use your services?

During the workshop at Nu & Straks festival the visitors get to know TIC and what they are offering. In the animation explanation video the audience gets an interesting and clear introduction on TIC. In the workshops they get familiar with the services from TIC

To make sure that the potential clients will eventually be real clients, Infinite Concepts advices to offer those potential clients a free introduction consultation. By this way TIC can bind those clients to there organisation.

## Chapter 14. Budget

Budget planning			
Website	Animated Explanation Video	Semalt Media	€1500,-
	Hosting domain	Budget Webhosting	€24,99
	Designing	Webdesign Tilburg	€1500,-
Social Media	3 hours per week x 52 weeks	Loonwijzer	€1458,60
	Facebook advertising	Facebook	€100,-
Material	Mailing (2000 mails, 3 ct)	Mailchimp	€53,41
	Flyer design	Basisreclame	€198,-
Workshops	AV Material*	Multimedia Verhuur Tilburg	€120,-
	A2 Sheets	Papier-Store	€21,95
	Business Coaches for presentation	From company	N.B.
		Totaal:	€4975,-



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# Chapter 16. Appendix

In the Appendix all full individual analyses are put.

## 16.1 Touchpoint model

The touchpoint model is used to see if the customer contact points are good enough or if there are still some things that can be improved. Before filling in all the contact points it is important to write down what the company's core values and skills are. After writing down the values and skills it's time to fill in all the contact points it's time to see how they are divided in the cycle and where the difference is between the customer's needs and what the company has to offer in the different stages of the cycle. (TIC in het kort)

### Core values and skills

The first step of this analysis is to look for the core values and core skills. As TIC is a company that helps growing innovative companies, they must be innovative themselves. So you could say that one of their values is helping and giving chances to companies. A skill could be that they are innovative. Their vision is to make the economy stronger with their initiatives.

### Touchpoints

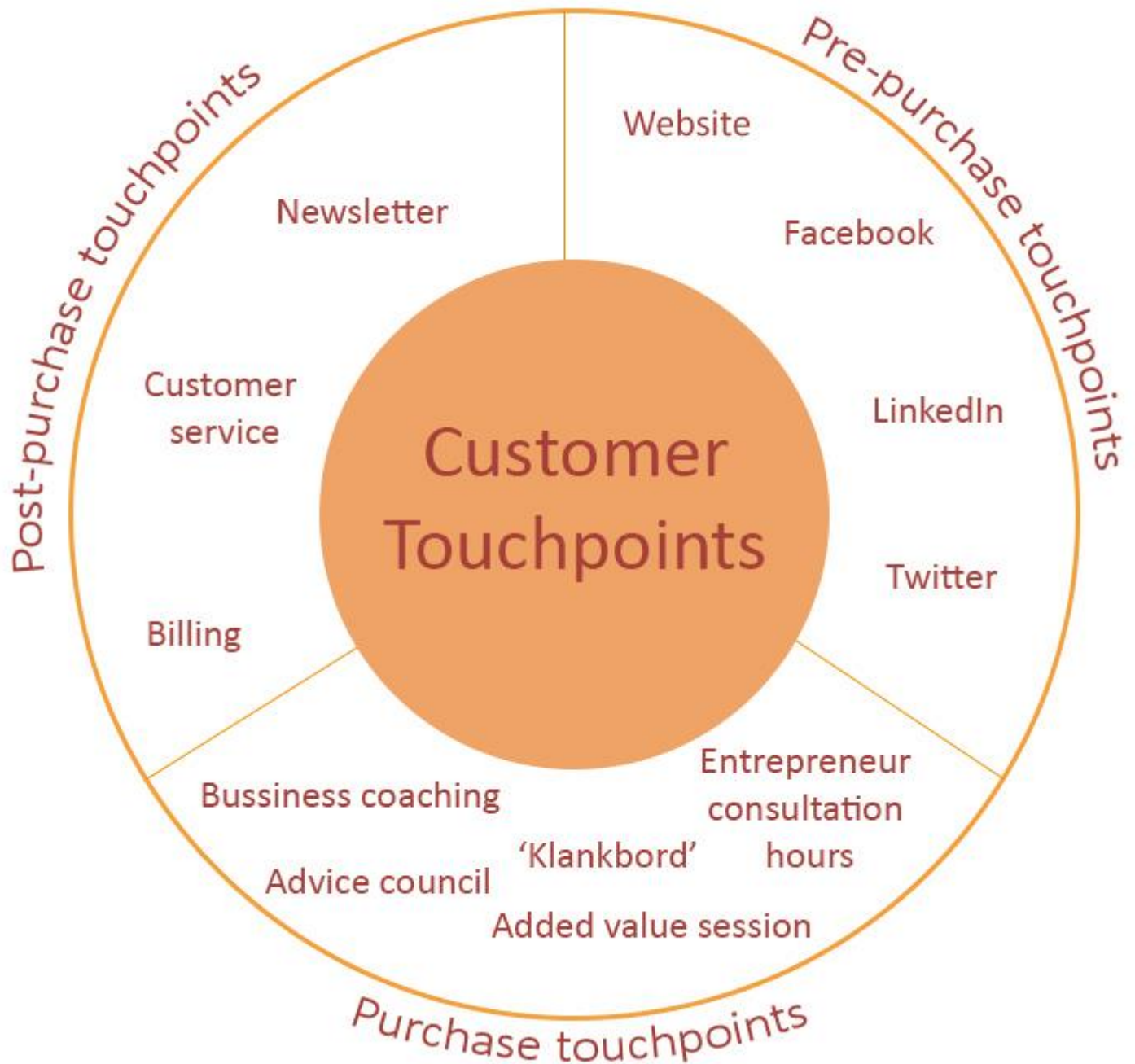
The second step is to fill in the touchpoint model. There is the Pre purchase stage, the purchase stage and the post purchase stage. In every stage there are different ways of communication, but it is also possible to have the same kinds of communication in two different stages.

### Results

As you can see, the customer touchpoints are not spread out evenly. For a perfect communication between the customer and the company it's important that the touchpoints are divided equally in the stages. It is understandable that there are way more touchpoints in the purchase stage because this is the longest and most important phase.

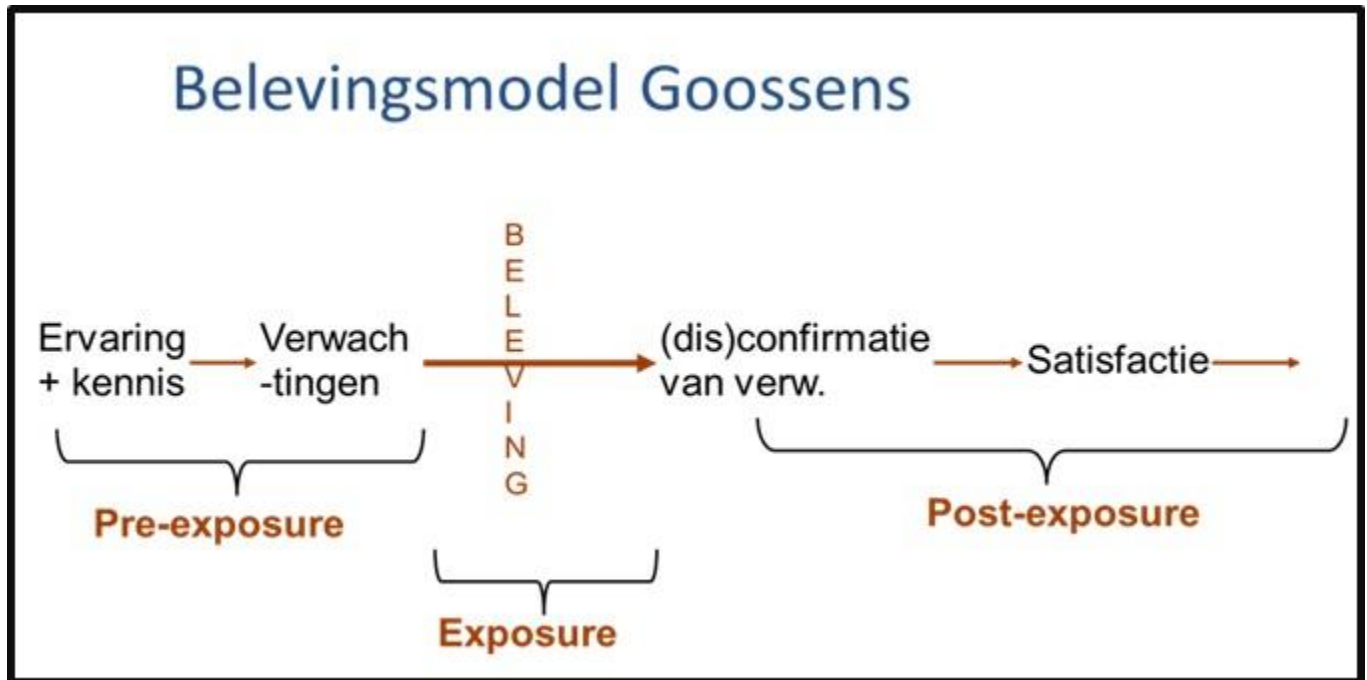
On the TIC website they say that, for some customers, the step to ask for help is a big one. They try to make that step smaller by organizing Entrepreneur consultation hours. (TIC ondernemersspreekuur) By looking at this model it is also possible to make that step smaller by using more pre-purchase touchpoints or use them in a better way, as I don't see that much information about the company on their social media accounts. (TIC Twitter) (TIC The Business growers) Social Media is used by so many people nowadays, it's a great way to communicate with potential customers in a casual way and it creates relationships with (potential) customers without TIC asking the customers to take a (big) step. (Cisnero)

The post-purchase phase contains the least touchpoints, which is understandable as you know that the customers stay with TIC for a while. Even though it is pretty logical, creating new touchpoints in that phase is possible. There was not much information to be found about what happens when a customer leaves TIC. TIC could for example create a 'back-up touchpoint' for the customers who feel like they have grown enough but still want something to get back to when they have a question or a problem.



## 16.2 Experience model Goossens

The experience model of Goossens (and Mazursky) is developed in 1992. It was created with the intention to visualize the relationship between expectations, information, experience, satisfaction and behaviour intentions.



### Pre-Exposure

The first stage is pre-exposure; this stage is the step before the actual experience or activity. In the model you can see that we collect information and experiences. This information and experiences we get from the Internet, brochures or from our friends and family. Besides the collected information we have our own expectations in advance. These expectations are mostly a bit vague and not quite realistic. But nevertheless they will be influencing the actual outcome.

### Exposure

The second stage is the actual experience. We will be physically undergoing the activity and we will be facing a lot of emotions.

### Post-Exposure

The third stage is the post-exposure phase. In this phase we will be evaluating the actual experience, we compare our expectations with the actual activity. Are my expectations similar to the experience I had? If there is a positive or a negative difference between the expectations and the experience value, then we call this a disconfirmation. But we can divide the positive disconfirmation and the negative disconfirmation. When the disconfirmation is negative, we expected more from the actual experience. With the positive disconfirmation the actual experience out ruled our expectations. When there is positive disconfirmation or confirmation, we speak of satisfaction, the intention to do the activity again will be much bigger, than when there is a negative disconfirmation.



We collect the negative and positive experiences in our brain and use them as expectations when we step in the pre-exposure phase again. A positive expectation can be decisive, but a negative experience is more permeated in the brain than a positive experience. So there is a small chance that we repeat the activity or something similar. (NHTV, 2014)

### Conclusion

I have come to the conclusion that TIC needs to offer their (possible) clients more and detailed information on the website, so they can get a better view of what TIC does. Besides that we, as Infinite Concepts, have to give a proper impression of what kind of event we like to create for TIC. These impressions can be used for the website and on the social media of TIC. Hopefully these impressions will make sure that people have good expectations of what is going to happen on the events and to revisit these events. Our goal, for this model in particular, is that the evaluation of people's experiences will lead to confirmation or a positive disconfirmation. In this way we can connect new companies and clients to TIC and renew their position in the market.






### 16.3 Osterwalder Business Canvas Model

The Business Model Canvas is a strategic management and lean startup template. It is invented to develop, challenge and invent new or existing business models. Like the name of the marketing model would suspect Alexander Osterwalder invented this marketing model in 2008. The canvas contains a visual chart with nine different elements that describe the value proposition, infrastructure, costumers and finances. All these different elements form the basis of the model. In the table below the different subjects will be explained.

Element	Explanation
<i>Key Partners</i>	The business alliances which complement other aspects of the model
<i>Key Activities</i>	The activities necessary to execute business model
<i>Key Resources</i>	The resources that are necessary to create value for the company
<i>Value Proposition</i>	A value proposition is an overall view of products and services that together represent value for a specific customer segment. It describes the way a firm differentiates itself from its competitors and is the reason why costumers buy from a certain firm and not from another.
<i>Customer Relationship</i>	The link a company establishes between itself and the customer

<i>Customer Segments</i>	The target audience for a business products and services
<i>Channels</i>	The means by which a company delivers products and services
<i>Costs Structure</i>	The monetary consequences of the means employed in the model
<i>Revenue Streams</i>	The way a company makes money through different revenue flows,

To improve a business model by using the Canvas method can be simple. By filling in the canvas the company obtains a good view of their current position and strategy. It gives the organization the opportunity to improve their value proposition and refine or adjust their current strategy. The model enables companies to respond to the needs of the market and their customers and to stay ahead of competitors. The information used to fill in the canvas for TIC is based on the information that is available on their website, articles found on the Internet and the Social Media channels they manage. The canvas shows the wide variety of key partners, services, target groups and customer segments. Because there are so many subjects it is a bit confusing and somewhat messy to find out what it is that TIC actually does, and what their value proposition is. My advice would be to first discover the identity and what it is that the core business goal is. When these aspects are clearly formulated, TIC can create a specific policy focused on the customers goals.

 <p><b>Key Partners</b></p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p>	 <p><b>Key Activities</b></p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p>	 <p><b>Value Propositions</b></p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What features of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p>	 <p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? How are we creating value? How are we making money? How are they integrated with the rest of our business model? How costly are they?</p>	 <p><b>Customer Segments</b></p> <p>For whom are we creating value? Who are our most important Customers?</p>
<ul style="list-style-type: none"> <li>- Business Coaches</li> <li>- ECO System</li> <li>- Growing Innovative Companies</li> <li>- Medical Technology</li> <li>- Healthcare</li> <li>- ICT Services</li> <li>- Potential Investors</li> <li>- Politics</li> <li>- Press</li> <li>- Service partners</li> <li>- TIC Network</li> </ul>	<ul style="list-style-type: none"> <li>- Business Coaching</li> <li>- Business Development</li> <li>- Business Advice Board</li> <li>- Knowledge sessions</li> <li>- Network Events/Symposiums</li> <li>- Unique brand positioning</li> <li>- TIC in/TIC out</li> <li>- TIC funding</li> </ul>	<ul style="list-style-type: none"> <li>- Branding</li> <li>- Business consultancy</li> <li>- Business mentorship</li> <li>- Creating success stories</li> <li>- Explore Innovative, commercial and effective options that creates growth</li> <li>- Hands-on solutions</li> <li>- Knowledge &amp; Skills transfer</li> <li>- Inspiration and motivation</li> <li>- Transparency</li> </ul>	<ul style="list-style-type: none"> <li>- Customer Loyalty and Retention</li> <li>- Encouraging customer reviews &amp; stories shared</li> <li>- Individualized mentorship</li> <li>- Annual updates on progress of entrepreneurs</li> <li>- Service partners</li> <li>- TIC Network</li> </ul>	<ul style="list-style-type: none"> <li>- Businesses who need help in growing/expanding in the market</li> <li>- Businesses who need help with funding</li> <li>- Companies who are seeking partnerships</li> <li>- Consultants for mentoring</li> <li>- Experts who want to share their knowledge and expertise</li> <li>- Participants network events / symposiums</li> <li>- Start up's in ICT, Medical technology and Healthcare</li> </ul>
<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <ul style="list-style-type: none"> <li>- Business Coaches</li> <li>- Board Members</li> <li>- Content</li> <li>- Employees</li> <li>- Financial Means</li> <li>- Funding</li> <li>- Gaining Knowledge and Valorization</li> <li>- Growth plans</li> <li>- Research Expertise</li> </ul>	<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which areas work best? Which areas are most cost-efficient? How are we integrating them with customer relations?</p> <ul style="list-style-type: none"> <li>- Events</li> <li>- Partners</li> <li>- Press</li> <li>- Social Media: <ul style="list-style-type: none"> <li>• Facebook</li> <li>• LinkedIn</li> <li>• Twitter</li> </ul> </li> <li>- Website</li> <li>- Word of mouth</li> </ul>			
<p><b>Cost Structure</b></p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <ul style="list-style-type: none"> <li>- Office Costs</li> <li>- Salary Employees</li> <li>- Events / Symposiums / Workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing</li> <li>- Sales</li> <li>- Advertising</li> </ul>		<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How much does each Revenue Stream contribute to overall revenues?</p> <ul style="list-style-type: none"> <li>- Consultation / Coaching</li> <li>- Events / Symposiums / Workshops</li> <li>- Fees Investors / Clients / Partnerships / Service partner</li> </ul>	

## 16.4 Empathy Map

The Empathy Map is a model that is used in Ostelwalder and Pigneur's (2009) Business Model Generation. This model is used to understand the Target Group, including stakeholders and other players in a business. With an Empathy Map you can look at different points to research. Like, what does the target group think and feel, what do they hear, what do they say and do, what do they see and their pains and gains.

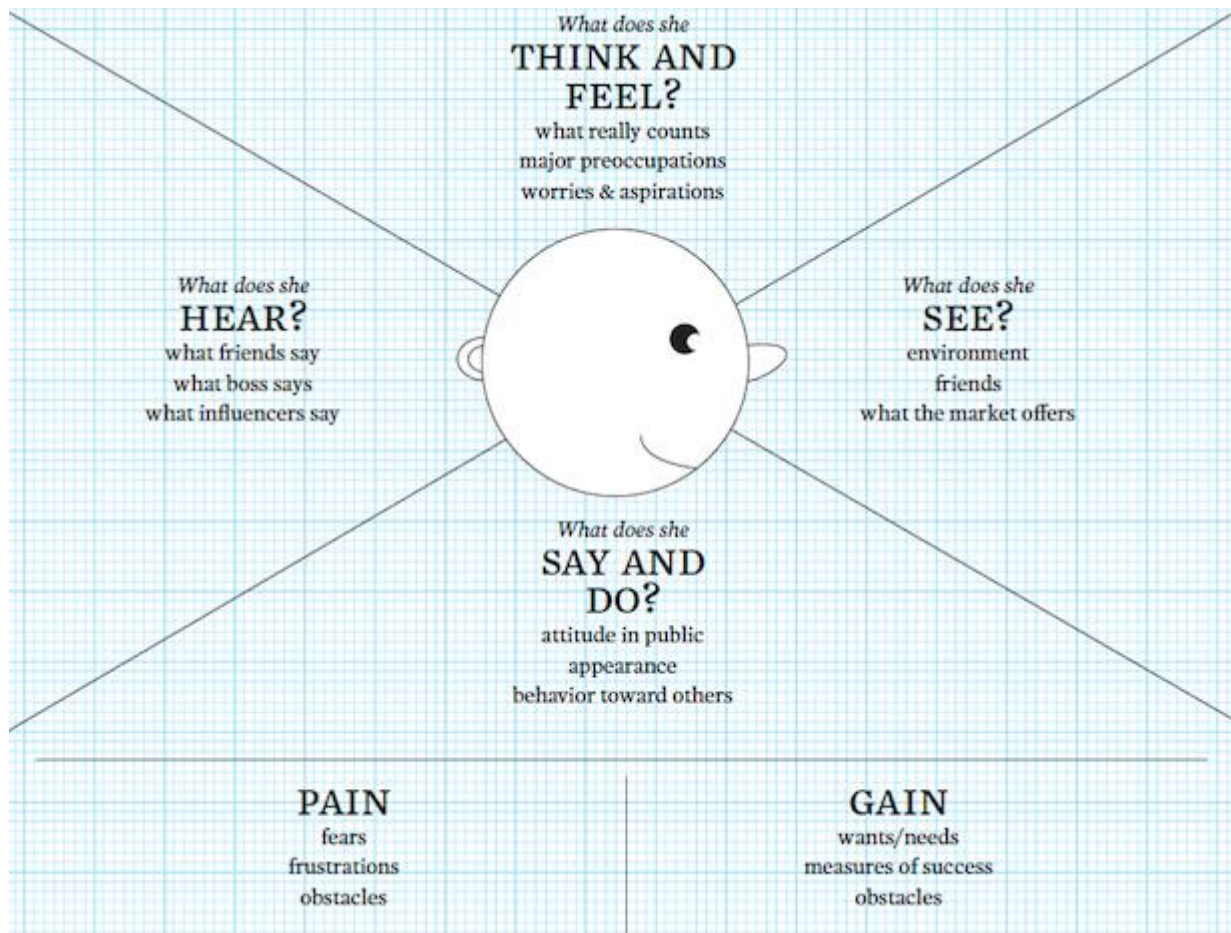


Figure 1. Empathy map. Reprinted from Novalo website. By V. Barrantes, 2014, retrieved from <http://novalo.com/empathy-key-success/> by Novalo.

### TIC

TIC's Target Groups are growing innovative (medical technology, healthcare and ICT) companies in the middle range business (MKB) in the region of Middle Brabant. The Empathy Map can be filled in, using this Target Group.

### Think and feel

Innovation is a form of investment. Companies will only put money and time in innovative projects if it is a profitable investment. Innovative companies are often more positive than non-innovative companies about their employment, sales volume and profit.



### Hear

More than 60% of the middle range businesses are family business by a research of 'Stichting voor het familiebedrijf' (n.d.). Family businesses in the middle range business can be found in all sectors. However, these companies are less active on the export market. The research also showed that family businesses, on average, are slightly less innovative than non-family businesses. Family is a number one priority in these companies and it can lead to the fact that these companies do not want to innovate.

### Say and do

Companies in the middle range business (MKB) are not up-to-date when it comes to online marketing. According to Ad Hoc Data (2014), earlier research showed that 57% of the surveyed businesses have a website that is older than five years and not optimized for search engines. Secondly, they do not have a up-to-date profile on Social Media, this also leads to a negative effect on the find ability of their website.

### See

The regular customers provide the most profit according to MKB Servicedesk (2013). About 20% of the customers, provide as much as 80% of the sales. Therefore, these loyal customers are very important for companies in the middle range business.

Innovative companies in the middle range business can see a good future for their companies. According to the Rijksoverheid (2014), the provinces of North Brabant and Limburg each made € 1 million available to assist middle range businesses in their provinces.

### Pain

Innovation can result in fear for the lost of existing jobs because innovation can lead to mechanization. According to Agion (n.d.), there are five obstacles that a middle range business (MKB) can face. These obstacles are: Inefficient management, not enough power for a rapid growth or the new market, lack of process integration, too little insight into daily activities, limited resources.

### Gain

According to Provincie Noord-Brabant (2015) innovative companies in the middle range business (MKB) can ask for subsidy. Noord-Brabant wants to encourage innovation in the middle range business. A second gain is the fact that innovative companies in the middle range business will lead to more employment, according to a research by Panteia (2014), For a positive result in the production, there are more high-educated personnel needed.

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