NELFCRO Acquisition Process Research

An integrated theory and practice study to improve acquisition process of NELF Contract Research Organization (NELFCRO)

Melisa Asrianti
Graduation Report
MSc Science Education and Communication
28 – 09 – 2010
NELFCRO acquisition process research
An integrated theory and practice study to improve acquisition process of NELF Contract Research Organization (NELFCRO)

Melisa Asrianti
1543237
28 – 09 – 2010
Graduation Report
MSc Science Education and Communication

Supervisors
Dr. Maarten van der Sanden
Ir. Steven Flipse
Drs. Caroline Wehrmann

Contact
E-mail melisaasrianti@gmail.com
Phone 06 162 25 674
Address Balthasar van der Polweg 312
2628 AZ Delft
Summary

Nowadays, industries are become more open to conduct part of their research outside of their own companies. The industries can work together with an independent research institute like NELF Contract Research Organization (NELFCRO), the problem owner of the case that is used in this thesis research.

The management of NELFCRO is aware of the emergence of many potential partnerships between contract research organizations and the industries. Moreover, the management considers improving NELFCRO’s acquisition process in order to successfully enter the market. According to NELFCRO’s experience, the acquisition phase of NELFCRO usually takes a lot of time before the customer makes a decision to cooperate. NELFCRO’s management mentions that a significant percentage of company’s time is used for reducing perceived barriers and negative thought of the customer towards NELFCRO.

In order to assist NELFCRO to improve their acquisition process, this research was initiated. The main research question of this thesis is: “How can the acquisition process of NELFCRO be improved by integrating theory from academic literature and practice from NELFCRO employees’ perspective?”

To answer this question, this research was conducted in different phases, namely analysis and synthesis phases. As part of the analysis phase, context analysis and concept analysis were carried out. In the context analysis phase, interviews of NELFCRO’s employees and NELFCRO’s flyer analysis were conducted. The main results of this phase are the company context which emphasized the perceived positive aspects and perceived negative aspects of NELFCRO based on its employees’ perspective.

Next to the context analysis, a concept analysis was conducted by a literature study on acquisition process in order to develop the ground of this research. The results of this literature study are theoretical framework of acquisition process and list of aspects that are theoretically involved in acquisition process.

As part of synthesis phase, the integration of the context analysis result and the concept analysis result were carried out. Validation of the research results on context analysis and concept analysis were conducted. The validation was part of the focus group activity with NELFCRO’s employees as participants. The focus group was also aimed to enrich the concept of the integrated frameworks and NELFCRO’s context with new ideas. The main result of the synthesis research phase is an integrated matrix of theoretical framework and NELFCRO’s context. This matrix was used to analyze the NELFCRO’s perceived aspects, which are closely related to acquisition process. Furthermore, it was used to generate possible unique selling propositions (USPs) of NELFCRO. Then, possible solutions to generate company’s proposed-USPs were discussed and some recommendations were generated. In this research phase, the validation of the research results was carried out. Also, in the focus group, NELFCRO’s employees were involved to think together about their company’s acquisition case based on the research result.
To conclude, as the answers to the main question, the acquisition process can be improved by making NELFCRO’ employees aware of their perceived positive aspects and making them focus on those perceived positive aspects of the company. These perceived positive aspects of the company are possible to become NELFCRO’s unique selling propositions (USPs). These USPs are important to be emphasized to the potential customer, especially in the acquisition process. Beside the perceived positive aspects, emphasis could be given to the improvement of the company’s perceived negative aspects into more positive aspects, eventually making them potential company’s USPs.

Besides the recommendations that are generated from the discussion on possible solution for NELFCRO, further recommendations are also presented in the end of the research. The results of this research can be used as the start for further study of NELFCRO in its acquisition process.
# Table of Contents

**Summary**  

1 **Introduction**  
   1.1 Introduction to Acquisition  
   1.2 Problem Statement  
   1.3 NELFCRO  
   1.4 Research Question  
   1.5 Validation of the Result  
   1.6 Research Position  
   1.7 Report Outline  

2 **Methodology**  
   2.1 Context Analysis  
   2.2 Concept Analysis  
   2.3 Synthesis  

3 **Company Context Analysis**  
   3.1 Interview Analysis  
   3.2 Document Analysis  

4 **Theoretical Framework**  
   4.1 Literature Study  
   4.2 Integrated Theoretical Framework and Interview Analysis Framework  

5 **Reflection on Result**  
   5.1 Reflection on Interview Analysis and Document Analysis  
   5.2 Reflection on Integrated Framework and Context Analysis  

6 **Focus group**  
   6.1 Focus group process  
   6.2 Focus group discussion  

7 **Discussion**  
   7.1 Discussion of the matrix
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2</td>
<td>Proposed Unique Selling Propositions (USPs) through Corporate Identity</td>
<td>67</td>
</tr>
<tr>
<td>7.3</td>
<td>Possible Solutions</td>
<td>71</td>
</tr>
<tr>
<td>7.4</td>
<td>Contribution to the field</td>
<td>74</td>
</tr>
<tr>
<td>7.5</td>
<td>Validity</td>
<td>75</td>
</tr>
<tr>
<td>7.6</td>
<td>Reliability</td>
<td>76</td>
</tr>
<tr>
<td>8</td>
<td>Conclusion and Recommendations</td>
<td>77</td>
</tr>
<tr>
<td>8.1</td>
<td>Research Conclusion</td>
<td>77</td>
</tr>
<tr>
<td>8.2</td>
<td>Recommendations for NELFCRO</td>
<td>80</td>
</tr>
<tr>
<td>8.3</td>
<td>Recommendations for further research</td>
<td>81</td>
</tr>
</tbody>
</table>

**Acknowledgements** 84

**Literature** 85

**Appendices** 87
List of Appendix

Appendix 1: Focus Group set-up ................................................................................. 88
Appendix 2: Transcriptions of the interviews .............................................................. 89
Appendix 3: Summary of the interviews ................................................................. 104
Appendix 4: Reviews of Flyers .............................................................................. 110
List of Table

Table 1: Interviewees’ area of expertise .................................................................20
Table 2: List of keywords in literature research .......................................................24
Table 3: Observations of perceived positives aspects of the flyer .........................34
Table 4: Aspects involved in acquisition process to start a professional relationship ...42
Table 5: Integrated matrix of theoretical framework and interview analysis framework...45
Table 6: Matrix of theoretical aspects of importance .................................................50
Table 7: Matrix of perceived positive aspects .........................................................51
Table 8: Matrix of perceived negative aspects (potential customer’s worries) ...........54
Table 9: Integrated matrix .......................................................................................56
Table 10: Comments and discussion matrix ............................................................64
Table 11: Matrix of the Proposed Unique Selling Propositions ...............................69
Table 12: Possible Solutions ..................................................................................72
List of Figure

Figure 1: Thesis research approach and methodology scheme ........................................ 19
Figure 2: Interview analysis framework ........................................................................ 22
Figure 3: Analysis of interview result on aspects related to NELFCRO ...................... 28
Figure 4: Perceived positive aspects and aspects that may be improved ................. 31
Figure 5: Customer relationship life cycle (Fill & Fill, 2005) .................................... 38
Figure 6: Theoretical framework of acquisition .......................................................... 40
Figure 7: Indicators of customer relationship intensity (Bruhn, 2003) ..................... 41
Figure 8: Acquisition framework of NELFCRO and aspects involved in starting a professional relationship ............................................................ 43
Figure 9: Illustration of matrix perspective ................................................................. 46
1 Introduction

Nowadays, industries are more open to conduct part of their research outside of their own companies. They use this strategy to explore new growth opportunities with lower risk. (du Preez & Louw, 2008)

The industries can work together with an independent research institute, usually called contract research organization. Therefore, a contract research organization like NELF Contract Research Organization (NELFCRO) exists.

The management of NELFCRO is aware of the emergence of many potential partnerships between contract research organizations and the industries. Moreover, the management considers improving NELFCRO’s acquisition process in order to successfully enter the market.

This thesis is part of a larger research on acquisition process done for a contract research organization conducted by Ir. Steven Flipse, PhD candidate at Biotechnology and Society section, Biotechnology department of Delft University of Technology.

Due to the confidentiality agreement of the research set up, we are obliged to use another name to guarantee company anonymity. In this thesis we use ‘NELFCRO’ as a replacement of the real company name.

This chapter presents the problem statement, introduction of the acquisition process, introduction of the company as the problem owner, research question, the position of this research, and report outline.

1.1 Introduction to Acquisition

The term acquisition or customer acquisition used in this thesis topic refers to part of relationship phases between organization and its customer. Specifically, acquisition occurs as the initial phase of the relationship.
Blattberg, Getz, & Thomas (2001) define customer acquisition in two ways. First, based on a transaction perspective, customer acquisition ends when the customer does the first purchase (Blattberg, Getz, & Thomas, 2001).

Second, the acquisition from a process perspective could be described as:

"Acquisition includes the first purchase as well as other non-purchase encounters that both precede and follow the purchase, up until the customer makes a repeat purchase." (Blattberg, et al., 2001, p. 36)

The authors remark the process perspective as a better definition because it includes the initial bonding and also the development stage of the customer-organization relationship (Blattberg, et al., 2001).

Fill and Fill (2005) describe customer acquisition as three main events in sequence. First, customer and organization search for suitable pairing. Second, the event is followed by initiation period. Last, the occurrence of the transaction is followed by socialization between two parties (Fill & Fill, 2005).

In contrast to the preference of Batterberg et al. (2001), this thesis uses the acquisition definition that is in line with first definition by Blattberg et al. (2001) and with the definition by Fill and Fill (2005). This definition is chosen because it is in accordance with the actual acquisition process at NELFCRO that limits the acquisition process as the phase until the customer takes the decision to work together with NELFCRO and to make the first transaction.

1.2 Problem Statement
NELFCRO is an independent contract research company based in the Netherlands. The organization works on confidential research projects for many industries, such as food, dairy, and biotechnology industries, both national and international.

As described by its CEO and employees, NELFCRO uses two main approaches in order to acquire customers and to start a project. First approach is by promoting the company in relevant congresses or conferences. NELFCRO usually gives presentation or has a promotion booth at those events. Second approach, called a cold acquisition, is by directly contacting customers and proposing ideas of a certain project.

According to NELFCRO’s experiences, the acquisition phase of NELFCRO usually takes a lot of time before the customer makes a decision to cooperate. NELFCRO’s management mentions that a significant percentage of company's time is used for reducing perceived barriers and ‘negative emotions’. The usual ‘negative emotions’ of the customer are their fear regarding confidentiality and intellectual property issues. However, the company guarantees that the project is carried out under complete confidentiality and ensures full intellectual property right to its customers. (Personal communication with NELFCRO’s CEO, 2010)

Based on NELFCRO’s problem in the acquisition process, we formulated the following research objective:

"To assist NELFCRO in improving its acquisition process by arousing the awareness of NELFCRO on its perceived positive aspects and focus on improving its perceived negative aspects to generate its Unique Selling Propositions (USPs)."
1.3 NELFCRO

NELFCRO emphasizes ‘cooperation’ as its current working style with the customer. Meaning the company and customers work together generating ideas and sharing result for the successful of the innovation and reaching the goals. (Company’s website, 2010)

The company was established by the joint Dutch industry in particular area. It was working as a quality and control institute which then also worked on innovations. In the 1990s, the company made the scope of expertise wider. In 2003, the company transformed to a private company. (Company’s website, 2010)

The company then enlarged and improved its facilities. One of the facilities is the four-grade pilot plant which is a big facility that can be used for a pilot research project. Later on a ‘kitchen’ facility which aimed for product oriented research was developed. The development of the company is followed by establishing several representatives internationally in three countries in different continents; Europe, Asia, and America. (Company’s website, 2010)

The company formulate its vision based on industries demands on innovations. According to the company, industries tend to be more innovative but without having all in house knowledge. Therefore, NELFCRO can penetrate to the market by providing the knowledge in form of research and innovation for those industries. One of the company missions is to have a good position as a technology provider for the industries worldwide. (Company’s website, 2010)

1.4 Research Question

Based on the above mentioned objective, this research has the following main research question:

“How can the acquisition process of NELFCRO be improved by integrating theory from academic literature and practice from NELFCRO employees’ perspective?”

Definition of acquisition process that is used in this thesis is in line with one of the acquisition’s definitions by Blattberg et al. (2001) and also with the definition by Fill and Fill (2005). “Acquisition in ‘transaction’ perspective ends with customer’s first purchase” (Blattberg, et al., 2001, p. 36). This acquisition definition is also in accordance to NELFCRO’s acquisition in practice.

The phrase ‘be improved’ in the research question is used according to the thesis objective. The way of improving the acquisition process of NELFCRO is to make NELFCRO aware of the perceived positive aspects of the company and to improve the perceived negative aspects to become positive aspects. In this way, NELFCRO is expected to be aware on its own unique selling propositions (USP).

The phrase ‘perceived positive aspects’ is used for the aspects of NELFCRO that are perceived as positive by its employees. These perceived positive aspects are potential to be positive motivators for the customer in the acquisition process.

The phrase ‘perceived negative aspects’ is used for the aspects of NELFCRO that perceived as negative by its employees. This phrase is also mentioned as ‘aspects that may be improved’ because the aspects that perceived as negative by the customers are not always remain negative. These aspects are also possible to be altered into positives aspects.
The definition of **unique selling proposition (USP)** is based on the USP definitions described by Kotler and Pfoertsch (2006):

"It is simply a special feature that provides additional value to your customers and cannot be easily copied or imitated by competitors. A USP does not necessarily need to lie in the product or service itself; it can be a special production or delivery process, extraordinary services, or industrial design." (Kotler & Pfoertsch, 2006, p. 94)

In order to obtain the comprehensive answers of the main question, several sub-research questions guide the research steps of this thesis.

First, in order to know what aspects, in practice, influence the acquisition process of NELFCRO, the question is:

**1. What are the aspects that influence the acquisition process of NELFCRO in practice?**

The question is specified into the following questions:

- **1a. What are the main important aspects that are related to NELFCRO according to its employees?**

- **1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?**

- **1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?**

- **1d. What are the perceived positive aspects of NELFCRO based on flyer analysis?**

Sub-research questions 1a. is aimed to generate the main aspects or issues related to NELFCRO according to its employees. These main aspects might be relevant in influencing the acquisition process of NELFCRO.

Questions 1b. and 1d. are aimed to gather information of the perceived positive aspects of NELFCRO that might act as positive motivators for the customer in the acquisition process. Moreover, the sub-research question 1c. is aimed to identify the perceived negative aspects of the company or the aspects that might be worried by the customer and might act as negative influence in the acquisition process. However, these ‘perceived negative’ aspects are considered as characteristics that may be improved and can be altered to become positive motivators in the acquisition process.

Next, to come up with the general idea of acquisition, the following sub-research questions are developed:

- **2. How can the acquisition process be developed theoretically based on academic literature?**

- **3. Which aspects are theoretically involved in the acquisition process?**

These questions are aimed to construct the ground theory of acquisition and to find the ideal aspects that are involved in the acquisition.

The next sub-research question is:

- **4. How can the unique selling propositions of NELFCRO be practically analyzed based on NELFCRO’s theoretical framework?**
Based on the definition of USP by Kotler and Pfoertsch (2006), USP can be an extraordinary service or special process that is offered by the company. According to that, in this thesis, the USPs of NELFCRO are possible to be generated from the analysis of the company context which emphasizes its perceived positive aspects and perceived negative aspects (as the result of research on sub-research question 1). This phase of research is aimed to confront the theory and practice.

The last sub-research question is:

5. How can the employees of NELFCRO use the integrated theoretical framework and NELFCRO context in the practice?

The goal of this question is to get NELFCRO validation of the integration of developed theoretical framework and the context analysis. Besides, it is to enrich the result and as a starting point for gathering recommendations for NELFCRO.

1.5 Validation of the Result

Validity of a qualitative research is conducted as part of thesis in order to ensure that the research is sound and credible (Baden & Major, 2010).

This thesis is based on NELFCRO’s case in its acquisition process. NELFCRO, as the problem owner, is considered as the one who can legitimately judge the result of this qualitative research (Trochim & Donnelly, 2008). Therefore, the validation of this research result is conducted by asking NELFCRO to validate the research results. In this thesis, this is done in form of focus group with NELFCRO’s employees.

1.6 Research Position

This thesis is carried out as part of a PhD research project that is conducted by Ir. Steven Flipse, PhD researcher at Biotechnology and Society (BTS) section, Biotechnology department of Delft University of Technology. This project is authorized by the Centre for Society and Genomics, and carried out within the scientific programme of the Kluiver Centre for Genomics of Industrial Fermentation. It aims to identify the social aspects of genomics based innovation. As part of this project, collaboration was set up between BTS and the company, NELFCRO, focusing specifically on social aspects of partnerships in innovation.

Since the problem statement of this thesis also contains a science marketing aspect, the research is also carried out in collaboration with Science Communication programme of Delft University of Technology.

The initial steps in the collaboration between BTS and NELFCRO were carried out before my involvement in the project. These initial steps involved a briefing by the NELFCRO’s CEO and Research Manager and the preparation of the employees’ interviews (further elaborated in the methodology section). The research that I conducted is further explained in the methodology section.

1.7 Report Outline

The report outline is organized as follows:

The Research Methodology chapter consists of the research approaches and strategies, the data collection techniques and its instruments.
In the Company Context Analysis chapter, interview results of NELFCRO’s employees are analyzed by using the interviews results analysis framework. Next to the interview analysis, document analysis is presented.

In the Theoretical Framework chapter, a literature study on acquisition and theoretical framework construction of acquisition process are presented. The development of the theoretical framework is then integrated with the interviews results analysis framework.

In the Reflection on Results chapter, the interviews and document analysis results, the developed theoretical framework, and the integration of the frameworks and the context analysis result are reflected.

In the Focus Group chapter, the integration of theoretical framework and company context analysis is discussed and tested. Also, the test result and evaluation of the focus group are presented.

In the Discussion chapter, the general discussion of the thesis work is presented.

In the Conclusion and Recommendation chapter, the conclusion of the research is given and the recommendations for the company are presented.
2 Methodology

The methodology used in this research is adjusted with the research objectives. Since the study is aimed to explore the acquisition topic, the research approach that is used in this thesis is an explorative study. The research approach of this thesis is divided into two phases, namely analysis and synthesis.

As part of the analysis, context analysis and concept analysis were carried out. The context analysis is used to gain information to answer the sub-research questions related to the practical domain of this thesis which is the company in practice. Interviews and document analysis are used as the methodologies in this context analysis. The result of these steps is the NELFCRO Company’s context.

Next to the context analysis, a concept analysis is conducted to gather information based on sub-research questions that relate to the theoretical domain of this thesis. This is used to develop the ground of this research based on theories. Literature research is the methodology used for this concept analysis. This literature research produces a theoretical framework on the acquisition process.

As part of synthesis phase, the integration of the context analysis results and the concept analysis results is carried out. Afterwards, the focus group methodology is used in order to validate and to enrich the concept of the integrated frameworks and NELFCRO’s context with new ideas. In the end, some recommendations for NELFCRO’s acquisition process are generated and answers to the main question are delivered. The research approach and methodology scheme are given in Figure 1.
2.1 Context Analysis

The context analysis is aimed to understand NELFCRO context in general. It includes interviews analysis and document analysis. The objectives of these analyses are to gather information according to the following sub-research questions:

1. What are the aspects that influence the acquisition process of NELFCRO in practice?

The question is specified into the following questions:

1a. What are the main important aspects that are related to NELFCRO according to its employees?

1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1d. What are the perceived positive aspects of NELFCRO based on flyer analysis?

In order to answer the questions 1a, 1b, and 1c interviews of NELFCRO employees are conducted. In addition, to get the answer of question number 1d, analysis of the flyers is conducted.
Interview

The interviews were conducted by Steven Flipse, who works with this research together with NELFCRO. The conversations were translated by the interviewer from Dutch to English by re-recording them into a monolog form, since the author of this thesis is a non-native Dutch speaker. Based on the recording, transcriptions of the interviews’ result were made and analyzed.

The qualitative interviews methodology is chosen because this research is aimed to explore the acquisition topic from a company perspective. By doing in-depth interviews, ideas of the interviewees about the topic can be gathered (Trochim & Donnelly, 2008). Also, by qualitative interview, social processes can be described well and researcher can understand experiences in which researcher not involved in, also can delve into important personal issues (Rubin & Rubin, 2005).

As the starting point of this research is from the company’s perspective, the subjects of the interviews were NELFCRO’s employees.

Table 1: Interviewees’ area of expertise

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Section or area of expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewee 1</td>
<td>Division Manager of Flavour and Texture</td>
</tr>
<tr>
<td>Interviewee 2</td>
<td>Communication and PR Manager</td>
</tr>
<tr>
<td>Interviewee 3</td>
<td>Business Manager Dairy</td>
</tr>
<tr>
<td>Interviewee 4</td>
<td>Section Leader of Business Section</td>
</tr>
<tr>
<td>Interviewee 5</td>
<td>Food Safety and Processing Group staff</td>
</tr>
<tr>
<td>Interviewee 6</td>
<td>Account Manager in the Business Section</td>
</tr>
<tr>
<td>Interviewee 7</td>
<td>Product Manager Processing and Project Leader</td>
</tr>
<tr>
<td>Interviewee 8</td>
<td>Product Line Manager for Fermented Functionality and Project Manager of Fermentation</td>
</tr>
<tr>
<td>Interviewee 9</td>
<td>Product Manager and Project Manager for Protein and Peptide Functionality</td>
</tr>
</tbody>
</table>

In order to get complete overview, interviews were conducted with employees from different levels and sections within the organization. The different levels that are included are level of scientific research, level of acquisition, and level of management. By choosing these different levels and sections, different experiences in contacting and handling customers could be obtained for this thesis, which provided a broad overview of the acquisition process. Besides the different levels and sections mentioned earlier, there were no specific requirements for the interviewees. They were nine employees, willing to be interviewed at the particular moment the interviewer went to the company. These nine interviewees are considered to represent those three different levels and different sections. The details of the interviewees’ positions are described in Table 1.

The interviews were carried out with semi-structured questions. The interviewer used a topic list in giving the questions but he was flexible to determine the sequence and was asking the questions based on the respondent and the situation.
The questions addressed for the interviews consisted of four parts. First, the question regarding company’s marketing approach. Secondly, questions related to scientific research situation, included the intellectual property and confidentiality. The third part was about the general image of the company according to the employees’ opinion. In the last part, the reasons why the customer should work or should not work with the company were asked. In this part, unique selling propositions, perceived positives aspects and perceived negative aspects or aspects that may be improved according to the employees were also asked.

The initial analysis of the interview result is conducted to answer the sub-research question:

1a. What are the main important aspects that are related to NELFCRO according to its employees?

Two categories were formed. First category is ‘NELFCRO related aspects: What NELFCRO offers according to NELFCRO employees’ and second category is ‘Customer related aspects: What customers wonder about according to NELFCRO employees’. These categories are in accordance with the interview questions related to NELFCRO in practice: about its customer approach, its scientific research situation, and its general image of NELFCRO based on employees opinion.

Meanwhile, the analysis is also conducted by distinguishing the moment when these main aspects of the NELFCRO are most important. The first moment is ‘after project moment’ which is the moment when there is the outcome of the research. The second moment is ‘during projects moment’ which is the moment when the research is going on. The third moment is ‘before project moment’ which is the moment when the relationship is starting. These different moments are chosen according to the broad interview questions. The interview questions for this part are related to customer approach of NELFCRO and also about the scientific research situation that includes the result of the research. The interview analysis framework is visible in Figure 2.

Afterwards, the second analysis is conducted based on the following sub-research questions:

1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

From the interview result, perceived positive aspects and perceived negative aspects or aspects that may be improved based on the analysis are generated. This analysis is conducted based on the interview questions on the reasons why the customer should work or should not work with the company and explicit questions on perceived positive aspects and perceived negative aspects of NELFCRO. This analysis is aimed to analyze what are the aspects that might influence customer’s decision to work with NELFCRO and what aspects may be improved to influence customer’s decision.
Document Analysis

As part of context analysis, document analysis was conducted. This analysis is conducted to gather information according to the sub-research question:

1d. What are the perceived positive aspects of NELFCRO based on flyer analysis?

The chosen form of document is NELFCRO company flyers, because these are used as one of the main promotion means of the company in acquiring potential customers.

Twelve main flyers of NELFCRO were analyzed in this research. One of them provides the general information about the company. Another flyer provides the explanations of the main unique offer of the company: a processing facility. The rest ten flyers provide information about its ten main expertises. Each of them explains in details each group of NELFCRO’s expertise.

In this analysis, two sources are used as the base of the analysis. First, as solicited literature, book by Hahn, Davis, Killian and Magill (2003) is used. This book was chosen based on the availability of the book electronically. This book is cited twelve times based on Google Scholar. According to the best knowledge of the author of this thesis, this book is the
most specific compared to other available books about making advertisement and promotion means. It contains the complete steps and check-list form which is very useful for evaluation, while other available sources provide promotion content as part of marketing content. Therefore this book is considered to represent the complete overview of making the promotion means.

Second source is by Hall (2008). This article is also found by Google scholar. It was chosen because of the specific content of developing promotional plan for scientific company promotion, in this case for agriculture field. This article also contains the importance of building company image on the promotional mean, while “company image” is one of the main key words of this thesis. Furthermore, this article contains detail steps from creating image, preparing the content, additional aids to monitoring.

The promotional means such as flyer should help the company to develop its image and make its position in the market stronger. Therefore, a flyer should fulfil several criteria, such as (Hall, 2008) on:

• Connect company’s business with target market, both emotionally and logically.
• Build trust.
• Position the company as an expert.
• Convey uniqueness and personality with passion and believability.
• Promise tangible result.
• Communicate the personal values that guide the company and affect the ability to serve the clients.
• Motivate the reader to request more information or place an order.
• Make it as if the company is speaking directly to the customer.

Three important elements that should be on flyers are headline, the offer, and the logo or signature which identifies the company (Hahn, Davis, Killian, & Magill, 2003). In addition, the flyer should tell the readers how they can reach the company to get the product. Moreover, illustration is other important element on the flyer. It is aimed to help the overall message to get across. It is also important to provide picture captions which explain the illustration. (Hahn, et al., 2003)

Referring to the above opinions, the following factors are used to evaluate NELFCRO’s company flyers whether it is conformed to the mentioned theories or not.

• Headline and opening paragraph.
• Information of the company.
• The uniqueness of the company.
• Trust building and positioning the company as an expert.
• Communicate the personal values and ability to serve clients.
• The offers and benefits for customers which connect with the target market.
• Promise of tangible result.
• Motivate the readers to request more information and tell how they can reach the company.
• Language should be suitable for target market and make the company speak directly to the customers.
• Provide a clear logo or company sign.
• Provide related illustrations and captions.

The result of this analysis is aimed to see the possible positive aspects of the company that are mentioned on the flyers based on those general requirements of flyers. However, the analysis is conducted – based on the selected requirements – to the entire flyer, without distinguishing the three types of the flyers that are mentioned in the beginning. Each flyer is considered to fulfil all the general requirements of flyer as promotion means. The result of the flyer analysis is based on an opinion of the author of this thesis.

2.2 Concept Analysis

The concept analysis is aimed to gather information based on the following sub-research questions:

2. How can the acquisition process be developed theoretically?
3. What aspects are theoretically involved in the acquisition process?

The concept analysis was conducted by a literature research. Books are used as the consolidated literature. The literature supported by articles as unconsolidated literature that searched by using source of electronic databases (van der Sanden & Meijman, 2004), in this thesis: Web of Sciences and Scopus. The keywords that are used in this thesis are based on the first draft of the main research questions which eventually the main research question is shifted and does not contain the similar key words as the first version. The list of keywords that is used in the literature research is given in Table 2.

<table>
<thead>
<tr>
<th>Starting key words</th>
<th>Developed key words</th>
</tr>
</thead>
<tbody>
<tr>
<td>“acquisition”</td>
<td>“business to business”</td>
</tr>
<tr>
<td>“marketing”</td>
<td>“B2B”</td>
</tr>
<tr>
<td>“purchase decision”</td>
<td>“marketing communication”</td>
</tr>
<tr>
<td></td>
<td>“communication”</td>
</tr>
<tr>
<td></td>
<td>“outsourcing”</td>
</tr>
<tr>
<td></td>
<td>“customer acquisition”</td>
</tr>
</tbody>
</table>

Based on the relevant literature, the theoretical framework was developed and factors involved in the acquisition process were analyzed. Afterwards, the theoretical framework of the acquisition process is combined with the interview analysis framework (see also Figure 2: Interview analysis framework). The development of this theoretical framework and the integration are also carried out together with the two project supervisors, Dr. Maarten van der Sanden and Ir. Steven Flipse.

2.3 Synthesis

The aim of using synthesis in this research is to gather information based on the following research question:
4. How can the unique selling propositions of NELFCRO be practically analyzed based on NELFCRO’s theoretical framework?

5. How can the employees of NELFCRO use the integrated theoretical framework and NELFCRO context in the practice?

Integration of theoretical framework and context analysis

The first synthesis phase is conducted based on sub-research question 4. Based on that, the developed theoretical framework from the previous phase is integrated with the company context. This part is aimed to confront the theory and practice. The integration is conducted by categorizing each perceived positive aspects and perceived negative aspects based on the integrated theoretical framework (see §2.2).

Focus Group

The second synthesis phase is carried out based on sub-research question 5. Based on this question, the integration of the developed theoretical framework and the context analysis is tested and discussed with the people that work on the practice. This test and discussion is aimed to get NELFCRO validation of the integration of developed theoretical framework and the context analysis. Besides, it is to enrich the result and as a starting point for gathering recommendations for NELFCRO.

The form of the test is a focus group. Focus group is an interactive discussion group that in centred on a specific topic and coordinated by a moderator. The focus group is aimed to generate primarily qualitative data (Kleef, Trijp, & Luning, 2004; Sim, 1998).

Focus group is chosen because of the usual effect that will appear, such as the statement of one participant can trigger comments by other participants. The discussion of the focus group will be more than the sum of separate individual interviews because in the focus group they can explain their answers to each other. The moderator can also compare directly the participants’ experiences which will enrich the result with less speculation. (Kleef, et al., 2004; Morgan, 1996, 1998)

The focus group is conducted at the NELFCRO. The selected participants are the employees; some of them were already interviewed in the beginning of the research and some of them not. This set up is aimed to get more opinion from employees who did not know about the project before. In practice, six employees participated in the focus group; they are the CEO and the Director of Research who gave briefing and assignment to the PhD researcher, three employees who were interviewed, and one employee who was not interviewed. Based on the literature, six people are suitable number of participants of a focus group (Morgan, 1998).

The focus group was moderated by Steven Flipse who is the main researcher for this project with the company. Three other people from the research team also attended the focus group as observers.

For the researchers, the focus group is aimed for validation of the interview result, validation of the theoretical analysis, validation of the integrated matrix, construction of the adapted tools matrix, and discussing ways forward. For NELFCRO, the focus group is aimed for identification of unique selling proposition of the company, the reflection of possible positive emotions of customers, and discussing ways forward.
To reach the focus group goals, the session outline for the focus group was arranged. In the following the explanation of the session outline is given. The technical details of the focus group, including objectives and questions in each step, can be seen in Appendix 1.

**The session outline**

The focus group was conducted at NELFCRO Company on September 10th 2010.

The session is opened by an introduction of each of the focus group participants and the researchers. Then the moderator guides the focus group to the transition phase by asking the opening question regarding the participants’ memory about the interviews that were conducted in March 2010. Questions about the most important ‘positive emotions’ that can be used by the company is asked.

The session is continued by the context introduction by the moderator. The activity is the presentation of the context in order to inform the company about the progress of the research. After that, the moderator presents the result of the interviews with the theoretical framework of the interviews analysis. The objective is to validate the interviews’ findings. The moderator asked the importance of the issues and the most important issues in practice.

Next, the theoretical framework of the acquisition process is presented. It is aimed to inform the company of the concept. Moderator asks the participants whether they have ever thought about the process of acquisition as the developed theoretical framework and if there is something missing on the theoretical framework.

Afterwards, the presentation is continued by the presentation of the integrated result of the interviews and flyer analysis. This step is aimed for us to validate the findings. It is also aimed to inform NELFCRO about different moment and cluster in generating USPs’ of their company. The questions for the participants are about the importance of the findings and aspects that mostly enhance positive emotions of the customers.

The session is continued by a general discussion to improve the USPs identification and discuss some recommendations to generate USPs from some aspects that the customers are concerned. Finally, the session is closed by delivering the summary of discussion and question about further expectations.

**Result evaluation**

The evaluation of the focus group result is conducted by discussed the result based on main objectives of the focus group. The analysis is conducted based on the interpretation of the notes that the author of this thesis took during the focus group session.
3 Company Context Analysis

The company context analysis are divided into two parts. First, the analysis is conducted to the interview result of NELFCRO’s employees. Second, analysis of a selected NELFCRO’s document is carried out. More in-depth descriptions can be found in chapter 2. These company context analysis results, as the practical part of this research, are used furthermore in the integration step with the theoretical part of the research. The following sub-chapters subsequently describe the analysis of the interview (§3.1) and the analysis of the document (§3.2).

3.1 Interview Analysis

The interview analysis section is aimed to gather information based on the following sub-research question:

1. What are the aspects that influence the acquisition process of NELFCRO in practice?

In this sub-chapter, the results of interview analysis are presented based on the sub-research questions sequence. First, the analysis result is based on sub-research question:

1a. What are the main aspects that are related to NELFCRO according to its employees?

As explained on chapter ‘Methodology’, section ‘Context Analysis’ (§2.1) the developed framework of interview analysis is used to analyze the main aspects that related to NELFCRO according to its employees. The analysis and categorisation of the aspects is based on our interpretation. One aspect might be occupied more than one category and moment. The placement of the analyzed aspects is based on our consideration about the importance of the aspects in each category and moment. The complete scheme of the analysis is given in Figure 3. The following paragraphs are the explanation of the interview analysis.

NELFCRO related aspects

The analysis of NELFCRO’s offers according to the employees is carried out as a start. It is illustrated in the left column of the figure (see Figure 3). On the ‘after project’ moment, success stories, shorter time to market, and trend anticipation are aspects that are related to the outcome of the company (see bottom part of Figure 3). Success stories can be generated based on the results that are already achieved by NELFCRO. Shorter time to market is the result that is offered by NELFCRO to the customer, therefore it is placed as the outcome on the ‘after project’ moment. Trend anticipation in health and sustainability is also related to the outcome of the research that may promise trends to the customer as a research result.

As well in the category of NELFCRO’s offers according to employees, analysis on the ‘during project’ moment generated several aspects, such as the processing centre that is
used during the research. It is obvious that this aspect is included into the ‘during projects’ moment.

![Table: NELFCRO related aspects and Customer related aspects]

**Figure 3: Analysis of interview result on aspects related to NELFCRO**

Next is the ‘flexibility of the customers’ when working together during the project that is mostly related to it when the project is ongoing, therefore it is categorized in the ‘during projects’ moment.

Integrated R&D approach that provides many relevant areas of expertise is an offer of NELFCRO for the customer that also can be included in the ‘during project’ moment. This is because R&D in principle related with the moment when the project is ongoing.

NELFCRO offers professionalism in working and cooperation in generating ideas. This supports the working conditions during the project. Because of that, the ‘professionalism’ aspect is categorized as ‘NELFCRO related’ aspects and fitted in the ‘during project’ moment.
Broad expertise that is claimed as in offers of NELFCRO are clearly should be categorized in the ‘NELFCRO related aspects’. The expertise aspect is highly related with the offer in the research, therefore it is categorized in the ‘during project’ moment.

‘Strategy and value of the company’ is linked as company’s offer before the project starts. This aspect is mainly related to the ‘NELFCRO related aspect’ because is about the company itself.

How company does its external communication to the customer is also considered as a relevant aspect in the ‘before project’ moment and is categorized as ‘NELFCRO related aspects’.

The employees also recognized the issue of the gap between promises and expectation of the customer. This aspect is considered to be important is the ‘before projects’ moment because promise by NELFCRO is something given before the project starts.

Other main aspect mentioned as part of ‘before project’ moment and related to the NELFCRO is the ‘external image of NELFCRO’. ‘External image’ is categorized in this category and moment because customer is mainly influenced by ‘company image’ aspect before deciding to work together on a project.

Customer related aspects

The analysis continues to the other category: ‘Customer related aspect: what customer wonders about according to NELFCRO employees’ as illustrated in the right column of Figure 3. Intellectual property rights and confidentiality have a clear relation with the result of the research, and therefore they are categorized in the ‘after project’ moment. These aspects are mentioned as the usual aspects that are worried by the customers in the acquisition process, thus these aspects are categorized in the ‘customer related aspect’ category.

Personal relationship between NELFCRO’s employees and the customer might be the reason of doing a research. Comfortable feeling of a personal relationship might play important role in the research period. This personal relationship is categorized in the customer related aspect because it is considered as the customer having cooperation with NELFCRO.

Dependency feeling of the customer is mentioned by the employees as aspect that is worried by the customer in doing the research. For that reason, this aspect is categorized in the customer related aspect and in the ‘during projects’ moment. The feeling of dependency is feared by the customer because customer usually has the ego to do the research by themselves instead of doing it with other company.

‘Cooperation’ aspect is categorized also as ‘customer related aspects’ because it is about customer consideration of working together with other organization and under a certain restrictive rules and protocols. The ego problem, as a personality issue, might occur because the employee of the customer does not want to cooperate with NELFCRO because of the ego problem, while the decision of their company forces them to work together. This aspect can be categorized as important at the ‘during projects’ moment.

Trust in NELFCRO is an aspect that is important to the customer in cooperation. That is why this aspect is part of the ‘customer related aspects’. The trust issue of NELFCRO’s competence and its social or scientific status is regarded as important at ‘before projects’
moment. The customer might have difficulties in starting the cooperation if there is no trust in NELFCRO.

Before starting the research, the employees agreed that customer also thinks about the investment priority. The customers might prefer investing their money in their own company instead of NELFCRO. For this reason, this aspect is mostly related in the ‘customer related aspects’ and in the ‘before projects’ moment.

Employees mentioned that customers usually give their opinion about working together with NELFCRO in the project evaluation phase. According to the employees, some customers mentioned that NELFCRO is a business related company, but some others think that NELFCRO is too scientific. This relevance aspect can be a strong consideration of the customer before starting their relationship. Therefore, this aspect is included into ‘before project’ moment and as a ‘customer related aspects’.

The added value that can be obtained by the customer is the point of customer’s consideration, according to the employees. The customer might think what the necessity of working together with NELFCRO is and what will be the return of the investment for them. This aspect is highly related in the ‘before-project’ moment and ‘customer related aspects’.

Above analysis is not sufficient to the main sub-research question about aspects that might influence acquisition process of NELFCRO. Therefore further analysis of the interviews is conducted. The next interview analysis is carried out based on sub-research questions:

1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

In the interview, the interviewees are asked the reasons why the customer should work or should not work with the company. Some of them are also asked questions explicitly about perceived positive aspects and perceived negative aspects of NELFCRO. The answers of the interviews can be categorized into ‘perceived positive aspects’ and ‘perceived aspects that may be improved’ that may influence acquisition process of NELFCRO.

The interview transcriptions and the summary of the interviews are provided in the Appendix 2 and Appendix 3. The following (Figure 4) is the illustration of which aspects are included into ‘perceived positive aspects’ and ‘perceived aspects that may be improved’. There are aspects that are perceived as both categories. These aspects are placed in between two categories.

In the following are the explanations of each aspect that is mentioned by the interviewees as the answer of the question on ‘perceived positive aspects’ and ‘perceived aspects that may be improved’.
Figure 4: Perceived positive aspects and aspects that may be improved

Shorter time to market

Shorter time to market is perceived as positive aspect of the company because by doing research cooperation with NELFCRO, the customer may skip several steps contrary to when they do a research in own internal R&D.

Success stories

Success stories of the NELFCRO are mentioned by the employees as positive aspect of the company because by having a good image of the company, the trust in working together with NELFCRO will be generated.

Trend anticipation

The other perceived positive aspect is the trend anticipation in health and sustainability because if the company following the trend of the market, the possibility of the market to the cooperation is bigger.

Processing centre

Another perceived positive point is the large processing centre facility of the company. This unique offer is perceived as a positive aspect. Due to this, it is possible to give direct effect to the customer in deciding to work together with the company.

Integrated approach

The integrated approach that is conducted by the company is also perceived as positive aspect because of the research process. This might give better results, when it is solved from different integrated disciplines. Besides, the customer only pays once and gets the research done with different approaches from many disciplines.

Professionalism

The other perceived positive aspects that mentioned interview is professionalism. This aspect claimed by the interviewee as a perceived positive aspect. It is mentioned at the project evaluation session by the customer.

However, there are some different perceptions between the interviewees. Some perceived positive aspects are mentioned by other interviewees as aspects that may be improved.
These aspects are broad expertise, flexibility, cooperation, intellectual property, and confidentiality. These aspects are illustrated in between two categories in Figure 4.

**Broad expertise**

The broad expertise is perceived as positive but on the other hand, it is perceived as negative because of too broad expertise might not work for bigger company. The big company might have less trust if they see the NELFCRO as a small company with about 200 employees but offers very broad expertise.

**Flexibility**

The flexibility is also perceived as positive because then customer will be flexible to control and be involved in the research. But it is also mentioned by the interviewees that the flexible working culture of the customer might bring disadvantages because the work might go out of the protocol. For that reason, the flexibility can be also perceived as negative.

**Cooperation**

The cooperation aspect might be perceived as positive because of the ideas that will be generated by cooperating and working together. But in cooperation, customer and NELFCRO might not work well together. By the experiences, some of the customers were not contributing in the research project. The efforts were mostly from NELFCRO's side.

**Intellectual property and confidentiality**

Intellectual property and confidentiality are the offers that are believed by the employee as offers that give advantages to the customer. Unfortunately, based on the interview, many of the customers are not directly trusting in these issues. These aspects are mostly aspects that are mentioned by the employees as aspects that are worried by the customer and make the customer hesitate to work together with NELFCRO.

**Company image**

Other aspect that is mentioned as something that is mostly worried by the customer is the fact that because NELFCRO does not have a clear image for the customer. According to the interviewee, customer might confuse about the competence of NELFCRO and its social or scientific status.

**Working perspective**

According to the employees, the customers are also worried about the working perspective of the company. Some of the customers see NELFCRO as a ‘too scientific’ company and other customers see NELFCRO as a ‘too commercial’ company.

**Dependency**

The interviewee argued that dependency is an aspect that might also make the customer worry. The customer might not want to have a feeling of dependency to another company.

**Added value**

Other aspects of customer concerns are the unclear added values that customer will get. The expensive price of NELFCRO is mentioned by the customer to the employees on the project evaluation meeting. This is also relevant to the customer concerns about investment priority. Meaning should the customer invest on the cooperation with NELFCRO or not.
**Promises and expectations gap**

According to the interviewees, the gap between promises and expectation is also mentioned by the customer in the project evaluation meeting. This friction is sometimes caused by the promises that are given by marketing people that cannot be fulfilled by the R&D team in the end of the research.

**Strategy and value of the company**

The lack of company strategies such as communication strategy and marketing strategy is worried by the employees to be something that bring negative impact on the company. The employees also mentioned that some of the employees might not know company values. These issues are worried to be affected the way of NELFCRO communicates its value to the customer.

The analysis result of these aspects mentioned in the interviews will be supported by the document analysis results as illustrated in *Chapter 2*.

### 3.2 Document Analysis

The documents analysis is conducted in order to give more information about the following question:

1d. *What are the perceived positive aspects of NELFCRO based on flyer analysis?*

The chosen documents are NELFCRO’s company flyer. There are twelve main flyers that are analyzed in this research. One of them provides the general information about the company. Another flyer provides the explanations of the main unique offer of the company: a processing facility. The rest ten flyers provide information about its ten main expertises. Each of them explains in details each group of NELFCRO’s expertise.

The result of this analysis is aimed to see the possible positive aspects of the company that are mentioned on the flyers based on the formulated requirements (see chapter ‘Methodology’, section ‘Context Analysis’ (§2.1)). However, the analysis is conducted based to the entire flyers without distinguishing the three types of flyers that were mentioned before.

The complete analysis of each flyer is presented on the Appendix 4. The complete evaluation is completed in order to get general overview of the available flyers. This evaluation helps us to observe the perceived positives aspects that mentioned by NELFCRO at the flyer.

The observations of perceived positives aspects of the flyer are summarized in the Table 3.
### Table 3: Observations of perceived positives aspects of the flyer

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Observation of perceived positives aspects of the flyer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headline and opening paragraph</td>
<td>Partnership slogan</td>
</tr>
<tr>
<td>The uniqueness of the company</td>
<td>• trends on health and sustainability</td>
</tr>
<tr>
<td></td>
<td>• processing centre for pilot plant</td>
</tr>
<tr>
<td></td>
<td>• cooperation between NELFCRO and customers</td>
</tr>
<tr>
<td></td>
<td>• the customers’ full right of IPR</td>
</tr>
<tr>
<td></td>
<td>• confidentiality</td>
</tr>
<tr>
<td>Trust building and positioning of the company as an expert</td>
<td>Track record of some researches</td>
</tr>
<tr>
<td>Communicate the personal values and ability to serve clients</td>
<td>• broad expertise of NELFCRO</td>
</tr>
<tr>
<td></td>
<td>• improved formulation</td>
</tr>
<tr>
<td>The offers and benefits for customers, that connect with the target market</td>
<td>• efficient process scale up</td>
</tr>
<tr>
<td></td>
<td>• improved formulation</td>
</tr>
<tr>
<td></td>
<td>• applicable solution</td>
</tr>
<tr>
<td></td>
<td>• process optimization</td>
</tr>
<tr>
<td></td>
<td>• new process design</td>
</tr>
<tr>
<td></td>
<td>• responsibility</td>
</tr>
<tr>
<td></td>
<td>• innovation</td>
</tr>
<tr>
<td></td>
<td>• cost reduction</td>
</tr>
<tr>
<td>Promise of tangible result</td>
<td>Track record of some researches</td>
</tr>
<tr>
<td>Motivate the readers to request more information and tell how they can reach the company</td>
<td>The contact details and contact person of the company are available.</td>
</tr>
<tr>
<td>Provide a clear logo or company sign</td>
<td>Clear logo of the company.</td>
</tr>
<tr>
<td>Provide related illustrations and captions</td>
<td>Illustration of company facility.</td>
</tr>
</tbody>
</table>

In the following are the explanations of the observation of the perceived positive aspects observation of each parameter.

- **Headline and opening paragraph.**

  Aspects that are perceived as positive on the headline and in the opening paragraph of each flyer is the partnership slogan of the NELFCRO. It is perceived as positive because it shows company identity to the potential customer.

- **Information of the company.**

  Based on observation, clear information of the company such as vision of the company does not generally exist.
• The uniqueness of the company.
Several points of the company uniqueness, that are perceived as positive, are mentioned in some of the flyers, such as trends on sustainability and health, processing centre for pilot plant, cooperation between NELFCRO and customers, the costumers’ full right of IPR, and confidentiality.

• Trust building and positioning of the company as an expert
The track records of some research that are mentioned in several flyers are perceived as a trust builder and perceived as a positive aspect. By mentioning the track records of the company, customer can see the exact result of working together with the company and built trust towards the company.

• Communication of the personal values and ability to serve clients
The perceived positive aspect that is categorized in this parameter is combined with the next parameter because both mentioned aspects are considered as suitable both parameters.

• The offers and benefits for customer, that connect with target market
The perceived positive aspects that can be categorized in both parameters that are mentioned on the flyers are the broad expertise of NELFCRO, improved formulation, efficient process scale up, improved formulation, applicable solution, process optimization, new process design, responsibility, innovation, and cost reduction. These aspects can be categorized clearly as perceived positive aspects of the company.

• Promise of tangible result
The track records of some researches that are mentioned in several flyers are also perceived as positive aspects in promising tangible result for the potential customer.

• Motivate the readers to request more information and tell how they can reach the company
Each flyer provides contact person and contact details of the company. This is perceived as positive because potential customer can reach the company.

• Language should be suitable for target market and make the company speak directly to the customers
A perceived positive aspect based on this parameter is that the company mostly use direct-speech writing style in the flyer.

• Provide a clear logo or company sign
Logo of the company appears clearly in each flyer. This is perceived as positive because it shows one of the company’s identity elements.

• Provide related illustrations and captions
The perceived positive aspect of this parameter is the availability of company facilities illustration in several flyers.
Some of the perceived positive aspects that are mentioned in the flyers are also mentioned by the employees in the interviews. Eventually, this result of analysis can be used as the addition to perceived positive aspects that are observed from the interview result (see §3.1).
4 Theoretical Framework

The development of the theoretical framework is conducted based on literature. The literature study is described in section 4.1. Afterwards, the developed theoretical framework is integrated with the interview analysis framework. This integrated framework is furthermore used to confront the theory and practice. This integration of the frameworks is described in section 4.2.

4.1 Literature Study

This literature study is aimed to gather information about the following sub-research question:

2. How can the theoretically acquisition process be developed?
3. What aspects are theoretically involved in the acquisition process?

As the starting point, the literature study starts with the relationship marketing in business to business and introduction of the customer acquisition as part of relationship life cycle. As part of the explanation, acquisition from NELFCRO’s perspective and from customer’s perspective is presented. Aspects involved in the acquisition process are discussed furthermore.

Relationship marketing in business to business marketing

Interaction between organization and people is one of the important factors that roots business to business marketing (Fill & Fill, 2005). Therefore, besides market exchange, there is relational exchange between the company and the customer (Fill & Fill, 2005). In this relational exchange, the focus is on both parties in seeking their goals in a mutually rewarding way (Fill & Fill, 2005). Furthermore, the perspective is on the long term attachment or relationship between them (Fill & Fill, 2005). The relationship marketing which puts relationship at the centre of marketing activities plays an important role in business to business marketing (Fill & Fill, 2005).

In this thesis, the focus of the problem is in the acquisition phase of NELFCRO, which runs its business in a business to business setting. Therefore, basic information of business to business marketing is needed to give a clear overview of the research topic.

The relationship or partnership can occur between many parties related to the business process. Relationships between companies that operate in the different level of the supply chain are called vertical partnership. An example of this type of relationship is between suppliers and customers, relationship between outsource providers and business customers, and relationship between manufacturers and distribution channel members.

Another type of partnership is horizontal partnership which is described as: “relationships between firms that provide jointly used, complementary products of firms that are competitors”. (Mohr, Sengupta, & Slater, 2010, p. 144)
In this thesis, the relationship is limited to vertical relationship, in particular only between the company who offers the service in research, called outsource company, and the customer who potentially needs the service of the outsource company. In this case, NELFCRO is the outsource company.

Mentioned by Mohr et al. (2010):

"Outsourcing is an arrangement in which company (the customer or the client) hires another company (the supplier or outsource provider) to perform a particular function on its behalf". (Mohr, et al., 2010, p. 159)

There are reasons for outsourcing, such as to save costs, to focus on core competences, to have an access to outsource provider’s skills, to mitigate human resources issues, and technological development. Besides, there are also risks of outsourcing, such as quality concerns, the cost saving that do not materialize, dependence on the vendor, dilution of competitive advantage, and public black ash. (Mohr, et al., 2010)

Those reasons and risks are aspects which are possibly concerned by the customers of NELFCRO before they decide to do the partnership.

**Customer acquisition**

As explained before, relationship between the company and customer is a process. Fill & Fill (2005) and Bruhn (2003) divided customer relationship into several different phases. The most common division of the phases are customer acquisition, development, retention, and decline. The ideal representation of these phases is illustrated as customer relationship life cycle, which is drawn in the Figure 5. This customer relationship life cycle can be considered from the company and the customer perspective. The explanation of this life cycle is followed afterwards.

![Figure 5: Customer relationship life cycle (Fill & Fill, 2005)](image)

Fill and Fill (2005) describes customer acquisition as a sequence of three main events. First, the customer and company search for suitable pairing. Second, it is followed by initiation period. In this initiation period, both organizations seek out information about the other. Last event is the occurrence of the transaction followed by socialization between the two parties.
Blattberg et al. (2001) define customer acquisition in two ways. First, based on *transaction* perspective, customer acquisition ends when the customer does the first purchase. Second, acquisition in *process* perspective defines that acquisition is included into first purchase and also non-purchase activity until the customer makes a repeat purchase.

The authors remark the second opinion as better definition because it includes the initial bonding and also the development stage of the customer-organization relationship.

The acquisition definition that is used in this thesis is according to the first definition by Blattberg et al. (2001) and in line with the definition by Fill & Fill (2001). This definition is also in accordance with NELFCRO context that limits the acquisition process as the phase until the customer takes the decision to work together with NELFCRO and to make the first transaction.

According to the literature, acquisition is followed by development of customer and company relationship (Bruhn, 2003; Fill & Fill, 2005). In the case of positive development, it is followed by customer retention phase (Bruhn, 2003). This retention phase lasts as long as both parties are able to meet their goals. Next, the phase may continue to the decline of the relationship where the termination of the relationship occurs (Bruhn, 2003; Fill & Fill, 2005). The abstinence of the cooperation may also occur before the relationship commences again with same or different project (Bruhn, 2003). This customer life cycle is shown in Figure 5, adopted from Fill & Fill (2005).

In the development of the framework, three main phases of the partnership period between company and customer are distinguished, namely pre-contact period, contact initiation period, and post contact period. These three main phases are according to the above theories and to the practice of NELFCRO.

The pre-contact period and contact initiation period are included to the acquisition process. Acquisition starts with searching a suitable partner where the contact with the potential customer has not occurred, therefore it is part of the pre-contact period. After that the initiation contact is carried out, the initiation process has occurred. From the NELFCRO’s perspective, in this initiation phase, NELFCRO searches as much information as possible about the customer, such as the needs of the company and they observe possible projects that can be carried out between them. NELFCRO should also provide information regarding the company to the potential customer. The information could be explicitly translated as information of company’s offer, but it also can be about how the company cooperates and behaves towards the customer. This phase is ended by the transaction process.

In the post transaction period, project is executed. It is followed by the phase of development and retention of the customer as described by Fill and Fill (2003). Eventually, the cycle of relationship can be returned as the customer wants to repeat the old project or starts with a new project with the company. Of course, the phase may also be terminated.

From the customer’s perspectives, the process of having relationship with the outsource company is followed the stages of purchase process. The purchase process is adjusted into the business to business model. The steps are: problem recognition or identification of their needs, establishment of specification, partner searching, information search and identification for alternatives, evaluation of alternatives, and purchase decision which is the moment where the customer decides the outsource company. After the purchase decision, project is executed and it is followed by evaluation. Again, the cycle can be repeated or the partnership can be ended. (Clow & Baack, 2004; Mohr, et al., 2010)
Based on practice of the NELFCRO, there are two scenarios of the acquisition starting point. First, at the normal situation, customer comes to NELFCRO with problem and requests for partnership. Second, NELFCRO can come to customer and give the offer by sensitizing the problem of the customer.

The developed theoretical framework of acquisition is presented on Figure 6.

Figure 6: Theoretical framework of acquisition

While the focus of the problem is in the acquisition step, aspects involved in the acquisition step are analyzed. As a starting point, observation of general aspects that are involved in the relationship between company and customer are conducted.

According to the customer relation life cycle illustration (see Figure 5), those various phases in a relationship might be different depends on the ‘relation intensity’ that is illustrated as the ordinate of the axes. Bruhn (2003) describes three types of indicators in determining the intensity of the relationship from the customer perspective, which are (see Figure 7):

- Psychological indicators that included customer’s relationship quality and commitment, and trust of the customer in the partner.
NELFCRO Acquisition Process Research

- Behavioural indicators such as purchasing behaviour, information searching behaviour of alternatives, and communication behaviour by the customer on the partner.

- Economic indicators that are included customer profit contribution and customer lifetime value.

![Figure 7: Indicators of customer relationship intensity (Bruhn, 2003)](image)

The indicators of customer relationship intensity given by Bruhn (2003) (Figure 7) are considered to be relevant as aspects that might be involved in the acquisition as acquisition is about to start the relationship between company and customer. Therefore, the differentiation of indicators into psychological and social, behavioural, and economic clusters is adopted as the framework for further analysis. However, not all of the aspects that are mentioned are related with the acquisition phase. For example, relationship quality and commitment are more related in the development and retention phase of the relationship. Therefore, the selections of the aspects that are highly related in the acquisition process are needed. The explanation of each selected aspect is provided afterwards.

This base of the framework is then added by a technological cluster. This technological cluster is added because the main content of the company is about technological offers. Also, based on the interview of the employees, many important points that might be relevant to the acquisition process, regarding to technological aspect are mentioned.

Based on Fill and Fill (2005), in the acquisition process, the duration of the initiation period depends on strategic importance of both parties and the complexity of the products. Besides, it depends also on the nature of the introduction, for example if the introduction occurs by an established and trusted organization, then shorter duration of initiation period might be achieved.

From the customer point of view, there are aspects that are affecting customer purchase decision, namely relative advantage, compatibility, complexity, trialability, ability to communicate product benefits, and observability (Mohr, et al., 2010).

Furthermore, aspects involved in the purchase decision for professional services are also introduced by Stock and Zinszer (1987). They mentioned the importance of information source in decision making process. Personal sources of information are considered as the sources that customer will rely on than non-personal sources like advertisement. One of the reasons is because non-personal sources can convey information about search quality but
only little about experience. Moreover, personal sources such as reputation, past experience, recommendations by person inside or outside the company, and personal contact are rated highly as sources that influenced purchase decision. (Stock & Zinszer, 1987)

Table 4: Aspects involved in acquisition process to start a professional relationship

<table>
<thead>
<tr>
<th>Technological</th>
<th>Economical</th>
<th>Social-Psychological</th>
<th>Behavioural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capabilities</td>
<td>Relative advantage</td>
<td>Credibility</td>
<td>Communication behaviour</td>
</tr>
<tr>
<td>Complexity</td>
<td>Strategic importance</td>
<td>Observability</td>
<td>Information transfer</td>
</tr>
<tr>
<td>Compatibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trialability</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All the aspects that might involve in the acquisition process based on the above-mentioned literature are summarized and classified based on the framework of aspects that involved in acquisition process to start a professional relationship (see Table 4). These aspects could be seen from perspectives, company and customer. The discussion is mostly from the customer perspective, about how the customer scores the company on those selected aspects. The following are the explanation of clustering each aspect:

Capabilities
Capabilities are clustered into technological cluster because capabilities are mainly about the skills and performance of the company in the field of expertise (Mohr, et al., 2010), in this case the capabilities of NELFCRO in doing scientific research and technology innovation.

Complexity
Complexity refers to the extent of the difficulty involved in using new technology (Mohr, et al., 2010). In this case, complexity is interpreted as the difficulty of the scientific research project that will be conducted in the cooperation. For example, if the research that will be carried out is complex, more time for adaptation and more consideration will be needed between NELFCRO and customer.

Compatibility
Compatibility is highly related with technological cluster. It refers to the extent to which using the new innovation is based on the existing ways (Mohr, et al., 2010). The compatibility of the research process and the research result with the existing ways of the customer in doing things with their technology may need a faster adaptation than completely new research process. In the acquisition process, if the customer is already familiar with how the research will be conducted, the process of acquisition may be easier or may need shorter time.

Trialability
Trialability or the possibility to try the research process and the result of the research on a limited basis may be considered by the customer in the acquisition process as a benefit for them. Trialability is directly related with technological aspect. It can help reduce perceived risk in trying a new technology (Mohr, et al., 2010). Therefore, trialability can help towards more rapid adoption of the research collaboration and the effect to the acquisition is the easier that the customer agree on working together with NELFCRO.
NELFCRO Acquisition Process Research

NELFCRO’s acquisition perspective

Situation 2 - NELFCRO’s initiative
Search for suitable partners

Contact initiation

Acquisition process
(Fill & Fill, 2005; Bruhn, 2003; Blattberg, Getz, & Thomas, 2001)

Pre-contact period

Contact initiation period

Post transaction period

Customer’s partnership perspective

Situation 1 - Customer’s initiative
Problem recognition

Establishment of specifications

Search for partner(s)

Problem recognition
(Externally sensitized by NELFCRO)

Situation 2 - NELFCRO’s initiative
Search for suitable partners

Contact initiation

Acquisition process
(Fill & Fill, 2005; Bruhn, 2003; Blattberg, Getz, & Thomas, 2001)

Pre-contact period

Contact initiation period

Post transaction period

Figure 8: Acquisition framework of NELFCRO and aspects involved in starting a professional relationship

Relative advantage

Relative advantage defined by Mohr as: "The benefits of adopting the new technology compare to the costs and in relation to other alternatives" (Mohr, et al., 2010, p. 236). This aspect is highly related with the economical cluster because it is about the calculation of the cost and benefits. For the customer, if the calculation of working together with NELFCRO will give more benefits than working with other company, then the chance of working together will be bigger and the acquisition process may be easier to handle.

Strategic importance

Strategic importance is related to how the result of the research will be essentially support the customer in doing their business. If the result of the cooperation supports the customer’s business strategy, economical benefits may be gathered by the customer. Therefore, strategic importance is part of economical cluster.
Credibility

Credibility is described as: "a composite of attractiveness, trustworthiness, likability, and expertise" (Clow & Baack, 2004, p. 248). Credibility is also defined as believability of the current intention. Meaning, credibility is whether the company can be relied on its promise (Herbig & Milewicz, 1995). In this acquisition process, the more trusted the company, certain initiation rights may be shortened in the acquisition process (Fill & Fill, 2005). Credibility is mostly related with psychological aspect, as also categorized by Bruhn (2003) on the Indicators of customer relationship intensity.

Observability

Observability is defined in two ways, first, about how observable the benefits of a product are for the customer and second, how easily the customer can observe the benefits from other customer who is already using the product (Mohr, et al., 2010). Related to the NELFCRO context, the customer might need to observe how the result of the research can give benefit for them. Also, the customer might want to see how the result of the research gives benefit for the other customer. The observability is also highly related with the confidentiality of the research that is conducted with NELFCRO. This aspect may influence customer’s decision of working together with NELFCRO in a psychological way.

Communication behaviour

Communication behaviour can be defined as how the company does the communication, especially to the customer. This communication behaviour is important in the acquisition process, since company should contact and communicate with the customer. Overall, communication behaviour of the company is inevitably important to many condition of the cooperation. How the company communicate in the initiation period may be significantly influenced customer on how makes decision of working together. This aspect is clearly categorized in behavioural cluster.

Information transfer

Information transfer is about how the company provides information for the customer, especially before the research starts. This is because at that moment much information is needed by the customer in order to decide whether they are willing to working together or not. Information transfer is also related on how the information can be transferred by other customers to other potential customers. It is also introduced by Stock and Zinszer (1987) about the importance of information source for the customer in decision making process. This information transfer aspects is mostly suitable in the behavioural cluster.

The integration scheme of the aspects related to the acquisition process and the framework of the acquisition process can be seen in Figure 8. This developed theoretical framework, with some adjustment of NELFCRO acquisition process, is used furthermore to analyze the perceived positive aspects and perceived negative aspects that are gathered from the interview result.

4.2 Integrated Theoretical Framework and Interview Analysis Framework

The integration of the theoretical framework and the interview analysis framework is aimed to support information gathering based on the following sub-research question:
4. How can the unique selling propositions of NELFCRO be practically analyzed based on NELFCRO’s theoretical framework?

In order to observe the USP of NELFCRO from the interview results, integration of interview analysis framework and theoretical framework is needed. By using the integrated framework, the analysis of the USP can be narrower based on the moment of importance ('before projects', 'during projects', and 'after projects') and based on the selected cluster ('technological', 'economical', 'social - psychological', and 'behavioural'). The integration of these frameworks can be seen in Table 5.

**Table 5: Integrated matrix of theoretical framework and interview analysis framework**

<table>
<thead>
<tr>
<th>Integrated matrix</th>
<th>Factors involved in partnership initiation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technological</td>
</tr>
<tr>
<td>Moment of importance in partnership initiation</td>
<td>Before relationship</td>
</tr>
<tr>
<td>After research</td>
<td>Before relationship</td>
</tr>
</tbody>
</table>

To explain how the matrix is used in the analysis, the illustration of matrix perspective is provided in Figure 9 and in the following explanation.
1. This matrix should be seen from the customer perspective at the moment of the acquisition process, possibly in a phase of searching a partner or already in the initiation phase.

2. Before the customer makes the decision of working together, the customer might consider every important aspects of NELFCRO in those clusters: technological, economical, social-psychological, and behavioural. Not only based on the clusters, the customer might also consider the momentum when those important aspects of the company are highly related.

3. Based on the theories, the important aspects that are considered as important for the customer in making the decision of working together were discussed in the section ‘Literature Study’ (§4.1) and the summarized aspects can be seen in Table 4 and Figure 8.

4. The important aspects, that may be considered by the customer before making the decision and how those aspects can be observed are explained as follows:
   - Perceived positive aspects. These aspects are observed from the interview analysis result. The employees mentioned the perceived positive aspects of NELFCRO. These perceived positive aspects are expected to be also seen as positive by the customer. In addition, the perceived positive aspects are retrieved from the flyer analysis.
   - Perceived negative aspects. These aspects are also observed from the interview analysis result. These perceived negative aspects were also claimed in the interview as reason that customer may have not to cooperate with NELFCRO.

These aspects are considered based on customer perspective, while the source of the information is based on NELFCRO’s employees, not directly from the customer. The result of the interview analysis on the perceived positive aspects, and perceived...
negative aspects of NELFCRO is described in section ‘Interview Analysis’ (§3.1) and ‘Document Analysis’ (§3.2).

The integration of the context analysis result with the matrix is described in the section Reflection of Integrated theoretical framework and contact analysis (§5.2).

Further, after the analysis is conducted by using the matrix (by integrating the context analysis result with the matrix), the general discussion on each part of the matrix is conducted on chapter 7. The discussion is focusing in each cluster and each moment of relationship.

Next to the discussion, potential USPs of NELFCRO are proposed. Possible solutions are also generated as the solutions for creating the USPs. These possible solutions and recommendations are ideally used to improve and to alter perceived negative aspects to become positive aspects. Not only improved the perceived negative aspects, the possible solutions are also used to emphasize perceived positive aspects. In the end, these possible solutions can be delivered for NELFCRO as recommendations.
5 Reflection on Result

The purpose of this chapter is to give a reflexive account to the research work on the context analysis (see section 3.1) and to discuss its integration with the theoretical framework.

5.1 Reflection on Interview Analysis and Document Analysis

The interview analysis and document analysis are aimed to answer the following sub-research questions:

1. What are the aspects that influence the acquisition process of NELFCRO in practice?

The question is specified into the following sub-questions:

1a. What are the main aspects that are related to NELFCRO according to its employees?

1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?

1d. What are the perceived positive aspects of NELFCRO based on flyer analysis?

The questions that were asked in the interview were distinguished into four categories. First, the question regarding company’s marketing approach. Second, questions related to scientific research situation, including the intellectual property and confidentiality. The third part was about the general image of the company, according to opinion of the employees. In the last part, the reasons why the customer should work or should not work with the company were asked.

Because the interview was conducted with open-ended questions, the answers that were given were broad. In order to analyze the results, the theoretical framework of the interview analysis, which is explained on the chapter 2, was used.

In this thesis, the information of aspects that influence acquisition process of NELFCRO in practice was only gathered from NELFCRO’s perspective, while ideally those aspects should be seen also from the customer perspective. In this case, interviewer asked questions regarding what customer thinks about the company but only from NELFCRO’s perspective. This could be a problem because interviewees can only predict the answer. Therefore, if the interview would be done differently, then the scope of the interview should also include customer perspective.

Furthermore, more involvement on the preparation of the interview process and possibility to do the interview directly are further considerations that might help in this research. The lack of involvement on both cases was caused by the difficulties to see the direction of the analysis. Ideally, at the beginning of the research, before conducted the interview, the
The researcher should already anticipate the analysis by asking him/herself what is going to be accomplished (Rubin & Rubin, 2005). Moreover, the interpretation of the result interview might be different if analyzer could do the interview directly, without having to rely on a third person. Some different perceptions of personal opinion might influence the result of analysis.

The analysis of the flyer could also be done more systematic way. Based on a more systematic literature study, the criteria for the flyer could be better formulated. Furthermore, the analysis that is only based on one opinion, gives more subjective results. Therefore, more people should be involved in the analysis phase.

However, the result of the interview analysis is confirmed by the interviewer in order to have same perception of the result. Moreover, in the end of this thesis, there is a validation of the interview and flyer analysis by the employees of NELFCRO. In this way, the validity of the analysis result can still be measured.

5.2 Reflection on Integrated Framework and Context Analysis

The literature study, framework development, and the integration with the context are conducted based on the following sub-research question:

2. How can the acquisition process be developed theoretically?
3. What aspects are theoretically involved in the acquisition process?
4. How can the unique selling propositions of NELFCRO be practically analyzed based on NELFCRO’s theoretical framework?

In this section, the integrated framework of theoretical and interview analysis framework is collaborated with the context analysis. The integration of those frameworks is explained in section ‘Integrated Theoretical Framework and Interview Analysis Framework’ (§4.2).

Theoretical matrix

First, the integration between the framework and the theories is shown in Table 6. In this matrix, each aspect of ‘Starting a professional relationship’ (Table 4) is placed on the possible moments where these aspects are perceived to be important and may play important role.

Technological cluster

From the technological cluster, capabilities of the company of the offered technology are considered to be important in the ‘before relationship’ and ‘research period’ moments. ‘Capabilities’ are mainly about the skills and performance of the company in the field of expertise (Mohr, et al., 2010). Skills and performance of the company are important during the research period. Moreover, the capabilities of the company are mostly considered before the research starts.

‘Complexity’ is interpreted as the difficulty of the scientific research project that will be conducted in the cooperation. For example, if the research that will be carried out is complex, more time for adaptation and more consideration will be needed before the project starts. Therefore complexity is not only related with the ‘research period’ moment, but also with the ‘before relationship’ moment.

The compatibility of the research process and the research result with the existing ways of the customer in doing things with their technology may need a faster adaptation than
completely new research process. Based on that explanation, it is clear that ‘compatibility’ is mainly related with moments such as ‘research period’ and ‘after research’.

Still in the technological cluster, ‘trialability’ is mostly related with ‘research period’ moment and ‘after research’ moment. The reason is because ‘trialability’ is about the possibility for the customer to try the research process and the result of the research on a limited basis. ‘Trialability’ may be considered by the customer in the acquisition process as a benefit for them.

**Table 6: Matrix of theoretical aspects of importance**

<table>
<thead>
<tr>
<th>Matrix including theoretical aspects of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors involved in partnership initiation →</td>
</tr>
<tr>
<td>Technological</td>
</tr>
<tr>
<td>Moment of importance in partnership initiation</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Before relationship</td>
</tr>
<tr>
<td>Research period</td>
</tr>
<tr>
<td>After relationship</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Relative advantage</td>
</tr>
<tr>
<td>Credibility</td>
</tr>
<tr>
<td>Communication behaviour</td>
</tr>
<tr>
<td>Information transfer</td>
</tr>
<tr>
<td>Credibility</td>
</tr>
<tr>
<td>Relative advantage</td>
</tr>
<tr>
<td>Strategic importance</td>
</tr>
<tr>
<td>Credibility</td>
</tr>
<tr>
<td>Observability</td>
</tr>
<tr>
<td>Information transfer</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
| Further, from the economical cluster, ‘relative advantage’ defined by Mohr as: “The benefits of adopting the new technology compare to the costs and in relation to other alternatives” (Mohr, et al., 2010, p. 236). Since the calculation must be done before the project starts, the suitable moment for ‘relative advantage’ is ‘before relationship’ moment.

‘Strategic importance’ is related to how the result of the research will be essentially support the customer in doing their business. It is clearly stated that ‘strategic importance’ is related to the result or ‘the after research’ moment of the economical cluster.

**Social-psychological cluster**

Since the main elements of ‘credibility’ are attractiveness, trustworthiness, likability and expertise, which are usually seen before the research start, then ‘credibility’ is more important in the ‘before relationship’ moment.

‘Observability’ is defined in two ways, first on how observable the benefits of a product are for the customer and second, how easily the customer can observe the benefits from other customer who already uses the product (Mohr, et al., 2010). Related to the NELFCRO context, the customer might need to observe how the result of the research can give benefit to them. Also, the customer might want to see how the result of the research gives benefit to
the other customers. Based on the explanations, ‘observability’ can be clustered as part of ‘after research’ moment.

**Behavioural cluster**

In the behavioural cluster, first aspect is ‘communication behaviour’. Overall, communication behaviour of the company is inevitably important in all moments of the cooperation. But in context of acquiring customer, communication behaviour is mostly important in the acquisition process, since the company should contact and communicate with the customer. How the company communicates in the initiation period may significantly influences customer is decision of working together. Customer might also wonder how communication will be conducted during the research. Therefore, besides ‘before relationship’ moment, this aspects is also included in the ‘research period’.

Still in the behavioural cluster, ‘information transfer’ is about how the company provides information for the customer, especially before the research starts because at that moment customer needs much information in order to decide whether they are willing to work together or not. Therefore, this aspect is important to be included into the ‘before relationship’ moment. ‘Information transfer’ is also indicated as important in the ‘after research’ moment. Based on Stock and Zinszer (1987), the availability of information about other customers’ experiences is important for the customer as reference in decision making process.

**Table 7: Matrix of perceived positive aspects**

From the matrix of theories (Table 7), it can be seen that there are some cells that are not covered by the theory of what aspects are important in the acquisition process. This could be an indicator that more observation might be needed to find another aspects related on theory. However, this could also be an indicator that on those un-covered areas, no aspect should get more attention in the acquisition process.
Perceived positives aspects matrix

Table 7 presents the integration of perceived positive aspects of NELFCRO based on the interview and flyer as the potential USPs of the company.

Technological cluster

Perceived positive aspects that are mentioned on the interviews and on the flyers such as ‘trend anticipation’, ‘new process design’, ‘improved formulation’, ‘efficient scale up’, and ‘process optimization’ are clustered into technological cluster that might play important role at the ‘after research’ period.

‘Trend anticipation’ is related with ‘technology’ because the technology that is offered by the company can give solution in those trends. It is categorized in the ‘after research’ period because the trend is expressed on the research result.

‘New process design’ is the result of the research; therefore it is clustered in the ‘after research’ period. ‘New process design’ is also about the design of technology, so this is part of technological cluster.

‘Improved formulation’ is also the result of the research. It is also directly related with the technology because it is the result of the scientific research.

‘Efficient scale up’ is one of the results of the collaboration research with NELFCRO; therefore it is clustered in the ‘after research’ period. Efficient scale up is the result of the technological change; therefore it is part of technological cluster.

Process optimization is similar with ‘efficient scale up’. It is also a result of the technological research. Therefore it is also clustered in the ‘after research’ period and technological cluster.

‘Broad expertise’, ‘processing centre facility’, ‘cooperation’ between company and customer, ‘flexibility’ for the customer, and ‘innovation’ focus are clustered into technological cluster that are considered to be important at the ‘research period’ moment. Displays of technological potentials on the flyer are clustered in technological cluster and are important at the ‘before relationship’ moment.

The expertise aspect is highly related with the offer in the research, therefore it is categorized in the ‘during project’ moment. This expertise is related with technological expertise, therefore it is categorised in the technological cluster.

The processing centre is used during the research, therefore this aspect is included into the ‘during projects’ moment. It is the technology that is available at NELFCRO, therefore it is clustered into technological cluster.

Cooperation is mostly important in the ‘during research’ period. And cooperation in this case is the cooperation in using the technology; therefore it is clustered in the technological cluster.

Flexibility of the customers when working together during the project is mostly related to when the project is ongoing, therefore it is categorized in the ‘during projects’ moment. The flexibility in this context is the flexibility in doing the technical research itself; therefore it is clustered in the technological cluster.

Innovation in this context is innovation of the technology and this innovation mainly pays an important role at the ‘during research’ moment.
Economical cluster

‘Shorter time to market’ is the result of the research and the impact of this aspect is economy benefits from the customer because less money might be needed for shorter time to market. Therefore this aspect is categorized in the economical cluster and ‘after research’ period.

‘Intellectual property’ aspects are part of economical cluster because with the intellectuality property rights, the customer will earn the money. ‘Intellectual property right’ is the result of the research; therefore it is clustered in the ‘after research’ period.

Integrated approach that is conducted by the company in the research period might reduce customer expenses or reduce the cost of customer production; therefore this aspect is placed in the economical cluster. This ‘integrated approach’ is used in the ‘during research’ moment.

Social - Psychological cluster

‘Success story’ and ‘confidentiality’ of the research result may play important role at the ‘after research’ moment because ‘success story’ and ‘confidentiality’ in this case is about the research result. It is part of social-psychological cluster because it can mentally influence customer perspective about company credibility.

‘Responsibility’ is mostly important in the moment of ‘research period’ because it illustrates how the company is responsible in doing the research. It is clustered in the social-psychological cluster because it can give secure feeling to the customer that the company is responsible.

Another aspect that can be placed in the psychological cluster is the company slogan: ‘company partnership’ slogan which is mentioned on the flyers. This aspect may mentally influence the customer at the ‘before relationship’ moment when the customer is searching for information of the company.

Behavioural cluster

‘Professionalism’ is part of the company’s behaviour. ‘Professionalism’ is mostly important during the ‘research period’ moment because it illustrates how the company works in the field of research.

The last aspect is ‘track records’ of some research that is mentioned on some flyers. These records can show that the company gives information about the result and this can mentally influence customers because customer can observe company’s track records. As this aspect is mainly about the result of the research, this aspect is clustered in the ‘after research’ period.

Perceived negative aspects matrix

The integration of the frameworks and the ‘perceived aspects that may be improved’ mentioned by the employees is presented in Table 8. These aspects can be the potential customer’s worries in the acquisition process.

Technological cluster

The perspective of the company on business or research and development that sometimes is unclear, is considered to be important in the technological cluster and at the ‘before relationship’ cluster.
The ‘expertise’ aspect is highly related with the offer in the research, therefore it is categorized in the ‘during project’ moment. ‘Too broad expertise’ in this case is expertise in technological field; therefore it is clustered in technological cluster.

‘Customer flexibility’ is mentioned by the interviewee as negative aspects because if there is over flexibility. It is possible that the work will be out of the protocol. This is clustered in ‘during research’ period and in the technology cluster because the flexibility in this case is the flexibility while customer and company are doing the research.

Table 8: Matrix of perceived negative aspects (potential customer’s worries)

<table>
<thead>
<tr>
<th>Factors involved in partnership initiation</th>
<th>Technological</th>
<th>Economical</th>
<th>Social - Psychological</th>
<th>Behavioural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economical cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>‘Too broad expertise’ in technological</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>field</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>‘Added value’ will be considered by the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>customer before the research starts,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>therefore it is mostly relevant to be</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>categorized in ‘before relationship’</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>moment. It is included into economical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>cluster because added value should be</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>calculated to give money benefiting the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>customer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>‘Investment priority’ is also considered</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>by the customer before the research starts,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>therefore it is mostly relevant to be</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>categorized in ‘before relationship’</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>moment. It is related with investing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>money on customer’s own company or other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>company, therefore it is clustered in</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>economical cluster.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived ‘expensive price’ of NELFCRO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>is mostly important before the research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>is conducted. This is considered by the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>customer when searching for possible</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>alternatives. Therefore it is categorized</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in the ‘before relationship’ moment. Price</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>is related with the expenses; therefore</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>it is categorized in economical cluster.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
'Intellectual property right’ that is offered by the company is troublesome for by most of the customer because of the economical benefit consideration; therefore it is clustered in the economical cluster. It is categorized in the ‘after research’ moment because it is about ‘intellectual property’ of the research result.

Social-psychological cluster

At the social-psychological cluster, ‘trust’ aspect is possibly thought of at all moments. It is mentally affects the customer, therefore it is clustered in the social-psychological cluster.

The ‘confidentiality’ is clustered at the ‘after research’ moment because the confidentiality that customer wants is on the research result. It is clustered into social-psychological cluster because it is related with secure and protected feeling.

The ‘dependency’ feeling is considered to be part of the research period because dependency in this case is dependent on the doing phase of the research. Dependency is related to the feeling and mentality of the customer, therefore it is past of social-psychological cluster.

‘Gap between promises of the company’ and expectation of the customer are potentially worried at the ‘before relationship’ moment. This is also could mentally affect customer because customer expect something but this cannot be fulfilled by the company. Therefore it is clustered in the social-psychological cluster.

Behavioural cluster

‘Company strategy and values’ that are offered by the company are clustered in the behavioural cluster because it shows how the company behaves and these aspects are important at the ‘before relationship’ moment.

The ‘external communication behaviour’ is also part of the behavioural cluster that might be worried by the customer because it is about how company communicates externally. This aspect is mostly worried at the ‘before relationship’ and at the ‘research period’ moments by the customer because in those moments, customer needs a lot of communication in order to get more information about the company. At the research period, customer needs to have good communication in order to be able to cooperate well.

The ‘general image’ of the company is highly important at the ‘before relationship’ moment because image of the company is the first impression that the customer has about the company before deciding to work together. Image of the company reflects on how the company behaviour is; therefore it is clustered in the behaviour cluster. Image of the company will also influence customer mentally because it is about the feeling and perception of the customer. Therefore it is clustered in the social-psychological cluster.
The last is the integration of the theoretical framework with all of the aspects: perceived positive aspects, perceived negative aspects, and theory. It is presented in Table 9. From this integration matrix, the distribution of the potential USPs and the customer’s worried aspects can be seen.

This integrated matrix can further be used in order to formulate proposed USPs of NELFCRO. Next to the proposed USPs, possible solutions in each cell of matrix that is addressed to the improvement of the acquisition process are generated. These potential NELFCRO’s USPs will be addressed in the chapter 7.
6 Focus group

The sections below present the focus group process and discussion as part of end phase of the research. This focus group is aimed, for the researcher, mainly to validate the research results, namely the interview result analysis (§3.1), document analysis (§3.2), theoretical analysis (§4.1), and the integrated matrix (§5.2).

6.1 Focus group process

This focus group is conducted to gather information based on the following sub-research question:

5. How can the employees of NELFCRO use the integrated theoretical framework and NELFCRO context in the practice?

Six employees participated; the CEO and the Director of Research who gave briefing and assignment to the PhD researcher, three employees who were interviewed, and one employee who was not interviewed.

The goals of the focus group are distinguished for the researchers and for NELFCRO in general. For researchers, the focus group is aimed for validation of the interview result, validation of the theoretical analysis, validation of the integrated matrix, and construction of the adapted tools-matrix. For NELFCRO, the focus group is aimed for identification of unique selling proposition of the company, the reflection of possible positive emotions of customers, and discussing the next step.

The focus group is carried out based on the outline that is mentioned in section ‘Synthesis’ (§2.3). In the following is the summary of the focus group process.

In the opening session, each of the focus group participants and the researcher were introduced. Then the opening question regarding the participants’ memory about the interview that was conducted in March 2010 was asked. There are three participants who were interviewed. The questions were not directly answered because they had to recall their memory of the interview that was conducted six months before.

Eventually, the participants agreed on a very broad topic of interview which had no clear direction. When the participants asked by question: “What do you remember about your answer on positive emotions of the company?” They could recall the question but not what they had answered.

The session continued by the context introduction by the moderator. In this part, moderator only presented the overview of the project in order to inform the company about the progress of the research. There was no interruption during the presentation.

Next, moderator presented the results of the interview focusing on motivators for the customer to work with NELFCRO, the doubt of the customer, and customer complaints.
Session continued with the explanation of theoretical framework of the interview analysis. When the participants were asked by the question which points are most important in acquisition and may motivate customer immediately, the participants agree on 'success stories', 'calculation of shorter time to market', and 'largest processing centre facility in Europe' to be the most important and mostly occur aspects in practice. Further, they agreed on 'trust in NELFCRO’s professionalism' as important aspect that will take an effect after explanation to the customer is offered.

In the discussion of customer complaints in as client feedback, one point of attention is the expensive price of NELFCRO. They agreed that some customer is perceived NELFCRO as expensive organization. However they responded that NELFCRO is not expensive, instead there is value for the customer for the money they spent.

"We are not expensive, we deliver values..."

Employees stated that in the evaluation with the customer, most commented customer complaint topic is what should be improved or negative aspects about the company. There is rarely a discussion about positive aspects of the company.

The more general discussion continued after the presentation of the interview analysis about ‘the moment framework’: before, during, and after project. From many aspects mentioned on the scheme, they agreed on the importance of trust, the calculation of the added value, and special relationship in the acquisition process.

The special relationship was discussed furthermore. This special relationship means that customer feels trust and is familiar to NELFCRO. In this relationship, connection with the customer is usually a person to person connection. This person is usually a project leader; as a key scientist of the project. It is mentioned that the project manager is responsible to know personally the person contact with the customer.

As a general comment about the interview result, the perspective of the result was expressed. There is only one perspective since the sources of the interview are only the NELFCRO employees, not the customer of NELFCRO. The participants were not sure whether customer has similar opinions with the employees about the perceived positive and negative aspects of NELFCRO.

Next, the theoretical framework of the acquisition process was presented. Participants agreed on the theoretical process of acquisition and relationship period as similar as in their practice. Nevertheless, the mentioned aspects on technological, economical, social-psychological, and behavioural were new concept for them. They agreed on technological and economical aspects as a more rational aspect and social-psychological and behavioural as more emotional aspects. In addition, the CEO mentioned NELFCRO’s main offers during the acquisition process, namely: ‘Solution’, ‘Understanding’, ‘Protection’, and ‘Bonding’.

Afterwards, the session was continued by the presentation of the integration matrix. This matrix was integrated result of the interview and flyer analysis with the developed theoretical framework. This matrix was also new for them. They were surprise to see the most aspects that perceived as positive are mostly placed in the technological cluster and less in social-psychological and behavioural cluster, especially at ‘before relationship’ moment.

A question according to the empty parts of the matrix was asked, for example empty box in behavioural cluster at the moment before relationship of the ‘positives’ matrix. A discussion answered to the question that maybe there are some aspects that were not mentioned on
the interviews or maybe the empty parts of the matrix did not get attention from the company.

The integration of all aspects in one matrix was considered by the participants as too complex to be understood. However, they were thinking about the next step after they saw the integration matrix of perceived positives and perceived negatives aspects. A suggestion came up:

"We can make a premise of the 'green colour' (perceived positive aspects) that we are already doing the right things, then let’s focus on the 'red colour' (perceived negative aspects)."

Another suggestion came up:

"We also need to ask customer opinion, not only from our perspective."

The discussion of how NELFCRO can improve the negative aspects became wider and the participants expressed their uncertainties about where to start. The discussion was stopped due to the limited time and it was continued by a discussion of the matrix per cluster: technological, economical, social-psychological, and behavioural.

Moderator made some comments on each part of matrix to sensitize participants to think about most important aspects to focus on in each part of the matrix.

In respond to the comments about the ‘relevance for customer’ about NELFCRO it was stressed whether NELFCRO is doing research or development. The participants mentioned that they are doing both and want to stress out both activities for the customer.

Participants commented on different views of broad expertise. As mentioned on the interview, ‘broad expertise’ may be seen as positive but also as negative aspect. The employees agree that the ‘broad expertise’ aspect can be used in different approach for different customer. It depends on who is the customer and if NELFCRO will address the information of their expertise to each company differently.

In economical cluster, ‘a clear value proposition’ was mentioned as the solution of customer doubts of relative advantage in working with NELFCRO. Although they were already trying to give clear value proposition to the customer, they said it was not always easy to assess.

In social-psychological cluster, the participants focused on the ‘observability’ as a trust issue on the ‘after research moment’. In their opinion, customer might not have trust to make their data observable to others. In this case, the employees wish to have better management on the observability. Discussion over the ‘observability’ was continued related to the confidentiality that depends on customers wish. Some customers might choose to keep the cooperation with NELFCRO as a secret because they do not want other parties know that they do the research together with NEFLCRO for their credibility reason.

In behavioural cluster, they agreed on the importance of communicating values of NELFCRO to the customer. Moreover, they agreed on customizing external communication to the customer for different projects.

Afterwards, the recommendations and future positive motivators or unique selling propositions were delivered briefly but without discussion because of the time limitation.
As an overall commented on the focus group, the employee said that the matrix presented is a reflection of their uncertainty and insecure feeling.

Moreover, the CEO expressed about the matrix which is too complex to be used directly in improving the acquisition process. There was a lot of information delivered from the focus group. They need to simplify it in order to use it in the internal communication.

Short term ways forward to move the company were discussed. They argued that they will need an internal discussion about why they feel insecure (by having many perceived negative aspects). Meanwhile, they are curious of what customers think about NELFCRO. They were planning to continue the research and get insight from the customers’ perspective. From this, feedback for the company can be addressed afterwards.

The discussion was closed and the employees made a small committee to follow up of the discussion results and to follow up the project in general.

6.2 Focus group discussion

In the following is the discussion of the focus group. Discussion is clustered based on the objectives of the focus group in order to see whether the objectives are achieved or not. The objectives of this focus group are as follows.

For the researchers:
- validation of the interview result
- validation of the theoretical analysis
- validation of the integrated matrix
- construction of the adapted tools matrix.

For NELFCRO:
- identification of unique selling proposition of the company
- the reflection of possible positive emotions of customers

Validation of the interview result

The participants agree on aspects that are mention as important in the acquisition. First, there are aspects that may motivate customer immediately to make decision in cooperation. Specifically, they choose 'success stories', the 'calculation of shorter time to market', and 'largest processing centre facility in Europe' as most important aspects in acquisition that will work immediately. This shows that the participants were validated these findings.

The participants scored positively on the analysis based on the momentum: before, during, and after projects. In this way they can see when the aspects mentioned on the interview play important roles. From the scheme, they agreed on trust and added value as the most important aspects to be considered in the acquisition process. In addition, they explained about the importance of personal relationship between NELFCRO’s employee and clients that significantly influenced customer decision of working together.

In addition to this interview result, the participants were not sure whether customer has similar opinions with the employees about the perceived positive and negative aspects of NELFCRO.
Validation of the theoretical analysis
Participants agreed on the theoretical framework of the process of the acquisition and relationship period. They argued that it is as similar as in their practice. Nevertheless, the mentioned aspects on technological, economical, social-psychological, and behavioural are new concept to them. They agreed on technological and economical aspects as a more rational aspects and social-psychological and behavioural as more emotional aspects.

In addition to the theoretical framework, the CEO mentions NELFCRO’s main offers during the acquisition process, namely: Solution, Understanding, Protection, and Bonding. Solution means NELFCRO gives solution to customers’ problem. Understanding means NELFCRO understands the needs of the customer. Protection means NELFCRO guarantees confidentiality and intellectual property rights to the customers. Bonding means NELFCRO treats the customer as family by having a community from its customers. It is aimed to bond the customer and keep having the contact with the customers.

Validation of the integrated matrix
The integrated matrix was commented as a complex illustration. They commented that it cannot directly be used to improve the acquisition process. But they admitted the integrated matrix to be use useful tool of information about company reflection. The CEO mentioned that they need to simplify the matrix in order to use it furthermore.

From the discussion about the matrix, the participants were come up with initial ideas to improve, such as focusing on the ‘perceived negative aspects’ and continue the research to get customer’s perspective of the company. This shows that employees were already sensitized to think about the solution to improve the perceived negative aspects to become more positive (USP).

Construction of the adapted tools matrix
The goal of constructed adapted tools matrix is not achieved since the limited discussion time. However, there is some relevant information that can be used to support the construction of tools matrix. That relevant information is concerned about the most important aspects based on participants’ opinion. In some parts of the discussion the recommendation for important parts occurred. In the following are the discussion of the important aspects and possible solution:

NELFCRO’s employees agreed to have different approaches in addressing ‘broad expertise’ based on the potential customer. This issue of broad expertise appear because of the broadness of NELFCRO’s expertise might be perceived as a positive aspect for smaller company. On the other hand, it might perceive as a negative aspect for a bigger company. Therefore, to solve this issue, NELFCRO should have different approaches in addressing their expertise. For example, they could claimed to the customer with different broadness of expertise, instead they can approach the customer, based on the expertise that customer needs.

‘Clear value proposition’, as part of economical cluster, was agreed to be improved by NELFCRO from the beginning of the relationship with the customer. This can be assessed by making clear calculation of what values customer can get with what price. Although they claimed that they already try to do it and not always successful, but the other way to asses might be founded.
Next, NELFCRO employees wish to customize the external communication strategy, as part of behavioural cluster, based on different projects or potential customers. This external communication needs to be customized since different projects and different customers will need different kind of information and communication style. By improving the communication behaviour, company will be able to get right customer attention. This is also part of building image of the company.

**Identification of NELFCRO’s company unique selling propositions**

This goal is intended for NELFCRO. By giving presentation and having the discussion on the findings, company unique selling propositions came up in the discussion. This identification is useful for the company so that they are aware of their positive aspects. The company can focus on those positive aspects and make them the USPs of the company. The identification is also important to enhance their awareness of perceived negative aspects of the company and focus on improving these negative aspects. The improvement of the perceived negative aspects may alter them into more positive points of the company and open a possibility to be one of company’s USPs.

**Reflection of possible positive emotions of customers**

The reflection of possible positive emotions of the customers is not achieved directly in this focus group. However, the possible positive emotions might be generated from the perceived positive aspects that were discussed in the focus group. Based on the discussion with the employees, they are agreed on continuing the research to observe customer’s perspective about NELFCRO.

One of the general aims of this focus group is to enrich the findings of this thesis. The addition from the focus group on the matrix and the adapted tool matrix are discussed furthermore in the discussion section (Chapter 7).
7 Discussion

This chapter will discuss the matrix of theoretical framework and context analysis as a continuation of the reflection in section ‘Reflection on Integrated Framework and Context Analysis’ (see §5.20). The discussion is also integrated with the result of the focus group as described in chapter 6. This part provides the detail discussion of each cell of the matrix that integrates the theory and the practice (see Table 9).

The discussion is continued with the proposed USPs for NELFCRO (§7.2). Afterwards, the possible solutions in order to generate the USPs are discussed (§7.3).

The contribution of this research to the Science Communication field is discussed in section ‘Contribution to the field’ (§7.4). Then, the discussion of the validity and the reliability of this research are provided, respectively.

7.1 Discussion of the matrix

Based on the integrated matrix in section ‘Reflection on Integrated Framework and Context Analysis’ (see §5.20, Table 9), this section will discuss each part of the matrix in order to get overall overview of aspects that are involved in the acquisition process. This discussion of the matrix is conducted based on the following research question:

5. How can the employees of NELFCRO use the integrated theoretical framework and NELFCRO context in the practice?

The summary of the comments on each cell of the matrix is provided in Table 10. In the following is the discussion of each cell, starting from the technological cluster, from the most left column to the most right column of Table 10.

Technological cluster

After research period

In the ‘after research’ period of the technological cluster that is presented on the most right column and the most bottom row of Table 10, NELFCRO has relatively many perceived positive aspects. This indicates that NELFCRO appears to do a good job in demonstrating its technological potential. NELFCRO is able to propose concrete improvements as the result of the collaboration. The positive reaction of the customer is most possibly appearing at this point.
Research period

In the ‘research’ period of the technological cluster, the most important issue is the ‘broadness of NELFCRO’s expertise’. This is also discussed furthermore with the employees in the focus group. ‘Broad expertise’ can be perceived to be positive but on the other hand, it can also be perceived as negative because too broad expertise might not work for bigger customers’ company. The solution which was discussed in the focus group, is to have different approaches on demonstrate expertise to different customers.

Table 10: Comments and discussion matrix

<table>
<thead>
<tr>
<th>Moment of importance in partnership initiation</th>
<th>Technological</th>
<th>Economical</th>
<th>Social - Psychological</th>
<th>Behavioural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before relationship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad expertise has two sides: too much credit for own capabilities? Cooperation may turn out difficult to sustain. Innovation is appreciated. Is flexibility guaranteed? Yes, but also experienced?</td>
<td>Potentials are displayed (capabilities known to customers), but relevance for customers can be stressed. Is NELFCRO doing research or development?</td>
<td>According to employees it appears many customers have doubts about the relative advantage of cooperation. NELFCRO is seen as expensive, and companies doubt about investing in their own R&amp;D or in NELFCRO.</td>
<td>The “doing it together” mentality is appreciated. However, customers may notice friction at NELFCRO when expectations cannot be reached. Also, image on sc. and soc. level remain a bit unclear it seems.</td>
<td>External communication and external image. including values and mission statements are important in theory, but apparently customers feel that some communication aspects may be improved.</td>
</tr>
<tr>
<td>Research phase</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NELFCRO appears to do a good job in demonstrating its technological potential. According to employees, customers seem to like the concretely proposed improvements as and results of collaboration.</td>
<td>Broad expertise has two sides: too much credit for own capabilities? Cooperation may turn out difficult to sustain. Innovation is appreciated. Is flexibility guaranteed? Yes, but also experienced?</td>
<td>The integrated approach for R&amp;D and the proposed R&amp;D cost reduction seem to appeal to customer, according to the employees.</td>
<td>According to employees, customers seem to dislike the idea of being dependent. Working together may help counter this feeling, but trust seems to be the key issue here, along with a focus on NELFCRO’s allegedly responsible R&amp;D</td>
<td>Communication during research is very important for good cooperation; customers express doubt about the communication quality. Even though NELFCRO is seen as professional, cooperation may prove difficult.</td>
</tr>
<tr>
<td>After research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NELFCRO appears to do a good job in demonstrating its technological potential. According to employees, customers seem to like the concretely proposed improvements as and results of collaboration.</td>
<td>NELFCRO appears to do a good job in demonstrating its technological potential. According to employees, customers seem to like the concretely proposed improvements as and results of collaboration.</td>
<td>IPR issues seem easily resolved. A shorter time to market as a strategic importance factors appeals to customers. Good calculation is important.</td>
<td>Confidentiality issues seem easily resolved. Regarding observability, success stories/track records are important. But not all customers want their story exposed. Trust issue or a strategic choice?</td>
<td>Track records of NELFCRO seems important to be deliver; relate to information transfer behaviour. Other important behaviours at the moment after research?</td>
</tr>
</tbody>
</table>

In the same cell, the cooperation may turn out difficult to sustain if there is still ego personality in working together, as discussed in section 5.2 (see ‘perceived negative aspects matrix’ sub- section). A clear plan of cooperation might work to solve the problem. There are also many other aspects that are perceived as positive that customers may appeal with. These positive aspects are the potential of company’s USPs, therefore it is important to emphasized the processing centre, cooperation, and flexibility as company’s USP. Besides, in order to have good relationship, especially during the research, instruction for the customer about how to treat customer is necessary.

Before relationship period

In the ‘before relationship’ period which is illustrated in the cell of the first row and the most left column of Table 10, ‘capabilities’ are known to the customers but the relevance for the customers should be stressed. Is NELFCRO doing research or development? Based on the focus group, participants commented that NELFCRO is doing both and they cannot choose one; therefore the solution could be to address it in different ways to the different customers.
Based on the theory (see Table 6), 'capabilities' are placed in the same cell. It is important to give clear description of capabilities in form a topic based list, which can be addressed to the customer.

**Economical cluster**

*After research period*

In the ‘after research’ period of the economical cluster (second column of Table 10), strategic importance is an aspect that is appealing to the customer. There should be a clear calculation of shorter time to market so that the customer can see if it is strategic to do the cooperation. Moreover, IPR issues seem to be easily resolved by a clear contract.

*Research period*

In ‘research’ period, the integrated approaches in R&D and cost reduction are positive aspects which can be appealing for the customer. Clear calculation of the cost reduction should be proposed to the customer. Furthermore, a demonstration of a clear success story of integrated approach should be delivered.

*Before relationship period*

In ‘before relationship’ period, it appears that many customers have doubt about the relative advantages of working with NELFCRO. Added values of working together seem not clear for the customer. This issue was discussed furthermore in the focus group. The employees agree on focusing their effort in improving the clear value propositions from the beginning of the relationship with the customer. This can be assessed by making clear calculation of what value customer can get with what price.

Moreover, the perceived expensive price of NELFCRO is also related with making a clear calculation of the value and the price. The employees believe that the customer perceives NELFCRO as expensive because they do not see the values that will be obtained. It is also the reason why customer doubts of investing in their own R&D or in NELFCRO. The difficulty of having a clear value proposition and the true cost calculation for the project seems to be commonly occurring in the ‘outsource’ or ‘partnership’ model of business. Mentioned in Mohr (2010), the true cost of doing outsource is very hard to calculate in advance of contract. This is one of the risks of outsourcing.

**Social- psychological cluster**

*After research period*

In the social-psychological cluster as presented in the third column of Table 10, in ‘after research’ period, ‘observability’ aspect is considered as important in this cell. ‘Observability’ is about how observable the benefits are for the customer and how easily the customer can observe the benefits from other customer (Mohr, et al., 2010). According to the interview, ‘observability’ of success stories is important in motivating the customer positively to work with NELFCRO. This is in line with the theory of ‘observability’ that support customer to work together (see §5.2, sub-section ‘Theoretical Matrix’). Therefore it is important to make record of NELFCRO’s success stories. Furthermore, information management on ‘observability’ of the success stories and company strategy is needed. It can start with uniformity in communication such as media promotion, website, and flyer.

This ‘observability’, in one hand is wanted by the customer because they want to know what benefit they are going to get from the research result. But on the other hand, the
customer wants to have their research and benefits to be unobservable to other customers due to the confidentiality issues. This matter was also discussed further in the focus group. The employees mentioned that some customers might not want other stakeholders to know that they depend on NELFCRO in some research areas (see chapter 6). Therefore, this will be customers’ choice whether they want to be open to others of having cooperation with NELFCRO or not. This confidentiality issue can be resolved based on clear contract of confidentiality agreement.

Research period

In ‘research’ period of social-psychological cluster, according to the employees, the feeling of dependency is feared by the customer because customer usually has the ego personality to do the research by themselves instead of doing it with other company. The ‘dependency’ aspect is also a risk of partnership, as mentioned by Mohr (2010). If the problem arises; sometimes it is difficult to do the research back in-house. This is also related to trust problem. Customers may not fully believe in NELFCRO and due to this, they do not want dependence. But to encounter this feeling, ‘working together’ principle that is offer by NELFCRO may help. Therefore it is important to emphasize the ‘working together’ principle in managing branding and company image and building trust.

Before relationship period

In the ‘before relationship’ of social-psychological cluster, according to the employees the partnership slogan of ‘doing it together’ is appreciated. However, there is a friction that is noticed by the customer when customer’s expectation cannot be reached. This friction is sometimes caused by the promises that are given by the marketing people and these cannot be cannot be fulfilled by the R&D team. The solution to this, as mention by Mohr (2010), is making the R&D collaborate with the marketing team. NELFCRO’s image on scientific and social level is also unclear at the moment. As image of a company constructs company’s reputation and credibility (Herbig & Milewicz, 1995; van Riel & Fombrun, 2007), the unclear image of NELFCRO and the effects of unfulfilled promises may affect negatively on company’s credibility. Whereas based on the theory, credibility plays important role at this section to influence customer’s decision of working together.

Behavioural cluster

After research period

In the ‘after research’ of behavioural cluster (the last column of Table 10), track records seem to be delivered to the potential customer as part of information transfer behaviour. This is aimed to give tangible example of research result and to give information of other customers experiences which have an importance as reference for potential costumer (Stock & Zinszer, 1987). Other possible ‘after research’ behaviour was found during the focus group. The employee mentioned ‘four principle offers’ for customer during acquisition (see §6.2). One of the offers is ‘bonding’. It is explained as further contact with the customer in a form of community of NELFCRO’s customers. With this bonding, communication and contact between NELFCRO’s and customer is expected to be long lasting, especially after the project is finished. This is part of communication behaviour that can be added to the matrix. This communication behaviour was previously absence in the ‘after research’ period.

As a solution of keeping the track records, a database of success stories should be maintained in addition with clear calculation of benefits and costs. Further, maintaining customer contacts is an additional solution for the ‘after research’ period.
Research period

In the ‘research’ period of behaviour cluster, communication during this period is very important for good cooperation. NELFCRO is regarded as professional by the customer. However, customers express doubt about the communication quality and cooperation may be difficult to conduct based on company and employees’ based on both behaviours, i.e. personal ego in cooperation (see also §3.1, sub-section ‘Customer related aspects’). As proposed solution, communication protocol as part of the communication during the project may help. As a solution to the ego in cooperation, NELFCRO may have to let the customer lead the cooperation, while continuing to act professionally and lowering personal ego.

Before relationship period

In the ‘before relationship’ period of behavioural cluster, external communication and external image, including ‘values and mission statements’ are important in theory, but customers feel that some communication aspects may be improved. According to the discussion in the focus group, the employees agreed on customizing the external communication strategy, based on different projects or potential customers. This external communication needs to be customized since different projects and different customers will need different kind of information and communication style. By improving the communication behaviour, company will be able to get the right customer attention. This is also related to their wish in building image of the company. Additional suggestion to solve issues in external communication is to conduct scientist and management communication training that focuses on customer needs. Furthermore, it seems important to make customer communication database available for customer contact.

7.2 Proposed Unique Selling Propositions (USPs) through Corporate Identity

The perceived positive aspects and perceived negative aspects of the company that are generated in the company context analysis phase (§3.1 and §3.2) are part of corporate identity features. This is in line with the opinion of Balmer (1998) who summarized the distinction of corporate identity features. First, he mentioned that: ‘the concept of corporate identity is fundamentally concerned with reality ‘what an organization is’, in example its strategy, philosophy, story, business scope, the range and type of process and services offered and its communication both formal and informal.’ (Balmer, 1998, p. 979)

Second group of the features is the mix of cultures in the organization, for example the mix of behaviour, communications and symbols. (Balmer, 1998; van Riel & Fombrun, 2007)

The third group of the features is the personality as the base of corporate identity, in example the values that present within the organization. (Balmer, 1998)

In example, aspects of NELFCRO that are categorized in the behavioural cluster of the matrix (see §5.2, Table 9) can be seen as the behavioural feature of the identity. Another example of identity features is all of the technological offers that are mentioned in the NELFCRO’s flyers. Also, what was mentioned by the employees (refer to §3.1 and §3.2) as the reality of ‘what the organization is’. Furthermore, the values that are claimed by the NELFCRO, i.e. responsibility, cooperation, and innovation, are also included into corporate identity feature, based on the definition mentioned in the third group.

Balmer and Soenen mentioned that there are two elements that commonly referred to identity, namely management vision and the organization’s core values (Balmer & Soenen,
Core value can be defined as the central and enduring tenets of the organization (Collins and Porras, 2000). Another description, “core values affect leadership, strategy, organization, product development, communications,...” (Urde, 2003, p. 1020). Also mentioned about core value, “concept or beliefs that pertain to desirable end states or behaviours, that transcend specific situations, and guide selection or evaluation of behaviour and events” (Van Rekom, Van Riel, & Wierenga, 2006, p. 176). This core value is the element of corporate identity that guides the company actions.

In this thesis, the definition of USP is given by Kotler and Pfoertsch (2006) as: "... simply a special feature that provides additional value to your customers and cannot be easily copied or imitated by competitors. A USP does not necessarily need to lie in the product or service itself; it can be a special production or delivery process, extraordinary services, or industrial design." (Kotler & Pfoertsch, 2006, p. 94)

In this context, USP can be seen as special actions of the company towards the customer. According to the above explanation about identity and core value, these special actions should be based on company core values. However, this company’s core values should be determined by the company itself.

Kotler and Pfoertsch (2006) mentioned that USP should be a special feature, provides additional value, and cannot be easily copied by the competitors. Therefore, in this research, the possible USPs of NELFCRO are generated to be unique and to give additional values for the customers.

In this section, several USPs are generated based on the features of NELFCRO’s identity. Ideally, because the USP should express the core values of company, the generated USPs should be conformed to the NELFCRO’s corporate values. Unfortunately, in this thesis, the corporate values of NELFCRO are not observed.

Furthermore this proposed USP is generated without any comparison with NELFCRO’s competitor, while USP should be unique and make the company distinctive from their competitors.

The proposed USPs are analyzed in each cell of matrix, and the following is the discussion of the possible USPs of NELFCRO is summarized in Table 11.

**Technological cluster**

*After research period*

In this cell of matrix, ‘trend anticipation customer specific’ is the proposed USP. By making the ‘trend anticipation’ specific for the customer, then it may be unique compared to other similar companies which provide trend anticipation of specific field. Next, ‘trial possibility’ is generated from the theory of trialability. It can be an USP because customers can get privilege to ‘try’ the research based on agreement. By having this special ‘trial possibility’ then risk of cooperation may be less and cooperation with NELFCRO may become more appealing for the customer.

Next, ‘concrete calculated examples’ possible USP is derived from the well demonstrated technological potential of NELFCRO. The concrete calculated example which is specific to the customer can give additional clarity to the potential demonstration.
Research period

In the ‘research’ of technological cluster, the first UPS is ‘expertise based on customer wishes’. This also agreed on the focus group session (see §6.2). This UPS is the result of the idea to encounter the different perspective on the broadness of the expertise. Next, ‘processing center’ is the main facility of NELFCRO that has been used as NELFCRO’s USP. It was emphasized by the employees, both on interview and focus group as an appealing aspect that usually directly give the effect to the customer. The ‘modesty in cooperation but with initiatives’ is a proposed USP based on the difficulty in cooperation that needs more modesty. Next, ‘flexibility and involvement for customer’ is an USP that is generated from two perceptions of flexibility, positive and negative aspects. Therefore, flexibility should be improved and involve customers. ‘Innovation portfolio development’ is the proposed USP that is aimed to emphasize the positive value of NELFCRO as an innovative company.

Table 11: Matrix of the Proposed Unique Selling Propositions

<table>
<thead>
<tr>
<th>Proposed Unique Selling Propositions</th>
<th>Factors involved in partnership initiation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technological</td>
</tr>
<tr>
<td>Before relationship</td>
<td></td>
</tr>
<tr>
<td>After research</td>
<td></td>
</tr>
<tr>
<td>Before research period</td>
<td></td>
</tr>
<tr>
<td>After research</td>
<td></td>
</tr>
</tbody>
</table>

Before relationship period

In the ‘before relationship’ period of technological cluster, ‘capabilities display’ is generated from the discussion about the importance of having clear descriptions of capabilities in a topic based list. In this way, customer can easily be aware of NELFCRO’s capabilities. Next proposed USP is ‘approach specified for customer perspective’; this USP is generated from the need of having clear perspective and relevance for the customer.

Economical cluster

After research

In the ‘after research’ period of economical cluster, ‘calculated time to market, customer specified’ is the proposed USP because the customer in this stage may consider the strategic importance of working together with NELFCRO. The ‘intellectual property right’ that is fully
own by the customer should be more emphasized as the USP of NELFCRO. It is because the IPR issue in a partnership setting is usually not working well, instead causing a dilution of competitive advantage (Mohr, et al., 2010). Furthermore, it is important to make the customer trust by making clear and ready per-drafted contracts in IPR.

**During research**

In the ‘during research’ period of economical cluster, the proposed USP is ‘integrated approach specified in cost reduction’. This USP is emphasizing the positive aspects of the company in ‘integrated approach of research’ by adding cost reduction calculation. Moreover, the USP such as ‘success stories of integrated approach function’ may support the first one.

**Before relationship period**

In the ‘before relationship’ period of economical cluster, ‘specified calculation of added value in cost-benefit analysis’ is the most important USP. It is also the result of the focus group discussion that agreed on focusing in making a clear value proposition for the customers (see §6.2). The ‘investment priority’ seems to be difficult to be altered into a USP. However, as discussed earlier (see §7.1), a clear value proposition may support customer to invest in NELFCRO.

**Social-psychological cluster**

**After research period**

In the ‘after research’ period of social-psychological cluster, ‘specified success stories for scientific credibility’ is proposed as USP to emphasize the success stories of NELFCRO that already perceived as positive. ‘Confidentiality’ USP also emphasizes the current ‘confidentiality’ USP that is still needed to be improved for example by making clear and ready pre-drafted contracts in confidentiality. Moreover, in this section, USP in ‘outreach offer: science and society’ is proposed. This USP is generated from the discussion on the importance of the information management on observability and consideration of having publicity.

**Research period**

In the ‘research’ period of social-psychological cluster, the proposed USP is ‘responsible conduct for social credibility’. This USP is supported by the perceived positive image as a responsible company. The emphasis is now is on the social responsibility in order to build a better image of NELFCRO. In this part, ‘dependency’ aspect cannot be altered into a USP. As also mentioned by Mohr (2010), dependency is one of the risks in outsourcing, especially if the customers relies this to perform a key business function.

**Before relationship period**

In the ‘before relationship’ period of a social-psychological cluster, the proposed USP is to emphasize the ‘partnership slogan’ as well as use it in branding and corporate image management. This USP is expected to mentally influence the customer to work together with the NELFCRO. Next proposed USP is ‘Internal professionalism displayed towards customer’. This proposed USP is generated based on the discussion of the importance in having an integrated marketing and communication plan for addressing customer. It is also related with the ‘collaboration of R&D and marketing team’ USP that is generated from the gap between promises of sales and what R&D can fulfil (Leenders & Wierenga, 2002; Mohr, et al., 2010).
**Behavioural cluster**

*After research period*

In the ‘after research’ period of behavioural cluster, ‘track record calculated scientifically and economically’ is the proposed USP which is also part of social-psychological cluster. This USP emphasizes the perceived positive track record as customer attractor. With the addition of scientific and economic calculation, the track will give more clear information. ‘Outreach programme’ is proposed as USP in order to reach more potential customer. It is also in line with the proposed USP based on focus group discussion: ‘bonding programme’ or ‘after research programme’ that in principle is for maintaining communication and contact between NELFCRO’s and customers (see §6.2). The relationship is expected to be long lasting, especially after the project is finished.

*Research period*

In the ‘research period’ of behavioural cluster, the proposed USP is ‘modest, helpful, and professional’. This USP emphasizes the good image of NELFCRO in professionalism. Moreover, proposed USP in this cell is ‘professional communication, customer attention’ which is also cell of ‘before relationship’. The external corporate communication was discussed in the focus group to be customized based on different customers and projects. By customizing the communication strategy, company will be able to reach right customer attention. This is also related to their wish in building image of the company.

*Before relationship cluster*

In the ‘before relationship’ cluster, the proposed USP is ‘social image and strategy’ which is generated from the perceived unclear image and unclear values of NELFCRO especially regarding to its social image. Moreover, the proposed USP in this cell is ‘focus on customer needs in communication’ that can be reached based on earlier suggestion in communication training for the employees to focus on customer needs.

Those proposed USPs are expected to be useful for NELFCRO, at least to generate awareness of the company about their own identity and about their potential USPs. By being aware of USPs, company can use them in an outreach programme by communicating the USPs to the potential customers.

**7.3 Possible Solutions**

This section discusses the possible solutions for NELFCRO in order to generate its proposed USPs that are mentioned in the previous section (§7.2). The possible solutions are also observed from the ‘Discussion of the Matrix’ section (§7.1). The following table (Table 12) is the summary of the possible solution. Afterwards is the discussion about each recommendation.
### Table 12: Possible Solutions

<table>
<thead>
<tr>
<th>Possible Solutions</th>
<th>Technological</th>
<th>Economical</th>
<th>Social - Psychological</th>
<th>Behavioural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors involved in partnership initiation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before relationship</td>
<td>Get perspectives clear on all layers at NELFCRO. What are we doing for the customer? Ris or Dev?</td>
<td>Clear description of capabilities in a topic based list</td>
<td>Branding and image management. Generate trust. Partnership slogan play a central role.</td>
<td>Customer communication database availability for customer contact</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make clear calculation of cost benefit, fit for customer’s situation</td>
<td>Integrated marketing &amp; communication plan for addressing customers; collaboration R&amp;D &amp; marketing</td>
<td>Scientist and management communication training, focusing on customer needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Communication protocol as part of communication plan for communication during projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Let customer lead in cooperation, while continuing to act professionally. Lower personal ego</td>
</tr>
<tr>
<td>Moment of importance in partnership initiation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Technological cluster

**After research period**

The possible solution in order to generate the USP for specific customer is by emphasizing the trend anticipation that NELFCRO already has. Moreover, NELFCRO should also observe its potential customers by profiling and selecting the target customers. This selective acquisition process is also suggested by Blattberg (2001). Next, according to Mohr (2010), trialibility will overcome the customer fear of the risk of partnership. Therefore, the ‘trialibility’ is suggested to be included in this cell.

**Research period**

In this cell, the possible solution is to emphasize the processing center facility, cooperation, and flexibility which are already existed at NELFCRO. As discussed in the focus group (§6.2) and in the discussion of the matrix (§7.1), NELFCRO need to generate the USP that emphasizes the expertise breadth based on customer wishes. To obtain that, we suggest that NELFCRO establishes a customer-dependent plan for demonstrating the capabilities and address right strengths of the company through customer profiling.

**Before relationship period**

In order to generate USP in specific approach for customer perspective (research or development) as discussed in section 7.1, NELFCRO should get their own perspective clearly on all layer of the company whether they want to do business or research. As discussed in the focus group (§6.2), they want to do both aspects, therefore it is important to address these specific emphasizes to be suitable to customer’s perspective.

Next, clear descriptions on all capabilities of NELFCRO in a topic based list, may help NELFCRO to display those capabilities as its USP.
**Economical cluster**

*After research period*

In order to generate ‘calculated shorter time to market’ USP, the solutions that can be done is by calculating the shorter time to market for specific customer and communicate this according to the integrated marketing and communication model. This will make the USP be more appealing for the customer.

Next, to emphasize the ‘intellectual property’ aspect, ready clear pre-drafted contracts of IPR may help to convince the customer of the NELFCRO’s promises on IPR itself.

*Research period*

Integrated approach should be emphasized in this cell. To make it more unique, it is recommended that there should be some specifications in cost reduction, therefore a calculated of cost reduction should be conducted.

Also, the success stories need to be emphasized, as also discussed in the focus group (see §6.1). To support the ‘integrated approach’ aspect, the success stories should demonstrate clearly the success stories of integrated approach functionality.

*Before relationship period*

In order to generate ‘specified calculation of added value’, NELFCRO should make a clear calculation of cost-benefit which is fitted for the customer. This issue and solution are also discussed and emphasized during the focus group (see §6.2) and the discussion of the matrix (see §7.1).

**Social-psychological cluster**

*After research period*

In order to have ‘specified success stories for scientific credibility’ as USP, first NELFCRO should prepare an information management on observability (see §7.1) of company’s success stories, to show the benefits of working with NELFCRO, and also observability on company’s strategy and mission. In addition, there should be uniformity in communication and in all media promotions that are used by the company. Moreover, observability issue in research publication (see §7.1) is suggested to be considered as the USP may also enhance the scientific credibility. These solutions in observability are also used to generate the outreach of company, including the science and society.

Next, to emphasize the ‘confidentiality’ aspect, ready clear pre-drafted contracts of confidentiality may help to convince the customer of the NELFCRO’s promise of confidentiality.

*Research period*

In the research period, responsibility should be emphasized, not only in the working floor, but also in brand and image management.

To overcome the feeling dependency of the customer that is sometimes inevitable (see §7.1), emphasizing of working together principle that is offer by NELFCRO may help to encounter the feeling of dependency.

*Before relationship period*

In this cell, the USP of a specific and unique image of the company may be generated by implementing the image and branding management. As the ‘trust’ issue is quite dominant in
social-psychological cluster (see §7.1), therefore the management of image and branding is very important, especially in generating trust. Besides, the integrated marketing and communication plan should be established to be addressed to potential customers.

**Behavioural cluster**

**After research period**

The solution to have ‘track record calculated scientifically and economically’ as company’s USP is by setting-up a database of success stories as a track record, and accompanied with clear benefits and costs calculations.

In order to have an ‘outreach special program’ or the ‘after project program’, maintaining customer contact and planning for a good program are the proposed solution for NELFCRO.

**Research period**

As proposed possible solution to the importance of communication and to have the USP of ‘professional communication’, a communication protocol can be formulated. Furthermore, as solution of ego in cooperation and to have ‘modest, helpful professionalism’ USP, NELFCRO may let customer lead in cooperation, while continuing to act professionally and lowering personal ego.

**Before relationship period**

In order to be able to get the proper customer attention, the proposed solution is by improving the communication behaviour towards the customer. Conducting scientist and management communication training that focusing on customer needs is another possible solution to be more focused on customer in communication. Moreover, it seems important to set-up the customer communication database that is available for customer contact. Furthermore, managing image and brand of NELFCRO may be a solution for generating ‘social image and strategy’ of USP.

**7.4 Contribution to the field**

For Science Communication field, this research contributes mainly in the field of science marketing which is part of science communication education. The context of this research is a science and technology company which theoretically needs different approach for marketing and communication strategy due to the complexity of product or service. Furthermore the observation of the USPs of the company is related with the communication policy and strategy field, which is also part of science communication education.

The need of different approaches in acquisition, as one of the important parts of relationship marketing in B2B, is recognized in this thesis. One of the findings of the research is the tendency of the company “NELFCRO” to focus more into technological aspects of the company identity, especially in communicating their USP to the customer. While less attention is given to the social-psychological and behavioural part of the company.

It is very possible that the similar problem occurs in the similar context of the company: a science and technology based company. Therefore, this research may contribute to the science communication field.

The above mentioned problem of the company that is more focus on technological aspect shows that different approaches in marketing and communication management may be needed in this specific case. The different approach could be the way of communicating and marketing a scientific content in the right way to the potential customer.
In this research, the USPs of the company are proposed based on company’s context. These USPs are the expressions of company’s core values as part of corporate identity. Therefore it is necessary for the company to know what their USPs are, in order to be able to communicate it to the customers to improve company’s image.

This research integrates the practical context of a science and technological company case with the developed theoretical framework. The result of this research, in the end, is expected to be able to assist the company in improving the acquisition process. This research may give another example of how in this science communication field, the practice can be confronted to the theory.

7.5 Validity

Validity of a qualitative research is defined as: "criteria for judging the soundness of qualitative research, strategies are developed to ensure there is some kind of qualifying check to ensure the research is sound and credible." (Baden & Major, 2010, p. 178).

In this thesis the validity test is conducted to the result of the research in the form of focus group with NELFCRO’s employees. As mentioned by Trochim & Donnelly (2008), in a qualitative research interview, the only one who can legitimately judge the credibility of the result is the interviewee. Therefore, the confirmation is done through the employees of NELFCRO as the interviewees.

The validation includes validation of the interview results analysis and document analysis, validation of the integrated theoretical analysis, and validation of the integrated matrix.

The validity of the interview includes interviewee’s understanding of the questions. The validity of the flyer analysis is also confirmed by the company because they are the ones who should know the exact content of the flyer.

The validation of the integrated theoretical analysis is also conducted by the employees since the content of the theoretical framework is based on their practice in the acquisition process. Moreover, the validation of the matrix is similar with the theoretical framework, which contains the result of the interview analysis.

In the focus group, the validation of the interview result, there are three out of nine employees who were interviewed. In general, three of them are validated the result of the interview. In the validation of the theoretical analysis, the participants agreed on the theoretical framework as similar as their practice although it does not reach the detailed level. Nevertheless, the mentioned aspects on technological, economical, social-psychological, and behavioural are new concepts for them. In the validation of integrated matrix, the discussion of the matrix was limited by time. The participants agreed on the matrix although they said it is quite complex, especially with the limitation that the discussion time had.

The focus group is also aimed to enrich the research result by generating opinion and idea of the participants. Therefore, a validation for its result might be needed. However, validation of the focus group result cannot be conducted in the near future after the focus group due to the time limitation of this research. Nevertheless, the confirmation of the discussion summary was conducted in the end of the focus group.

Generalizability, or called transferability of qualitative research by Trochim & Donnelly: “refers to the degree to which the result of qualitative research can be generalized to other contexts or settings” (Trochim & Donnelly, 2008, p. 149)
Since this research topic is focused on a specific topic for a specific company case, the specific results of this research cannot be generalized to any other company case. However, a general matrix of "aspects that influence acquisition and moment of importance" can be used to analyze similar cases in other companies. This matrix may be adapted as a tool for analyzing USPs of a company. Therefore, the generalizability in this situation is still possible.

7.6 Reliability

Reliability of the qualitative research is "the extent to which the same observational procedure in the same context yields the same information." (Kirk & Miller, 1986, p. 80)

In this research, it means that if other researcher does the similar procedures in the research will yield the same information. In the general level, there is a possibility that if other researchers do the same research, the result will be the same. But on the other hand, in the detailed level, the result will be different. For example in the interview and focus group, different situation may influence different mood or group dynamics that causes different result of observation.

In this thesis, the used qualitative methodologies are: interviews, document analysis, literature study, and focus group. The process of using those methodologies in making the interpretation of the data is based on one person’s opinion.

Analysis of the interview was conducted by a second person after the data was translated into English in form of monologue recording. Therefore the degree of reliability might be lower because of two degrees of interpretation. However, while in interpreting the interview data, to overcome potential bias, an extensive framework with many criteria is used. This might help in order to be more objective in processing the data. The analyst discussed and confirmed the result of the analysis from the first person, interviewer.

In doing the flyer analysis in this research, the data interpretation was only done by one person. If other people do it in similar procedures, there might be slight different result because the evaluation is very subjective. However, with the clear protocol of the evaluation, by using several parameters and defining each of them, the bias of the analysis result may be minimized.

The literature study in this research was not done by systematic literature study methodology which may lower the reliability. Nevertheless, in this research, the literature study is conducted together with research supervisors who have the knowledge in this field. The discussion of the result with the supervisors may also overcome the bias of the result.

The focus group result that is conducted to validate the result of the research and also to enrich the research result is interpreted by one person. However, in this focus group, extra observers were involved; the result of the focus group is also discussed with them. In this way, the bias of the result can also be reduced.
8 Conclusion and Recommendations

In this chapter, the conclusion part answers the main research question based on the findings in each phase of research based on the sub-research questions. The recommendations for NELFCO are delivered in the section 8.2 based on the discussion of the possible solution in section 7.3. This chapter is ended with the recommendations for further research.

8.1 Research Conclusion

The main research question of this thesis is:

“How can the acquisition process of NELFCRO be improved by integrating theory from academic literature and practice from NELFCRO employees’ perspective?”

In order to answer the main research question, the answers to the sub-research questions are firstly described.

Answers to the sub-research questions

The first set of sub-research questions are:

1. What are the aspects that influence the acquisition process of NELFCRO in practice?
   1a. What are the main important aspects that are related to NELFCRO according to its employees?
   1b. What are the perceived positive aspects which might influence acquisition process of NELFCRO based on employees’ opinion?
   1c. What are the perceived negative aspects which might influence acquisition process of NELFCRO based on employees’ opinion?
   1d. What are the perceived positive aspects of NELFCRO based on flyer analysis?

According to the above research questions, the first sub-research question was answered through the replies on its elaborated questions; 1a., 1b., 1c., and 1d.

The main important aspects that are related to NELFCRO according to its employees were described in section 3.1 and illustrated in Figure 3. Then, these aspects are analyzed by distinguishing them into the ‘perceived positive aspects’ and ‘perceived negative aspects’ that might influence the acquisition process. However, there are also some aspects that are perceived as both ‘positive and negative’.

The perceived positive aspects of NELFCRO, according to the opinion of employees, are ‘shorter time to market’, ‘success stories’, ‘trend anticipation in health and sustainability’,

The aspects that are perceived as positive as well as negative are ‘broad expertise’, ‘flexibility’, ‘cooperation’, ‘intellectual property’, and ‘confidentiality’.

In addition to the mentioned perceived positive aspects, other perceived positive aspects that are gathered from the flyer analysis are ‘display of company potentials’, ‘innovation’, ‘new process design’, ‘improved formulation’, ‘efficient scale up’, ‘process optimization’, ‘cost reduction’, ‘responsibility’, ‘partnership slogan’, and ‘track record of the research’.

To conclude, those mentioned aspects are aspects that may influence the acquisition process according to the employees and based on the flyer of NELFRCRO.

To conclude, those mentioned aspects are aspects that may influence the acquisition process according to the employees and based on the flyer of NELFRCRO.

As the result of the theoretical study on acquisition process, a framework of acquisition is developed (see section 4.1 and Figure 6). This theoretical framework roots in theory of partnership between company and customer. In the development of the framework based on several literature, three main phases of partnership period are distinguished, namely pre-contact period, contact initiation period, and post-transaction period (see §4.1).

Based on the literature study, the process of partnership can be described from NELFCRO’s perspective and also customer’s perspective. In this thesis, both of perspectives are integrated. Each phase of the process is matched with the above mentioned phases of partnership. From the developed framework, we can see that the acquisition is the phase before the transaction. Also, we can see from the customer’s perspective, acquisition is before customers make the decision with whom are they going to work together. The details and literature that are used in this framework development can be seen in section 4.1.

Next to the question regarding the theoretical framework, the following is the sub-research question that will be answered.

3. Which aspects are theoretically involved in the acquisition process?

In this research, the aspects that involved in the acquisition process based on theory are categorized into four clusters, namely technological, economical, social-psychological, and behavioural. These categories were adopted from Bruhn (2003) with adjustment in technological aspect. Aspects that are included into technological cluster are ‘capabilities’, ‘complexity’, ‘compatibility’, and ‘trialibility.’ Aspects that are included into economical cluster are ‘relative advantage’ and ‘strategic importance’. Aspects that are included into social-psychological cluster are credibility and ‘observability’. Aspects that are included into behavioural cluster are ‘communication behaviour’ and ‘information transfer’. The details and literature that are used in determining those mentioned aspects are described in section 4.1.

The next research question that should be answered is included into synthesis phase of research.
4. **How can the unique selling propositions of NELFCRO be practically analyzed based on NELFCRO’s theoretical framework?**

The integration of these frameworks, called matrix, can be seen in Table 5.

Based on the reflection of this integration of theory with the perceived positive and perceived negative aspects of NELFCRO, there are several important notes. First, there are some cells that are not covered by the theory of what aspects are important in the acquisition process. This could be an indicator that more observation might be needed to find another aspects based on theory. However, this could also be an indicator that on those uncovered area, aspects should get more attention in the acquisition process.

Second, the perceived positive aspects of the company fill mainly the technological cluster, while in the behavioural cluster only contains two perceived positive aspects. Also, the focus of the company lies more on the ‘after research’ and ‘during the research’ periods.

Third, the perceived positive aspects of the company are distributed in the matrix. However, there are some cells of the matrix that are empty; one of them is the ‘after research’ period of technological cluster. While in the perceived positive aspect table, this cell is fully filled with the perceived positive aspects.

Next, the following sub research question should be answered:

5. **How can the employees of NELFCRO use the integrated theoretical framework and NELFCRO context in the practice?**

This research question is answered by a discussion in form of a focus group which is also aimed for research result validation. Based on the focus group results, the validation of the interview analysis, the theoretical analysis and the integrated matrix, are achieved in general. Due to the time limitation, it does not reach the detailed level.

In the discussion of the matrix, the employees could follow and join the discussion based on the matrix. This is shown by the deep discussion on several aspects that they want to emphasize and the solution of some issues (see §6.2). The discussion result is used to add or emphasize several aspects in the matrix.

The identification of NELFCRO’s USP in the focus group enhances the awareness of the employees of how to generate the USPs from the perceived positive aspects of the company. They aware that they should emphasized on those perceived positive aspects. Moreover, they aware that they should make improvements on perceived negative aspects to make them more positive.

Based on the discussion result, as mentioned previously, the employees found several important issues and facts. For example, they found also that the positive aspects of the company are mainly in the technological part and not in the social-psychological and behavioural cluster. In the meanwhile, the employees also acknowledged that many of the perceived negatives aspects are related to social-psychological and behavioural part. Then, they came up with some solutions to some of those issues, and already came up with thoughts about improving their acquisition process by using the matrix, starting from the perceived negative issues. Also, the employees commented on the needs of research into the customers’ perspective.

To summarize the answer to this question, NELFCRO’s employees could use the integrated theoretical framework and NELFCRO context in their practice, by making it understandable.
for their own context. They can use this as a guideline to evaluate their current acquisition process as well as a set-up plan for improvement and development of their new acquisition programme.

**Answer to the main research question**

Based on the above answers, the following paragraph elaborates on the answers to the research question:

*"How can the acquisition process of NELFCRO be improved by integrating theory from academic literature and practice from NELFCRO employees’ perspective?"

The acquisition process can be improved by making NELFCRO’s employees aware of their perceived positive aspects and making them focus on those perceived positive aspects of the company. These perceived positive aspects of the company are possible to become NELFCRO’s USPs. These USPs are important to be emphasized to the potential customer, especially in the acquisition process (see Table 7). Beside the perceived positive aspects, emphasis could be given to the improvement of the company’s perceived negative aspects into more positive aspects, eventually making them potential company’s USPs.

As a general conclusion, the acquisition process can be improved by making use of the theory and aspects involved in the acquisition process, to continuously analyze the acquisition practice of NELFCRO and to generate its unique selling propositions.

### 8.2 Recommendations for NELFCRO

In this section, recommendations for NELFCRO based on the discussion on possible solution (see §7.3 and Table 12) are listed. The recommendations are aimed for generating possible USPs of NELFCRO (see §7.2) and to make them more explicit. In the end, these recommendations may be used by NELFCRO to improve the acquisition process.

Based on Table 12, the recommendations are clustered by technological, economical, social-psychological, and behavioural aspects.

The following are the recommendations to generate USPs of NELFCRO in technological aspects:

- Calculating the exact time of ‘shorter time to market’ for specific customers, and communicate this to the customer
- Emphasize that NELFRO anticipates to trends.
- Right of customer to try the research process should be offered as benefit.
- Make plans that are customized for different target groups, to demonstrate the capabilities of NELFRO and address the right strengths In line with customer interests.
- Emphasize the processing center facility, cooperation, and flexibility that NELFCRO offers.
- NELFCRO should get their own perspective clear on all levels and sections of the company.
- Make clear descriptions on all capabilities of NELFCRO based on specific topic in research.

The following are the recommendations to generate USPs of NELFCRO in economical aspects:
• Calculate the shorter time to market for specific customer and communicate this according to an integrated marketing and communication model.
• Make ready a clear pre-drafted contract of intellectual property right.
• ‘Integrated approach of many disciplines’ should be emphasized with a calculated of cost reduction
• Demonstrate clearly success stories of integrated approach functionality.
• NELFCRO should make a clear calculation of cost-benefit, which fits specific customers.

The following are the recommendations to generate USPs of NELFCRO in social-psychological aspects:
• Implement information management including company success stories and observability on the company’s strategy and mission.
• NELFCRO should consider to have publication of the researches
• Have clear pre-drafted contracts of confidentiality ready.
• Emphasize the concept of working together between NELFCRO and customer.
• Emphasize responsibility of NELFCRO in cooperation.
• Integrated marketing and communication plan for addressing different sets of customers.
• Branding and image management with core values of the NELFCRO organization and develop the core values together with the employees.

The following are the recommendations to generate USPs of NELFCRO in behavioural aspects:
• Create a database of success stories as a track record and with clear calculations of benefits and costs.
• Maintain customer contact and planning for a customers’ programme, such as customer community seminar.
• Formulate a communication protocol.
• Cooperation management, let customer lead in cooperation, while continuing to act professionally and lowering personal ego.
• Improving the communication behaviour of the management and the employees especially to be focus on the customer.

As these recommendations are made separately based on each cell of the matrix (see §7.3 and Table 12), these recommendations should be combined between one and in another. It is depend on NELFCRO’s preference in the USPs that they want to emphasize. Also, as explained in section 7.2, the USPs should be chosen based on NELFCRO’s core values.

8.3 Recommendations for further research
In this section, three recommendations for NELFCRO in the next future are formulated. First, recommendation for further research from other perspective, follow by recommendations in using NELFCRO’s proposed USPs, and recommendation in integrating communication and marketing strategy. The following are the explanation of each recommendation.

Recommendations for further research from other perspective
Since this research is only from employees’ perspective, it is better to have the customer perspective in order to find out the image of the company based on their perception. This is also emphasized in the focus group with NELFCRO’s employees. Furthermore, the matrix that
is used can be starting point. However, due to the complexity of the matrix, it is important to simplify the matrix.

Matrix can be used as the tool to do the evaluation to the customer, by emphasizing on the different clusters that are observed in this research: technological, economical, social-psychological, and behavioural.

**Recommendations in using NELFCRO USPs**

NELFCRO may use the proposed USPs that are generated in this research. The proposed USPs are described in section 7.2. The proposed USPs are generated but without any study of the competitor’s USPs. Therefore, if NELFCRO want to use the USP’s, NELFCRO should observe the competitor’s USPs, because USPs should be unique and make NELFCRO distinctive from other companies.

Furthermore, in choosing the USPs from the list of the USPs with four clusters, I recommend to chose several USPs from different clusters and combine them us company USP’s. However, NELFCRO should relate the USPs with their corporate core value, because USP is the expression of their value towards the customers.

In order to generate the core values, NELFCRO can define several values together with the employees, as well discuss and involve employees in the operationalization of these values. Methods for corporate value development by employee involvement are mentioned by de Chernatony (1999). By having the USPs based on the core values, NELFCRO can position the company more accurate among competitors in the field. Moreover, communication will take an important role in communicating the USPs through all means.

**Recommendations in integrating communication and marketing strategy**

In the discussion of the possible solutions based on NELFCRO’s case, one of the important notes is to improve the communication strategy of the company, especially communication towards the customer. As a recommendation, NELFCRO could integrate a communication strategy with its marketing strategy. This is beneficial for a consistency and consolidated communication in reaching its customer.

As mentioned in the focus group session (see §6.2), personal contact to the customer is very important in acquisition process. Different customers may have different contacts with NELFCRO. Besides, promotional activities also play important roles in acquiring customers. Those different ways in reaching customers creates bigger chances of inconsistency in communication and may negatively affect customer decision-making for working together. Therefore, an integration of communication and marketing strategy should be considered.

As a start, all forms of external communication means should be managed under one vision, which, for example, a consistent message and logo of NELFCRO. This program could be integrated with the personal contact efforts that NELFCRO does.

The next program of integrating communication and marketing strategy is to make the internal and external communication consistent and coherent (Clow & Baack, 2004). This might be useful to overcome NELFCRO’s issue of a gap between the promise of marketing person and the capability of the scientific team (see section 3.1).

Furthermore, in integrating communication and marketing strategy, company should understand the natures of the customer to act effectively and efficiently (Clow & Baack, 2004). The strategy of customizing some offers is one of the examples of understanding the
customer. In the discussion of the matrix and possible solution for some issues of NELFCRO, the 'customizing research offer to the customer' is also mentioned.
Acknowledgements

I would like to thank my first supervisor, Maarten van der Sanden for his supervision and encouragement in working on this project. Thank you for always being positive and making me optimist.

I would also like to thank my daily supervisor, Steven Flipse, for the interesting discussions we had. Thank you also for your critique, your support, and your trust in working together on this research project.

My special thanks to Caroline Wehrmann for her involvement and encouragement from the beginning of my master study until the second I finished my graduation research. Thank you for being always willing to spend your time to discuss everything with me. I am honoured to know you.

Furthermore, I would like to thank Patricia Osseweijer and Biotechnology and Society group of TU Delft for letting me be involved in this collaborative research project. I would also like to thank the company “NELFCRO” and its employees, for allowing me to use them as a case study for my graduation research project.

I would like to deliver my special thanks to my best friend, Marja-Ilona Koski, for spending her time on proof-reading my thesis report patiently. I will always remember our sharing sessions and all the fun times that we had. Thank you very much for the great friendship.

I would also thank Marjoleine van der Meij who helped me in this thesis by giving many critical questions, detail explanations, and great insights for all my doubts.

Of course, I would thank Novi Rahman, Risvelina, and Riris Saldi with whom I shared many things during these past two years. Also, many thanks also to all my friends, especially the best friends who were colouring my thesis-life: Dimitris, Diomidis, Heidi, Marinda, Prang, and Ganesh.

Moreover, I would like to thank all the lecturers of Science Communication, staff, students, and InterSECtion, especially Miranda and Clemence.

My great appreciation goes to Ministry of Communication and Information Technology Republic of Indonesia for sponsoring my two years of study in TU Delft.

Last but not least, my very special thanks to my father, my mother, and my sister in Indonesia for their unlimited love and support through my ups and downs in life. Thank you very much for everything. I know I can always count on you.
Literature


Appendices
## Appendix 1: Focus Group set-up

### NELFCRO working group schedule - 10 September 2010

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Activities</th>
<th>Objective</th>
<th>Questions</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>13:15</td>
<td>13:30</td>
<td>Technical preparation (room, whiteboard, beamer) &amp; Coffee etc.</td>
<td>BOTH: Introductions &amp; Make expectations explicit</td>
<td>Name &amp; position at NELFCRO</td>
<td>Encourage everyone to talk</td>
</tr>
<tr>
<td>13:30</td>
<td>13:45</td>
<td>Short introductions per person</td>
<td>US: Establish what is remembered from interviews;</td>
<td>What are the most important positive emotions NELFCRO can use? ; Idem for improvement points</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>NELFCRO: remember what was said</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13:45</td>
<td>13:50</td>
<td>Opening question</td>
<td>US: Establish what is remembered from interviews;</td>
<td>What are the most important positive emotions NELFCRO can use? ; Idem for improvement points</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>NELFCRO: remember what was said</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13:50</td>
<td>13:55</td>
<td>Presentation of context, including which customers are important</td>
<td>NELFCRO: Inform NELFCRO about activities and progress</td>
<td></td>
<td>Interrupt when necessary</td>
</tr>
<tr>
<td>13:55</td>
<td>14:15</td>
<td>Through framework: Presentation of interview results + theoretical framework</td>
<td>US: Validate interview findings;</td>
<td>Importance of positives? ; Importance of issues? ; Which are the 5 most important Pos/Neg? Important aspects missed?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(before, during, after) + Discussion on topics</td>
<td>NELFCRO: be informed about progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14:15</td>
<td>14:25</td>
<td>Presentation of acquisition process + Tools context for later</td>
<td>NELFCRO: Inform about process concepts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14:25</td>
<td>14:40</td>
<td>Presentation of integrated results + USPs from flyers, website, interviews</td>
<td>US: Validate our findings;</td>
<td>Importance of findings; Which aspects enhance positive emotions? Which aspects make acquisition more effective and efficient? ; What aspects enhance relationship quality in early phases? What have we missed?</td>
<td>NELFCRO: Interrupt when necessary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>etc</td>
<td>NELFCRO: Learn about different approaches in different moments/areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14:40</td>
<td>14:55</td>
<td>Discussion on ways forward / Improve &amp; new USP identification</td>
<td>Corporate image / Institutional vs. Individual approach / Identification of USPs / Communication on which level?</td>
<td></td>
<td>Encourage everyone to talk</td>
</tr>
<tr>
<td>14:55</td>
<td>15:00</td>
<td>Summary of discussion / findings / Review opening question, Reconsider</td>
<td></td>
<td>Thank you</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>expectations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2: Transcriptions of the interviews

Interviewee 1

He reports directly to manager of operation.

Are customers let NELFCRO do the research in the customer’s core business?

He doesn’t believe that the core of the most important things of large companies is done by NELFCRO because it is too important for these customers. He believes that the scientists of NELFCRO think that they do researches of the core business of the companies.

Would it be the case that some companies who don’t want to publicly admit that they use genetic engineering in their own research then do that research at NELFCRO?

That maybe is the case, but if we’re looking at food grade products than there’s a lot of self cloning genetic modification involved, some synthetic biology or more extensive genetic engineering approaches, but generally self cloning since labeling is needed about it.

What the company does to get noticed in the region?

They have an open day for other companies, which were very appreciated because about 5000 people showed up.

Is NELFCRO also provide ‘service’ to search the patent of research that might be already had by another companies (so they can just buy the patent from other company and not necessary to do the research).

If NELFCRO know about this, NELFCRO will tell the customer. There is a check but maybe it could be a service that NELFCRO could offer. (It is indicating that this service is not generally done in NELFCRO, still not sure, should ask another people).

What are the most recent trends of the research?

The most trends are health and sustainability. Often the texture, flavour or both are affected by the new component. For example: if you reduce fat than it is going to do with the texture and also the flavour. So you have to come up and avoid or fix that. The general thing that we do here is about health and there’s a lot of corporation with other department like process and safety and health department, but our reason of existence is to be more supportive to this health claim, so there’s no reason for customer to do something with texture and flavour directly.

What is the barrier in the cooperation with customers?

One of the main barriers is there’s no trust in the quality of the researches, people, intellectual property right in the way that NELFCRO working. What they offer is exchanges, for example, so people from the industry work in their company to work basically built the trust.

Who are NELFCRO competitors?

NELFCRO is competing with this decentralized R&D department. Company business has a choice to do the research at NELFCRO or at the internal-decentralized R&D of the company itself. There is a competition between those two R&D departments that might also provoke this trust issue.

Is there any distrust or mistrust at first?
Yes, it is the case, that’s the part of the negative emotion. With the ‘exchanges’ some of that fear can be decreased or completely taken away. It of course depends on the companies, if there is no decentralized R&D department the case will be different.

*How can you guarantee that you have enough knowledge to secure these 10 areas of expertise with only 160 people?*

We realize that and maybe it is the weaknesses of NELFCRO that with this few people you still have a lot of knowledge internally. The knowledge is mainly with the people, not in the R&D archives.

*About the claim attached in a product: Do you follow what EFSA (European Food Safety Authority) doing?*

No, we do recognize it, we try to be up to date, but we don’t follow it in detail. What we can do for the customer is help them to obtain the data from EFSA, help them to make the report for support certain claims. What we don’t do is making actual files or dossier about these claims.

What you want: get the feeling with the customer that they doing it together and it’s hard to reach, you’ll need to become a friend, have fun together. You should know who the person is and why this person is coming to NELFCRO. Is it because his boss wants the research at NELFCRO? Or are there any other reasons?

What helps for Rene is to make himself small, to let other people to come with their idea. Secondly to make the content of your saying is interesting and safe.

*Three reasons why should people do business with NELFCRO?*
- The area of expertise is interesting
- It’s a nice way and inviting way of working together
- It’s nice and exciting to do all these new things
- It’s about the feeling you would like to return to NELFCRO with the new exciting ideas
- Together you’re creative in your thinking

*Three reasons why company would not work with NELFCRO?*
- Company can do the research themselves; maybe they’re afraid of their own position in the market and in the technology.
- If we as NELFCRO weren’t completely open about what we offer or what we can offer, then the customer also won’t tell us what they really want. When the customer first visits NELFCRO, they’re afraid that they too much release information about what they actually want. More information is basically needed by NELFCRO, about the purpose of etc, but the company won’t be able to give more information.
- The customers don’t want NELFCRO to go to the competitors, to sell the idea.

**Interviewee 2**

*Can you mention positive and negative things about NELFCRO?*
Positive things:
- Get a solution together with customers; you exchange people as well as information.
- Despite the research, NELFCRO can provide fast solutions.
- NELFCRO has very good expertise on certain research area.
- About the IPR & disclosure: all the rights are for the customers.

Negative ideas or improvement points:
- The ideas of NELFCRO are flowing to the customer instead of there’s a cooperation or cooperative thinking. Basically that happens after the projects are finished. So, NELFCRO some new ideas, and he sometimes feels that NELFCRO does too much or too obvious in trying to take the customer into new project. Idea flowing from NELFCRO towards the customers instead just thinking with the customers and working together in making research hypothesis.
- NELFCRO doesn’t always promise and doesn’t always reach its promise. So they stated that they have certain research goals and will have certain results but these don’t always happen.

What is the area of the expertise of NELFCRO?
Different kind of product lines, first only dairy products but now is broader.

You want to grow as a company but you don’t want to be very large and bureaucratic, you want to have this small nice working atmosphere when people know one and another.

What are the customers’ negative emotions towards NELFCRO?
As a customer, companies want to do everything by themselves. It’s because a lot of cost, long term project, there’s no full control of the research, there’s no good feeling about trust and working together. One of the key elements of working together is enthusiasm. You need to have a good customer relation, if you have 10th or 25th contact with the customers that you should send flowers or dinner, approach them in a positive way, give new ideas rather than solution to a new problem.

In communication, there is only one man job. I defined the company and do the communications towards outside: congresses, email, website and occasionally through scientific publication.

How to approach customers?
"We start from our name, from our abilities, through our abilities come up some solutions and in the end an experience, emotion or trust issue. But before you have a good name, you have to raise some awareness; you have to know where in the process you can mean things for the customers. So from awareness to the leads of generation and there’s a conversion process involved. Starting from your own experience and the image that you have as a company, towards your competences and then come with the right communication strategy.

Can you that all by yourself?
It’s difficult occasionally but it is how it works now because you don’t want to be big and bureaucratic.

I come to congresses, conferences, and joins webinars.

What about the structure of your work?
There’s a company strategy that I think should relate with communication and marketing strategy, or in other way around, but there’s no clear image of what leads to what at this time, whether it is corporate image, marketing strategy, communication strategy.

*How do you evaluate the success of your effort?*

- For the website: it’s about the hits or the route that people take to the website.
- About the number of people that you reach through the congresses or conferences.
- Customer’s satisfactions: it’s difficult to evaluate. If you look to the customers that might have different project at the company, then different people involved in the different project. So what we do is projects evaluation, so there’s a certain relation between A person from A company, and generally positively evaluated.
- About the image that customer has about NELFCRO is difficult because different people involved in different project. The example is a big company that has very separated department for different product. People from that different department work with NELFCRO in separate project but they might not know each other and not know that they’re working in the same company.

If you ask the customers, you’ll get generally desirable answers instead of the real feelings of the customers. They wouldn’t say it if they’re not completely satisfied. They would put it nicely and then you never heard from them again.

*How about NELFCRO’s public outreach?*

We don’t really actively aimed for public, but we do have attention on the television, radio, or national popular scientific articles, TV shows, newspaper.

*What Improvements do you expect?*

Improvements in customer relation, public relation, NELFCRO patronizing the customers, about communication and marketing: I was asked to involve in marketing but I responded that I am not a marketing person, so if NELFCRO want me to do the marketing then it shows that marketing is not taken seriously.

**Interviewee 3 and Interviewee 4**

*What is the main reason that makes a company should work together with NELFCRO?*

Two main points: product innovation and pilot plan facility.

Pilot plan: it’s about up scaling; make test batches or samples, as a start up of a production that might reduce time to market by a customer, produce a product with specific function and company may consider.

Product innovation: there’re several trends: health trends, sustainability -new valuable product out of waste stream- may invent some steps in the process that are cheaper; you may skip process steps if you have smarter set up.

*How do you getting contact with the customers?*

There are many congresses and most of people there are willing to talk with us and willing to come to NELFCRO. They recognize about IPR problem and ideas in the early stage. If you have a very new idea, why should you work with NELFCRO instead of working it by yourself? First, there should be a trust between NELFCRO and partners. The first project you
do with NELFCRO should be a project that less sensitive or not a key innovation path of the industry. Probably company doesn’t want NELFCRO to work on the key competences or innovation, but there’s a differences between larger and smaller companies. Small company might sooner want to work with NELFCRO in their core of business because it is more important to them, to reduce time to market, to get money sooner, or they’re more depend. The researchers in the company (customer) are often more quite because they don’t really know what they’re allowed to tell about the new project.

Customers think that NELFCRO is expensive.

NELFCRO perceived as expensive but still professional with a business attitude: that expressed that they’re talk about strategy and not about experiments. It is more business perspective and it shows that you’re thinking together with the company about making new product (communication aspect). It is seen by NELFCRO as strength but customer may see it as critical point. If you talk more about strategy not about quality, then maybe it’s not good for the customer.

Do you think that maybe NELFCRO is perceived as too broad?

You should be honest about what you can or cannot do

What are the threats for NELFCRO?

- Within companies there are need to have enough work to be existed. When a business decides to buy it at NELFCRO instead to do it in their R&D department, maybe there’s some sort of competition.

  “The R&D chief of this R&D department within these companies also want to see their own R&D department growth instead of that you do a lot of outsource researches.”

- It doesn’t fit to the culture of certain company o do outsource research. (Many reasons: IPR, trust, internal R&D, etc.). You should make the customers see that NELFCRO can do something that the customers cannot do by themselves.

- In a company there are also scientific experts, but when their bosses (buss. Dept.) think that researches should be conducted outsource, but the experts/scientists themselves not really want to do it, then there will be some competition based on competences

What are positive things of NELFCRO?

- It is generally fun to work with other people. If you have already get trust from the customers who already worked together for a quite long time, you should make an expert meeting to talk about the fun of working together, what is the positive and negative things are about working together with NELFCRO. What they fear at NELFCRO: the company is not completely honest, just being nice; try to lower price of product. So many reasons for the company not to being honest about happy or not of working together with NELFCRO.

- Together with NELFCRO you can be member of many consortia and set up different cooperation or startup companies, etc. so you can spread up the financial risk or the strategic risk of your company. Making all this kind of alliances you get stronger position in the market. It is an open innovation.
The flexibility and possibility at NELFCRO. NELFCRO is flexible = the company has decision about the research, about the next steps, etc.

Communication is always ok, the results are positive and in a good frame (but based on other people, it's not always positive, and communication little bit late).

NELFCRO taking responsibility, if the researches not succeed than NELFCRO will compensate it to make the customers happy.

What do you think about NELFCRO's customers?

- There’s a need to build a trust, so people know that their data is treated as confidential. Competition between characters, there are different kind of people who might involved in NELFCRO.

- There are people that has positive and negative towards NELFCRO in the same company. So they should work in a harmony, good in the business and also in the science. It’s about to make the customer see what NELFCRO can do, attitude, and credibility.

Interviewee 5

Can you explain about your section?

In safety there are two parts: products and productions steps. In products safety you can think about toxic bio-product; and in production for example infection in production steps, leaking pipe or vessels.

In processing, the way the company makes products that is sensitive information for competitors. So it is dangerous for company to release information about their processing capabilities. So it is maybe dangerous for NELFCRO to work with that kind of information because they have different customers that make similar products in different ways. There’s a problem there, how can you guarantee when you give a recommendation or new production step for company B that originating from company A. You can’t really do that because that’s confidentially information. How do you still make sure that you give the right information without compromising this good relationship with other customers? There’s also indirectly fear of the company to release their processing steps to NELFCRO. So what happen is actually about valorizing other streams that are not critical for a company where NELFCRO is going to be involved.

How is NELFCRO image?

NELFCRO has a good image when it comes to food safety. Customer happiness and trust in this area is good. NELFCRO has maintained a good name in this field and will continue to profit from that name in the near future.

How the customer can work with NELFCRO?

The customers who come to her is generally ask questions. They ask about the quality of their product, and they want to work together with NELFCRO. NELFCRO will tell them which aspect that they’re going to improve or do research on.

There are sort of lists about 800 components that are important to investigate for toxicological effects and NELFCRO has the capability to do it. So they have the machines to
check whether these dairy products are safe. About the safety, it is also confidential. No one needs to know about all safety precautions that are taken. About the end-pipeline product, you don’t want NELFCRO to tell everybody that you’re basically innovated unsafe product. So the company wants to make sure that the data is not leak.

One of the reasons why the customer would go to NELFCRO because NELFCRO can do a better job when there’s no time for the customer, take them longer than NELFCRO, for example to reduce time to the market.

There’s a problem with safety aspect because safety is not really marketable. You can ensure safety but it is not what people waiting for, they just expected, so it is implicit. On the other hand the regulations about safety are getting more and stricter. NELFCRO has a capability in doing the safety test in a standardized way to ensure that customer products on the market are safe.

It is also important for the entire food sector to use standardized methods of insurance safety. Many companies come to NELFCRO to do the safety check-up. Of course, they do not admit it to one and another that they have problem in safety. Of course NELFCRO knows that every company has this safety issue. So it is about confidential information.

*What are the alternatives for these companies?*

You can do it yourself, but you don’t have much credibility. Another alternative is to go to the Dutch Food Safety Authority, but then it is part of Government power bodies that has a power to shut you down. So, if you come there with a product and it is unsafe, so there might be a case there. But it will not be the same with NELFCRO because it is confidential.

*What are the unique selling points of your product for the food safety part?*

The company needs to feel that it cannot do what we can do by itself.

*How about NELFCRO’s outreach?*

Basically we do many presentations at congresses to make sure we get a good name and to show people who we are. We also have many contacts with businesses and we really made an effort here in the last couple of years to really get in touch with a lots more industries, on more personal level. Also trough leaflets and we have lots of leaflets.

I also recognized that it’s also important for people to have a good feeling about working together. What I noticed that if I am positive myself in the meeting with customers, then the customer also happy. So it’s the way you communicate and the way you give feedback after this meeting. It’s not only about getting in touch with people and also maintaining and make sure that they feel good afterwards. And see what they appreciate from the conversation and what they’re really gain from it. So maintaining is very important and there should be more effort on it. Maybe that’s the case is more for the sales people than the scientists.

*What are three positive points of NELFCRO?*

1. An integrated approach: product process measurement etc

2. Professionalism of the company

3. The ability for the customer to control their research by themselves and be kept up to date about the research, the customer contact, and positive relation.

*What are three negative points of NELFCRO?*
1. What do you really need to do externally as a company, so why do you really need to come to NELFCRO, what can you do internally with your own expertise, for a reason price, for what expertise and what expense do you come to NELFCRO and NELFCRO doesn’t know that.

2. That the company has some sort of policy that they do not reach out or work together with other parties at certain stages in innovation process.

3. You never certain about the added value of working together with NELFCRO. You do research together but it might give a negative outcome or there is something impossible. That is the risk for these companies.

**Interviewee 6**

*What is your main job desk?*

My job desks are intermediary between NELFCRO and customers, maintain customers’ contacts, make sure the customers happy. Areas of expertise are child, nutrition and medical nutrition.

*How is the projects work in NELFCRO?*

In any project there’s some sort of need or wish, NELFCRO make the proposal and taking into account: money, time, and promise: product & the aim. This project proposal goes to project management to be validated scientifically, having feedback, and then go to the customer. The proposal also goes to the business management team, and the business development manager and the project manager of the customer also involved in the setting of the new proposal project (zip closure).

I also consider my job to pick up signals from society with commercial relevant, for a new idea and think the use for the client and communicate that. The product that NELFCRO offer is generally advice or report on how to do something.

*How do you know about the customer satisfaction?*

After every project we have an end conversation summary. NELFCRO has ISO certificate and it’s obligated to have yearly customers’ evaluation especially for returning customers who spent at least 20,000 Euro in project at NELFCRO.

The outcome of the ‘end conversation’ can be: ‘Customers feel that NELFCRO right on time with the product and report but sometimes we’re late. So it can’t be anticipated. Sometimes it goes very well but occasionally it goes very difficult.’

Customers seem to appreciate that NELFCRO thinking with them. They’re quite flexible in setting up the research, in maintaining the contact, and coming up with new ideas, etc.

From the yearly report: They said that NELFCRO ask right, good and relevant questions, that NELFCRO are expensive, and the report sometimes too late.

Another critique: NELFCRO is scientific relevant than business relevant. NELFCRO has no good insight about what is relevant for the industry, but more about scientifically correct.

*Do you think you’re in the core business of their company?*
Sometimes we are but sometimes we’re probably not. There’re reasons why NELFCRO is asked to work together: because they don’t have the equipments, because they don’t have enough people to do the work, or they’re consciously to not have certain materials.

**What do you do if NELFCRO come to do the job?**

We have contractors themselves, who can do the research with them or for them. One of the examples: in toxicological research or disclaim regulation things, or if there’s necessity for human trials, then NELFCRO doesn’t carry them out themselves, they let official institution do that. NELFCRO coordinate that.

**How do you meet completely new people/new customers?**

There’re two ways: cold acquisition, which is just calling people and said that we have interesting product for you. Secondly, trough events: congresses, conferences, etc. They want to force the new customers to visit them. If the new customers visit NELFCRO’s site, they like that. Because they have a good feeling after they went there. Of course, sometimes it’s difficult for a busy people to come, big business-large company and easier to invite smaller customer.

**What are the differences between small and big customers?**

Small customers have less money but at the same time have less equipment to do the work, less money to spend for NELFCRO but more incentive to work with. It can be interesting to have both large customers and small customers, have a good relationship.

One of the main assets that NELFCRO has is the processing center, where they actually make and test the product. It’s something that the customers really like and it gives NELFCRO the name on the field.

**What kind of tools do you have in approaching the new customers?**

We have film about NELFCRO, leaflets, brochures, website that can see how people react.

There’s sometimes a problem with internal communication. People don’t all seem to know what kind of assets that they’re really having, what the benefits that NELFCRO offers are, not everybody in the sales world.

**What about the customers abroad?**

We have currently have customers from abroad, for examples German customers who appear to be more close. The relevance of NELFCRO for this company is proven but then its stop. The reason maybe because they don’t have the budget, or being polite, maybe they want to cooperate but their bosses don’t, maybe other cultural or trust reason.

There’s no pattern of communication between the R & D, business development and other division.

**What about the unethical work in NELFCRO?**

If we have to have alcoholic beverages, nicotine, tobacco, it might be considered as unethical. But we may still consider it if the customer wants it and it’s confidential anyway. But we don’t have any guideline for that. For example: tobacco company is possible to come to ask NELFCRO to make the cigarette more addictive. Other example: in chicken meat which usually put in water and gain weight. NELFCRO is possible to do this kind of research.

**What are the positives points of NELFCRO?**
- What you try to do in sales is take away the negative barriers; you say things that you expect the customers appreciate positively. Not just for the person but for the company. It’s a game, issues: about IPR, etc. More things to have good relation with customers: Giving something to remember NELFCRO: gadget, taking out for dinner, etc.

- Independence

- The company is in control (may extend their influence).

- Certain departments within the company might get positive result while working with NELFCRO (successful cooperation). So the departments of the company who work with NELFCRO with have a positive atmosphere around it.

- Fun to work with external partner, increase creativity, etc.

- Sometimes we do something more for the customers without charging them extra money and make them feel important.

- It’s nice to be invited to the company.

What are the points of NELFCRO that can be improved?
- Business relevant which is sometimes not very good.

- Is NELFCRO professional enough compare to big company? “I don’t know”

- NELFCRO too commercial (when customer ask question, they get answer in proposal with the amount money that they may spend, so they not only come with answer but also with new project proposal). (Too spastic, and need to be more careful).

Interviewee 7

Can you explain about the customers and projects of NELFCRO?

There are two different kinds of clients:
1. Approach trough sales, called cold acquisition, just calling them.
2. Trough congresses and through old project, so people that you already know.

There are two kinds of projects:
1. With added value for customer, with very low pressure.
   The questions are: Can we do this and that?
2. Problem oriented project
   For example: product re-calls from supermarket

   In the problem oriented project, there’s pressure behind customer or people involved, because they want to know why certain product has been recalled from the supermarket? Why there’s a problem? The pressure is not necessarily bad. The customers who work with NELFCRO in this case is already know NELFCRO. The negative emotion, it does not play a role here. There’s a pressure that they want the project to be finished on time, there’s a stress on the people because they don’t want this to be happen again in the future. But
there’s no negative emotion because they believe in NELFCRO and know the competence of NELFCRO. They know that NELFCRO can solve their problem.

In the ‘added value project’, there’s less pressure. But NELFCRO sees as an expensive partner. General image that this project needs to have is a positive atmosphere, also the attitude that says “together to the next level”. The most important thing is to make the customers see the added value. You shouldn’t do project that the customers can do their selves. Think about competences that each party, NELFCRO or customers, has and create the project that the customers cannot do.

Can you explain about the return of investment to the customer?

I am involved in a new acquisition project of one company in a scientific perspective to get new customer. I give information to the customer about the capability of NELFCRO and what is the time frame, etc. There are some frictions between the sales and the scientific department, regarding the ROI, because sales want to make something, but the project leader of the process department has to make something come true. So it is sometimes happen that the sales department promises thing that the project department has to nuance or change a bit, or not reach the promise at all. It is important to realize the link between the sales department and the scientific department.

What are the positives points of NELFCRO?

1. In the scientific part, it is always work by telling concrete examples, success story of what we’ve reached. Sometimes the client wants to remain anonymous, but sometimes we also have new clients in the same company (other people involved) so you can tell the previous success story.
2. Cost reduction picture although it is sometimes not concrete enough.
3. You need to show off your expertise, you need to give serious answer to their questions, need to be concrete, good and professional.

Note: the inadequate business perspective that mentioned before.

What are the problems related to the customers in NELFCRO?

1. New customer: they don’t want to give too much information about what they are really wanted because of the confidentiality. So they are conscious about telling what they want, what they competences are, how this related to the business and what the role in the business is. SO NELFCRO is giving a solution without giving a concrete promises or show your own competences. Because why should NELFCRO show theirs (the back of his tongue) while the customer is not. In this case, they not open each other. NELFCRO can stir to the solution but not give all the solution because NELFCRO wants to work together, so the solution is not concrete.
2. Customer often perceived NELFCRO as expensive. Solution from Martyn: so if NELFCRO is expensive, then you should come with the concrete solution which is cheaper or working together. So let them do some by themselves, combine research result, making it cheaper (make concrete example of how to make something cheaper). It is a better approach to get a new customer.

What are the negatives points of NELFCRO?

1. Cost and promises need to be cleared from the beginning. Make sure about what you’ve promised.
2. IP business, not really problem (because all IPR for the customer).
3. Need a personal click with the contact person of the customer.
   Industry who comes to NELFCRO feels superior, and it’s not bad to let them think like that. So it is important to deal with the ‘superior’ behavior of the customers.

**Interviewee 8**

*What is the biggest problem in NELFCRO?*

The biggest problems are the new customer and new market. NELFCRO is not only about dairy product, but also wine, beer, and food fermentation.

*Can you explain about the trends of NELFCRO’s research?*

About the sustainability trends, the general idea is that you can get more value from your waste streams. For example, the peal of potato that can be fermented to become a basis of a probiotic product... that’s when fruit and vegetable fermentation happens.

About general trends, health and sustainability are very important. The others are clean label and organic.

*Can you explain about how to get new customer?*

I went to several congresses, become a scientific speaker. Besides, I also involve through the business development manager to give scientific opinion about certain project.

*What do you think about safety issue and customer point of view?*

About safety, it is quite positive with new market. There are different cultural differences with international customer (German, France). In the first step, when you should get know each other, you should start focusing on what are you going to do together. The experience of the company is also important. Not only if they’re already working together with NELFCRO but if have they been out sourcing at all. It will be more difficult for the company who’ve never been done any out-sourcing to work with NELFCRO.

*Can you tell me about your experiences in working together with customers?*

About the cooperation, it is hard to full fill the expectation, according to the expectancy of the customer. The difficulties included the language problem such as different interpretation about what are you going to do and what are you going to deliver. So it will need a very good agreement. Secondly is the cultural barrier, it needs a management expectation. The other problem is the R&D problem at the customer and at NELFCRO. It’s difficult to get what you’ve promised. But it is part of the process.

The other important thing is you should anticipate on trends.

*How is the outreach of NELFCRO?*

We do occasionally publishing semi-popular-scientific journals. We also go to all kind of congresses. But we didn’t do publishing in newspaper.

*How can you state that you know all kind of things, with so many topics, with only few workers at NELFCRO?*
You have to look with your customer, the things that you can complement each other with the customer. The experience of NELFCRO and the company can be combined together lead to a new idea.

Then you have to have an open conversation to know what are expected one and another, where you are complementary instead of just doing the same thing.

*What are the positives points of NELFCRO?*
1. Unique expertise in some areas
2. There is a freedom in certain dynamics with working together with NELFCRO, think together with the customer to reach the goal. But you have to manage these expectancies.
3. It is scientific interdisciplinary (many different scientific areas).

*What are the negatives points of NELFCRO?*
1. NELFCRO is very expensive or perceived as expensive.
2. A lot of expertise that NELFCRO doesn't have.
3. If there’s another customer who also wants to have the same research/work with NELFCRO, so the company of course doesn’t want to have NELFCRO between them. It’s competition with a company that might be prevent working together with NELFCRO and guarantying that there’s nothing overlapping between both company. (This is very difficult).

*What are the internal issues in NELFCRO?*
- Positive emotion internally is important. The whole project is the quest of the positive emotion. There’s re-organization within the company. But I am not really sure, are there many people got fired?
- People coaching each other
- Line management: science people with certain tasks within the organization and decide how much money go to this or that project. The coaching is expected in this line management.
- Personal development plants: not really working at the moment.
- Additionally, you can do all kind of courses like personal skills. But it is not allowed anymore because of recession reason.

**Interviewee 9**

*Can you share your experiences about talking to new people/customers?*

About talking to new people, I recognized a tension field between promises of sales manager of NELFCRO and scientific perspective about what actually can be done. So team work with colleague in a project is perceived to be very important by him. There’s a sales site that deal with money and IPR and there’s a project site that deal with the content.
From the discussion with the customer, I usually give scientific perspective about a project. I tried to keep myself in the project content site rather than also being involved in money and IPR.

*What do you think about NELFCRO’s image?*

Previous image of NELFCRO is a dairy research institute, which it is not anymore. Another image of NELFCRO are professional and expensive.

*What are the positives points of NELFCRO?*
1. Professional and trustworthy, clarity about what is going to be researched. There’s a good agreement on that.
2. And speed of the research.

*What are the negatives points of NELFCRO?*
1. Some of the expertise is not in NELFCRO (in house experience)
2. NELFCRO is perceived to be expensive.

*What do you deliver as a company to the customer?*

It’s about cost reduction, innovation, image in sustainability and health

In this sales world with new customers, it will take time to get know each other, to built trust, to make everybody happy, that’s normal that need time.

*What about cultural different?*

I feel the cultural different in working.

*How about NELFCRO’s competitors?*

Other researchers institute maybe a competitor like TNO & universities. Different with the competitor, with NELFCRO client can work together, NELFCRO act as complementary, add the work to the company, and not take all over the work. So NELFCRO doesn’t do it better but do it together. Time component is also fast.

*Is NELFCRO making scientific publication?*

About scientific publication, company & NELFCRO not really do it, but sometimes in popular scientific magazine.

How do you think about contact with customers?

First, do not show that you’re superior. Secondly, being enthusiastic about what you do and in the end don’t make them feel that it will be better if they done it by themselves.

There is internal policy at NELFCRO that you have to always express positivity or enthusiasm that you believe of something. The strength of NELFCRO is everything is in one building, the people talk to each other, that you are positive about certain things, make a positive atmosphere internally.

It is also internally in NELFCRO, that there’s an egos that people wants to do all by themselves.

NELFCRO want to be open and help the customers by its experiences but then it will be difficult if the strategy or experiences are part of the IPR of other company’s research.
How about promises to the customers?

You want to prevent the business development managers to make the research plans by themselves. You want to involve the customers, so working together with customers: the one who has the idea is not only NELFCRO but both of them.

Small companies are more open and honest. But for large company, you should make sure that you’re working together because you’ll never beat the scientific capacities of the larger company. You need to make them see that you’re working together and you’re complementing one and another. It’s a major challenge.
Appendix 3: Summary of the interviews

Interviewee 1

Interviewee 1 is the head of Flavour and Texture Department. The interview discussed NELFCRO’s promotion approach, current research’s trends in health and sustainability, customer’s trust issue, customer’s internal R&D department as NELFCRO’s competitor, positive aspects of NELFCRO, and his wishes for NELFCRO improvements.

According to his story, NELFCRO has an open day in order to promote itself to other companies and to get more customers. In his opinion, many people appreciate that event because the last event was attended by around 5000 people.

Interviewee 1 mentioned that NELFCRO is involved in the current trends in health and sustainability. In general, NELFCRO cooperate with other internal departments such as process and safety department and health department.

Interviewee 1 also believed that NELFCRO is competing with customers’ internal R&D department. This is mentioned as one of the reasons why customers choose not to working together with NELFCRO because customers can do their research by themselves.

Interviewee 1 mentioned several positive aspects of NELFCRO such as the interesting area of expertise, cooperation and working together is nice especially in generating creative thinking and new ideas. Unfortunately, according to him, at the moment the customers do not have enough trust towards NELFCRO, especially in the quality of research and intellectual property right. Interviewee 1 also mentioned that customers were not completely open to NELFCRO regarding their request. These are the main barriers in acquiring customers.

Interviewee 1 wished NELFCRO and its potential customers will get know each other better so they will have the feeling to work together. Moreover, he mentioned his strategy to let customers come with their idea are by making himself small in front of them, making an interesting conversation content, having good interactions and being positive.

Interviewee 2

Interviewee 2 is the Manager of Communication and PR. The interview was discussing several topics such as manager of Communication and PR roles, NELFCRO’s marketing approaches, customers’ negative emotion, internal communication between departments, the positive aspects of NELFCRO, and his wishes for improvements.

Interviewee 2 is working in his position by himself. He then said that it is difficult to work only by himself in his position as a communication manager, but he does not expect that the company becomes too big and bureaucratic.

Interviewee 2 also mentioned the trust issue as a negative emotion of the customers toward NELFCRO. Nevertheless, Interviewee 2 was quite optimistic that this problem can be eliminated by raising awareness about NELFCRO within its potential customers, maintaining a good relationship with the customers, and showing enthusiasm in working together with them. Based on Interviewee 2 opinion, after the awareness of NELFCRO raised, NELFCRO can approach customer by its good ‘name’ and abilities. Customers will get experiences that in the end will raise trust and emotion.

In his work, Interviewee 2 usually comes to congresses and conferences to acquire the customers. He also joins the webinars as an approach to the customers. Interviewee 2 mentioned that NELFCRO not actively addresses its publication for public, but it gets attentions from some media such as television, radio, newspaper, and popular scientific articles.

Afterwards, Interviewee 2 mentioned that the successful of his effort in external communication can only measured by the hits of the company website and number of people
who come to NELFCRO. Also, he argued that it is difficult to measure customers’ satisfaction and image of NELFCRO that customers have. From the evaluation project, Interviewee 2 said that NELFCRO usually hears good compliment. However, he was unsure whether it is the customers’ real feeling.

When the discussion came to the company strategy, Interviewee 2 said that there is a company strategy of NELFCRO. He believed that it should relate each other with the communication and marketing strategy of NELFCRO. But apparently it is now still unclear. He then said that he was being asked to be involved in the marketing process of NELFCRO such as to formulate the marketing and communication strategy.

Interviewee 2 mentioned several positive aspects of NELFCRO namely get solution together with customers that enable people and information exchange. The other positive aspects are fast solution that provides by NELFCRO, good expertise of NELFCRO in certain areas, and all the rights of intellectual property are for the customers.

In Interviewee 2’s opinion, there are several aspects that may be improved. In the first place, the idea that mostly comes from NELFCRO instead of cooperation between both parties. The second aspect is the promise of NELFCRO to the customers. He thought that NELFCRO does not always promise for the result and it does not always reach its promises in the end. Finally, Interviewee 2 wished for improvements in customers and public relation aspect.

**Interviewee 3 and Interviewee 4**

Interviewee 3 is the Business Manager for dairy section and interviewee 4 is section leader of Business Development section. The interview was discussed the reason of customers to work with NELFCRO, customers’ perspective of NELFCRO, positive aspects, and threatening aspects for NELFCRO.

Interviewee 3 and interviewee 4 mentioned two main reasons why customers should cooperate with NELFCRO. First reason is pilot plant facility that might help customers to market the product. The second reason is the trends that followed by NELFCRO: health and sustainable. Moreover, they explained about the existing marketing approach of the company, such as go to many congresses. Based on their experience, most of the people were willing to talk to them and visit NELFCRO.

Interviewee 3 and interviewee 4 believe that there should be trust between NELFCRO and customers to start a project together. The customers should also trust that their data is treated as confidential. In their opinion, on the first project with NELFCRO, the work is usually a less sensitive project or not the core innovation of the customers. In addition, Interviewee 3 and interviewee 4 argued that small company might sooner want to work with NELFCRO in their core business because they want to earn the money as soon as possible.

Interviewee 3 and interviewee 4 mentioned that the customers usually think that NELFCRO is expensive but they do not realize that NELFCRO firmly keeps its positive business attitude in a professional way. They also mentioned the uncertainty of customers’ honesty about what they think of NELFCRO after working together with NELFCRO. Consequently, they do not know whether they are happy of the cooperation with NELFCRO or not.

Interviewee 3 and interviewee 4 stated several positive aspects of working with NELFCRO, for instance the flexibility on working agreement, good communication, fully responsible, and get the opportunity to become a member of many consortia.

There are several aspects that might threat NELFCRO based on their opinion. First is the competition with internal R&D department of the customers. Secondly, it might not fit to the culture of certain company to do outsource research. Specifically, Interviewee 3 and interviewee 4 said that it is possible in the customers’ company, the people from managerial level want to do outsource research, but the scientist within the R&D department refuses to do that.
Interviewee 5

Interviewee 5 is working in the Food safety and processing section. The interviews involved discussion on safety research, the outreach of NELFCRO, positive aspects, and wishes for improvements.

First of all, Interviewee 5 said that she is quite sure that NELFCRO has a good image in food safety. She believed certainly that NELFCRO has maintained a good name in this field and will continue to get profit from it.

Interviewee 5 mentioned that NELFCRO has the capability in running many kinds of toxicological tests. She claimed that NELFCRO can do the safety test in a standardized way. Besides, NELFCRO also guarantees the confidentiality of the safety test.

Interviewee 5 also explained about how NELFCRO acquires the customers. As an illustration, NELFCRO's staffs usually give presentation at congresses to promote NELFCRO. In the last couple of years, she claimed that NELFCRO made effort in contacting many industries, especially in personal level. Additionally, she mentioned leaflets as other promotional means of NELFCRO.

In order to acquire customers, Interviewee 5 argued that NELFCRO should make customers feel that they cannot do the research by themselves. Next, she stated that it is very important to maintain the relationship with the customers, make them feel happy about working together, and there should be more effort on this. She mentioned specifically that if she acts positively, then customers will also positive about NELFCRO.

About the positive aspects of NELFCRO, in the first place Interviewee 5 mentioned NELFCRO is professional. Secondly, the customers have the ability to control the research and keep up to date about the research. Based on her opinion, some improvements should be done in providing clear messages about NELFCRO's offers to the customers, the added value by working together, and show that the expenses are worth for the customers.

Interviewee 6

Interviewee 6 is account manager who works as part of Business Development section. He works as intermediary between NELFCRO and customers and maintain customers' contact. The interview discussed Interviewee 6 tasks as account manager, customers' satisfaction, marketing approach of NELFCRO, positive aspects and his wishes for improvements.

Interviewee 6 explained the marketing approaches of NELFCRO in getting customer. The first one is a cold acquisition approach. It means that NELFCRO calls potential customer and offer an interesting product. The second approach is through events for example conferences and congresses. In addition, NELFCRO invites potential customer to visit NELFCRO's site. Interviewee 6 believed that customers will have good feeling about NELFCRO after that. Interviewee 6 also mentioned the tools that used in approaching the customers, such as short clip of NELFCRO, leaflets, brochures, and website.

According to Interviewee 6, there are wishes in any project conducted in NELFCRO. NELFCRO usually makes the proposal with the consideration in money, time, and promise. Of course, the proposal should be validated scientifically by project management before go to customers.

Interviewee 6 shared that NELFCRO evaluates costumers’ satisfaction by having an 'end project conversation'. He said that the customers seem to appreciate that NELFCRO is thinking together with them in getting new ideas and solutions. Also, he believed that the customers feel NELFCRO has a good flexibility in the cooperation. From the yearly report, he said, customers argued NELFCRO is expensive and the report sometimes too late. Another customers’ critique said NELFCRO is more scientific relevant than business relevant. According to Interviewee 6, it means NELFCRO does not have good insight of what is relevant for industry.
Sometimes Interviewee 6 recognizes internal communication problem, such as the lack of employees’ awareness of NELFCRO’s assets and offers. Another example is the absence of communication link between R&D, Business Development, and other divisions in the company.

Interviewee 6 shared the example of work that might be considered as unethical such as do a test for nicotine, tobacco or alcoholic beverages. According to him, there are no guidelines for that issue.

Interviewee 6 mentioned as positive aspects of NELFCRO, he tried to remove the negative barriers so customers will appreciate NELFCRO positively, for example by maintaining good relationship with customers. Another positive aspect that he mentioned is the control that customers can have in the project. Next, he mentioned that NELFCRO is independence, working together is fun, and sometimes NELFCRO give extra work for the customers without extra charge.

After all, Interviewee 6 mentioned his wishes for improvements, such as improvement in business aspects of NELFCRO and make NELFCRO looks less commercial to the customers.

**Interviewee 7**

Interviewee 7 works in the Processing and Safety department. Besides, he also works as project leader of several products. In the interview, he mentioned different kinds of clients and projects, friction between sales and scientific department, positive aspects of NELFCRO, and his wishes for improvements.

Interviewee 7 differentiated two kinds of clients, such as clients who are reached trough sales or cold acquisition and clients who are reached trough congresses and old projects. Besides, he also differentiated two kinds of projects that are usually conducted by NELFCRO: problem oriented project and project with added value. In the problem oriented project, there is more pressure because they should answer the problem. However, the added value project has less pressure.

Interviewee 7 also involves in a new acquisition project of one company to give a scientific perspective and information about NELFCRO capabilities. Interviewee 7 mentioned that sometimes there is a friction between sales and scientific department. This friction occurs if the sales department promises something to the customers but the scientific department could not fulfil it.

Positive aspects of NELFCRO, according to him, are the ability of NELFCRO to give concrete examples and success story of previous projects while NELFCRO still keeps the confidentiality. In addition, NELFCRO can give a picture about cost reduction by working with NELFCRO.

Moreover, Interviewee 7 sees a problem such as the customers do not open to NELFCRO on the conditions of their companies and products due to the confidentiality reason. As consequence, NELFCRO does not really understand the demand of the customers. He also mentioned that many customers consider the services of NELFCRO are expensive.

As an input for improvement, Interviewee 7 suggests that the services costs and promises should be clear from the beginning of the project. In addition, Interviewee 7 said it is important to make the customer to see the added value of working together with NELFCRO and get a personal relation with the customers.

**Interviewee 8**

Interviewee 8 is a product line manager for fermented functionality. She is also a project manager for fermentation section. Besides, she sometimes gives presentation in several congresses and involved in giving scientific opinion of certain project. In the interview with
Interviewee 8, she mentioned about current trends, cultural barrier, outreach of NELFCRO, internal problem, positive aspects of NELFCRO, and input for improvements.

In the first place, Interviewee 8 mentioned health and sustainability as the current trends. Additionally, related with sustainability trends, she said customers will get more value from the waste streams which can be used for other purposes.

Interviewee 8 also said that the market in ‘safety’ is quite positive. But according to her, NELFCRO should deal with barriers such as cultural and language differences. Specifically, she shared about the difference interpretations of the agreement that caused the difficulties to fulfil customers’ expectations.

About the outreach of NELFCRO, Interviewee 8 mentioned that NELFCRO usually publishes semi popular scientific journals and go to several congresses. However, she said NELFCRO has not been publishing itself in newspaper.

Interviewee 8 mentioned about some internal issues such as the importance of positive emotion inside the company. Additionally, she expected a coaching in the line management, especially in deciding the flow of the money for certain project. Interviewee 8 also mentioned the needed of personal development plans for the employees.

About the positive aspects of NELFCRO, Interviewee 8 agreed that flexibility in working together with NELFCRO will give more benefits to the customers. Besides, Interviewee 8 sees NELFCRO has expertises in some area and NELFCRO is good because it works based on scientific interdisciplinary.

According to Interviewee 8, some problems with the customers are the customers’ opinion about NELFCRO’s high price and many of expertises are not available in NELFCRO. Interviewee 8 also mentioned the difficulties if there is more than one customer want to work on similar research with NELFCRO, she worried about the confidentiality. Further, Interviewee 8 stated that the most important thing is to get to know each other and find the points where NELFCRO and costumers can complement each other in creating new ideas.

**Interviewee 9**

Interviewee 9 is a product manager and project manager for protein and peptide functionality. He usually gives a scientific perspective to the customer about the feasibility of the project. In the interview with Interviewee 9, promises issue, offers for customers, positive aspects of NELFCRO and input for improvements were discussed.

Interviewee 9 recognized a tension between promises of sales manager and the actual capability from scientific perspective. He argued that team work with other colleague in a project is very important to manage this tension. In his work, Interviewee 9 tries to keep himself in the project content rather than involved in money and intellectual property agreement.

Interviewee 9 mentioned “cost reduction, innovation and image in sustainability and health” are the main offers of NELFCRO. To sale these offers to new customers, Interviewee 9 argued that it will take time to get know each other and to built trust.

Afterward, Interviewee 9 regarded the speed of research and the professional attitudes of NELFCRO are the positive aspects of NELFCRO. When he was being asked about competitor, he argued that NELFCRO is different with competitor because with NELFCRO client can work together and NELFCRO acts as complementary. Unfortunately, in his opinion, expensive price of NELFCRO is perceived by the customers and NELFCRO does not have all of the expertise that might be needed by customers.

Interviewee 9 also agreed that enthusiastic and low-profile attitudes are important aspects to maintain the customers working together with NELFCRO. He mentioned about positivity as NELFCRO’s internal policy. On the other hand, Interviewee 9 recognized an internal ego that is showed by people who wants to do everything alone.
Additionally, Interviewee 9 shared his view about working together with small company and large company. Interviewee 9 said that small company is usually more open and honest while in working with large company, NELFCRO should make the customer see that the system is complementing each other and working together.
Appendix 4: Reviews of Flyers

Flyer #1

Description of the flyer: This flyer is a main flyer that consists of general information about the company.

- Headline and opening paragraph.
  
  This flyer provides headline and opening paragraph, but unfortunately there is almost no connection between these two elements. If the headline means cooperation between NELFCRO and its customers, then the opening paragraph should explain more about how NELFCRO and customer can be cooperated, what kind of cooperation can be built, and what are the benefits of this cooperation.

- Information about the company.
  
  Referring to Hall, the flyers should develop the image of the company, therefore it is important to show the company’s identity to the readers. The box of explanation about NELFCRO in the left part of the flyer can be used to give more details information about the company. Specifically, it would be better to show the company mission.

- The uniqueness of the company.
  
  In order to convey the uniqueness of NELFCRO, several distinctiveness points of the company should be chosen. Those points, among others, are: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position the company as an expert.
  
  In order to build trust, adding a quote from expert might be a good idea. However, quotes from experienced customers might be more effective to convince the readers and will be more connected personally to the customers.

- Communicate the personal values and ability to serve clients.
  
  On the first page of the flyer, it is mentioned: ‘innovation, cost reduction, and responsibility as NELFCRO's personal values’. This part may give more information about NELFCRO and might be used to build the trust of the customer towards NELFCRO.

- The offers and benefits for customers which connect with target market.
  
  On the second page of the main flyer, the offers, as one of flyer’s important criteria, are stated clearly. These might give sufficient information of NELFCRO’s offers and benefits for the customers.

- Promise tangible result.
  
  To show the promise of tangible result and value, it might be better to put some examples of the research results or the company achievements next to the offer. At the same time, this example may show that NELFCRO is able to provide real solutions.

- Motivate the readers to request more information and tell how they can reach the company.
Since the flyer should tell the readers how they can reach the company to get the product, then the contact address is another important element of the flyers. The NELFCRO's contact is appeared on the company flyers and separated in two locations; as header (complete contacts information) and on the bottom (only website address). However, to put both information in one place would help the readers easily find the contact information.

• Language should be suitable for target market and make the company speaks directly to the customers.
  The flyer uses ‘direct speech’ style of language that might make the customers feels that the company talks to them directly. Since this flyer uses less technical terms, this flyer might be useful for many people with different background (might be for scientists or business people).

• Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO and the readers might see it easily.

• Provide related illustrations and captions.
  The illustration used in the opening part should also coherent with the message on the opening paragraph to help the message get across as mentioned by Hahn, 2003.
  In the second page, there are ten illustrations of ten product groups of NELFCRO. However, there are no explanations on each illustration. If we see on the bottom part of the flyer, there is a “NELFCRO expertise areas” scheme that probably better to be combined with the ten product groups of NELFCRO.

Flyer #2

Description of the flyer: This flyer consists of specific information of company facilities (a processing facilities) and information of the offers by using this facilities.

• Headline and opening paragraph.
  The opening paragraph on this flyer might help the reader to understand the headline. It would be better to make each sentence on this paragraph tailored one to each other. For example, ‘the range of volumes’ is not quite relevant to be part of the opening paragraph.

• Information of the company.
  Since it is important to show the company’s identity to the readers, then it will be useful to provide a brief and clear explanation about what NELFCRO is. In this context, it would be better if the company mission is also shown.

• The uniqueness of the company.
  As mentioned in the previous evaluation, several points as the distinctiveness of the company can be chosen in order to convey the uniqueness of NELFCRO. Points that might be used are: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO's uniqueness can replace the content of the 'Why NELFCRO' box.

• Trust builder and position the company as an expert.
A quote from expert that is used on this flyer might be useful as trust builder. However, quotes from experienced customers in using NELFCRO’s facility and working together with NELFCRO would be more effective to convince the readers.

• Communicate the personal values and ability to serve clients.
  “Testing and tolling”, “efficient scale up”, and “application testing” are the points that could show the values and ability of NELFCRO to work with clients. These might also enhance customers’ trust.

• The offers and benefits for customers which connect with target market.
  The offers on the second page of this flyer should not give too many details of the operation units. This kind of information can be provided based on the request of the customers.

• Promise tangible result.
  This flyer does not mention specific results of using the processing centre facility and working together with NELFCRO. This part of flyer can be filled by success stories of the processing centre.

• Motivate the readers to request more information and tell how they can reach the company.
  The NELFCRO’s contact is appeared on the flyers and separated in the header (general contacts information and specific contact information). However, to merge it into one contact information would help the readers easily decide which one they should contact.

• Language should be suitable for target market and make the company speaks directly to the customers.
  The first page of flyer uses ‘direct speech’ style of language that might make the customers feels that the company talks to them directly. The second page of flyer contains too many details of unit operation specifications which might not relevant for the general target readers (i.e.: for business person).

• Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO and it might easy to be recognized by the readers.

• Provide related illustrations and captions.
  The illustration used next to the opening paragraph might coherent with the ‘processing centre’ theme and might give a visual imagination to the readers about NELFCRO’s facilities.

Flyer #3

Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO

• Headline and opening paragraph.
  This flyer has an opening paragraph that might explain the headline, but the explanation might not give a conclusion about what the company is going to do with the problem that mentioned on that paragraph.

• Information of the company.
Since it is important to show the company’s identity to the readers, then it would be useful to provide a brief and clear explanation about what NELFCRO is, and displaying the company mission.

- The uniqueness of the company.

Several points of the company distinctiveness can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the customers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position the company as an expert.

A quote from expert that is used on this flyer might be useful as trust builder. However, quotes from experienced customers in working together with NELFCRO in pre-/pro-biotic functionality might be more effective to convince the readers.

- Communicate the personal values and ability to serve clients.

“Ingredient selection”, “health claim substantiation”, and “product stability” are the points that could show the values and ability of NELFCRO to work with client. These might also enhance customers’ trust. It would be better to give more explanation of each value. For example, in “Product stability” value, ‘how working together with NELFCRO can reach the product stability’ can be added to the explanation.

- The offers and benefits for customers which connect with target market.

On the second page of the main flyer, the offers as one of flyer’s important criteria are stated clearly. These might give sufficient information on NELFCRO’s offers as well as the benefits for the customers.

- Promise tangible result.

This flyer does not mention specifically the result of working in this specific area (pre-/pro-biotic) with NELFCRO. This part of flyer can be filled by success stories of the project within this field.

- Motivate the readers to request more information and tell how they can reach the company.

The NELFCRO’s contact address is appeared on the flyers and separated in two locations, as header (general contacts information) and on the bottom (the contact person of pre-/pro-biotic area). However, to put it in one place would help the readers easily find the contact information and decide which one they should contact.

- Language should be suitable for target market and make the company speaks directly to the customers.

The first page of flyer does not use a ‘direct speech’ style of language that might cause the customers do not feel that the company talks to them directly. The use of less scientific language might be relevant with the aimed broad target groups of this flyer (might be for scientists or business people).

- Provide a clear logo or company sign.

The flyer has provided a clear logo of NELFCRO and this would be easy to be seen by the readers.
• Provide related illustrations and captions.
The illustration used next to the opening paragraph might not be coherent with the ‘pre and probiotic functionality’ theme and it might also give unclear message to the readers about the topic of the flyer.

Flyer #4
Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO

• Headline and opening paragraph.
  This flyer has an opening paragraph that explains the headline and shows NELFCRO’s offers in general. This part might not show that NELFCRO could work together, in terms of cooperation, with the clients.

• Information of the company.
  Since it is important to show the company’s identity to the readers, then it would be useful to provide a brief and clear explanation about what NELFCRO is by showing the company mission.

• The uniqueness of the company.
  As mentioned on the previous evaluation, several points as the uniqueness of the company can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different from other companies, and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

• Trust builder and position company as an expert.
  A quote from expert that is used on this flyer might be useful as trust builder. However, quotes from experienced customers in working together with NELFCRO in fats and oils functionality would be more effective to convince the readers.

• Communicate the personal values and ability to serve clients.
  “Reduce fat products”, “improved formulations”, and “healthy specialty ingredients” are the points that could show the values and ability of NELFCRO to work with client in this specific area. These might also enhance the customers’ awareness on NELFCRO’s values.

• The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated clearly. These information might arise the interest of the customers to work with NELFCRO.

• Promise tangible result.
  The track record mentioned on the flyer might show the tangible results of working together with NELFCRO.

• Motivate the readers to request more information and tell how they can reach the company.
  The NELFCRO’s contact is appeared on the flyers and separated in two locations, as header (general contacts information) and on the bottom (the contact person of fats
and oil functionality). However, to put it in one place would help the readers easily find the contact information and decide which one they should contact.

- **Language should be suitable for target market and make the company speaks directly to the customers.**
  
  The first page of flyer uses a ‘direct speech’ style of language that tends to make the customers feel that the company talks to them directly. Using less scientific language would be relevant with the aimed broad target groups of this flyer (might be for scientists or business people).

- **Provide a clear logo or company sign.**
  
  The flyer has provided a clear logo of NELFCRO and the readers should be easy to see it.

- **Provide related illustrations and captions.**
  
  The illustration used next to the opening paragraph might not support the message that is written on the flyer.

**Flyer #5**

*Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO*

- **Headline and opening paragraph**
  
  This flyer has an opening paragraph that might not enough to explain the headline and the specific cooperation on protein and peptide specialty.

- **Information of the company**
  
  A brief and clear explanation about NELFCRO including its mission should be shown in order to build the awareness of the readers on the company’s identity.

- **The uniqueness of the company.**
  
  In order to convey the uniqueness of NELFCRO, some distinctiveness points of the company should be shown. Those points could be pilot plant facilities, flexibility in setting up the research, confidentiality and the customers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. The potential customers will then have an idea why NELFCRO is different than other companies and this will motivate them to work with NELFCRO. The selected points of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- **Trust builder and position company as an expert.**
  
  A quote from expert that is used on this flyer might be useful as trust builder, but the comments from experienced customers in working together with NELFCRO in protein and peptide functionality may be more effective to convince the readers.

- **Communicate the personal values and ability to serve clients.**
  
  “Tasty proteins”, “Processing and production”, “ingredients replacement”, and “functionality and stability” are some important points that may show the values and ability of NELFCRO to work with clients in this specific area. These may also enhance customers’ interest to work with NELFCRO.

- **The offers and benefits for customers which connect with target market.**
On the second page of the main flyer, the offers are stated clearly. This information may help the customers to identify the services provided by NELFCRO.

- Promise tangible result.
  The track records mentioned on the flyer may show the tangible results working together with NELFCRO.

- Motivate the readers to request more information and tell how they can reach the company.
  The NELFCRO’s contact address is appeared on the flyers but separated in two locations; as header (general contacts information) and in the bottom side (the contact person of protein and peptide functionality). However, to put those information in one place would help the readers easily find the contact address and decide which one they have to contact.

- Language should be suitable for target market and make the company speaks directly to the customers.
  The first page of flyer uses a ‘direct speech’ style of language may create the customers feeling that the company talks to them directly. The use of less scientific language may be conformed with the target groups aimed by this flyer (scientists or business people).

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO that may easily recognized by the readers.

- Provide related illustrations and captions.
  The illustration used next to the opening paragraph seems to be connected with the ‘protein’ theme, but it might not support the message written on the flyer. Moreover, the illustrations on the second page may help to explain the field of if there are captions next to or underneath of the pictures.

Flyer #6

*Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO*

- Headline and opening paragraph.
  This flyer has an opening paragraph that mentioned the problem in the current health trends. It is then mentioned the role of NELFCRO as a respond to the mentioned problem. In the end of the paragraph, the general quote: “Team up with NELFCRO …” might not quite relevant with the content of the previous texts.

- Information of the company.
  Similar to our comments on the previous flyers, is important to show the company’s identity to the readers by giving a brief and clear explanation about NELFCRO and its mission.

- The uniqueness of the company.
  As mentioned on the previous evaluation, several points as the competitive edge of the company can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time
reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The uniqueness points of NELFCRO can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position company as an expert.
  To build the prospect trust, it would be better to add the existing expert quote by the positive comments from experienced customers in working together with NELFCRO in fermented functionality.

- Communicate the personal values and ability to serve clients.
  “Product diversification”, “Clean label and natural food fortification”, “Sustainability and cost reduction”, “process optimization”, and “applicable solution” are points that may show the values and ability of NELFCRO to work with clients in this specific area. These may also enhance customers’ understanding on the values of NELFCRO.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated. The explanation of each offer uses many scientific terms that might not be easy to be understood by the readers without having specific scientific background.

- Promise tangible result.
  This flyer does not contain a track record of NELFCRO in this specific function nor mentioning tangible result examples.

- Motivate the readers to request more information and tell how they can reach the company.
  NELFCRO’s contact address is appeared on the flyers but separated in two locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). To put those addresses in one place would make for easier finding by the readers who need to contact the company.

- Language should be suitable for target market and make the company speaks directly to the customers.
  The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly. The explanation of each offer uses many scientific terms might cause the difficulty to understand by the readers without having specific scientific background.

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO that may easily seen by the readers.

- Provide related illustrations and captions.
  The illustration used next to the opening paragraph might not support the message written on the flyer. The illustrations on the second page might help to explain this specific field and the facilitation provided by NELFCRO. The message on this flyer will be clearly understood if there are captions next to or underneath of the illustrations.

Flyer #7
Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO
- Headline and opening paragraph.
“Protect and Deliver” flyer only provides short opening paragraph. Therefore, the message and the offers of the company might not be quietly understood by the readers. In the end of the opening paragraph, the general quote: “Team up with NELFCRO ...” might not relevant with previous descriptions of the provided services.

- **Information of the company.**
  In order to show the company’s identity to the readers, it would be better to provide a brief and clear explanation about NELFCRO and its mission.

- **The uniqueness of the company.**
  Similar to the comments on the previous flyers, several points as the distinctiveness of the company can be used to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different compared to other companies and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- **Trust builder and position the company as an expert.**
  A quote from expert that is used on this flyer might be useful as trust builder. However, positive opinions of experienced customers in working together with NELFCRO in ‘protect and deliver’ function would be more effective to convince the readers.

- **Communicate the personal values and ability to serve clients.**
  “Healthy ingredient incorporation”, “targeted delivery”, and “shelf life extension” are points that could show the values and ability of NELFCRO to work with client in this specific area. These might also enhance customers’ understanding on NELFCRO’s values.

- **The offers and benefits for customers which connect with target market.**
  On the second page of the main flyer, the offers are stated. The explanation on the table uses many scientific terms that might not so easy to be understood by the readers without having specific scientific background.

- **Promise tangible result.**
  The track record mentioned on the flyer might show the tangible result working together with NELFCRO.

- **Motivate the readers to request more information and tell how they can reach the company.**
  The NELFCRO’s contact addresses are appeared on the flyers but they are separated in two locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). However, to put those addresses in one place may help the readers easily find the contact information and decide which one they should contact.

- **Language should be suitable for target market and make the company speaks directly to the customers.**
  The first page of flyer uses a ‘direct speech’ style of language that might create a feeling that the company talks directly. The explanation on the table uses many
scientific terms that might not easy to be understood by the readers without having specific scientific knowledge.

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO and it may easily recognized by the readers.

- Provide related illustrations and captions
  The illustration used next to the opening paragraph might not support the message written on the flyer.

Flyer #8

Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO

- Headline and opening paragraph.
  The opening paragraph of the “Safe & Stable” flyer shows the company’s offers and it explains clearly the headline. In the end of the opening paragraph, the general quote: “Team up with NELFCRO …” might not relevant with the description’s content.

- Information of the company.
  In order to show the company’s identity to the readers, it is important to provide a brief and clear explanation about NELFCRO and its mission.

- The uniqueness of the company.
  In order to convey the uniqueness of NELFCRO, several points as the distinctiveness of the company can be chosen. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different than other companies and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position company as an expert.
  A quote from expert that is used on this flyer might be useful as trust builder, but the positive comments from experienced customers in working together with NELFCRO in ‘safe and stable’ function would be more effective to convince the readers.

- Communicate the personal values and ability to serve clients.
  “Natural, safe and tasty”, “reduced monitoring”, and “trouble shooting” are points that might show the values and ability of NELFCRO to work with client in this specific area. These might also enhance the comprehension of the customers on NELFCRO’s values.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated although some of them might too scientific.

- Promise tangible result.
  The track record mentioned on the flyer might show the tangible result working together with NELFCRO. Providing more track records will be more convincing the prospects to work with NELFCRO.
• Motivate the readers to request more information and tell how they can reach the company.
   The contact addresses of NELFCRO's are appeared on the flyers in two separated locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). To put those addresses in one place may help the readers easily find the contact information and decide which one they should contact.
• Language should be suitable for target market and make the company speaks directly to the customers.
   The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly. On the explanation of each value, NELFCRO only mentions about the expertise but the value of working together does not clearly stated. On the company offers section, there are some scientific words that might be unclear for the readers, such as “Integral approach to HACCP” sentence.
• Provide a clear logo or company sign.
   The flyer has provided a clear logo of NELFCRO that is easily seen by the readers.
• Provide related illustrations and captions.
   The illustration used next to the opening paragraph might not support the message written on the flyer. Accompanying the images on the second page by captions may be more meaningful to the readers.

Flyer #9

Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO
• Headline and opening paragraph.
   The opening paragraph of the “Tailoring Taste and Texture” flyer shows the company’s offers and explains clearly the meaning of the headline. Unfortunately, in the end of the opening paragraph, the general quote: “Team up with NELFCRO …” is not relevant with the previous description on Tailoring Taste and Texture.
• Information of the company.
   Since it is important to show the company’s identity to the readers, then it might be useful to provide a brief and clear explanation about NELFCRO and its mission.
• The uniqueness of the company.
   Similar with the previous evaluation on other flyers, several points as the distinctiveness of the company can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.
• Trust builder and positioning company as an expert.
A quote from expert that is used on this flyer might be useful as trust builder. However, positive comments from experienced customers in working together with NELFCRO in 'tailoring taste and texture' function might be more effective to convince the readers.

- Communicate the personal values and ability to serve clients.
  “Tailoring taste release and enhanced taste intensity”, and “low sugar and salt products” are points that may show the values and ability of NELFCRO to work with client in this specific area. These might also enhance customers’ understanding on NELFCRO’s values.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated although some of them might too scientific.

- Promise tangible result.
  The track record mentioned on the flyer might show the tangible result working together with NELFCRO.

- Motivate the readers to request more information and tell how they can reach the company
  NELFCRO’s contact addresses are appeared on the flyers and separated in two locations, as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). To put those addresses in one place will help the readers easily find the contact information.

- Language should be suitable for target market and make the company speaks directly to the customers.

- The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly. On the offers part, there are too scientific words, such as “CSLM”, “SOIR”, “STAR”, that might be unclear for the readers.

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO and the readers might see it easily.

- Provide related illustrations and captions.
  The illustration used next to the opening paragraph might not be relevant with the theme of the flyer. Moreover, the use of images on the second page may be better to be accompanied by captions.

**Flyer #10**

*Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO*

- Headline and opening paragraph
  The opening paragraph of this flyer might explain the headline and company’s offers. Additional explanation might help to explain what the flyer is all about. In the end of the opening paragraph, the general quote: “Team up with NELFCRO …” might not correspond with the description content previously explained.

- Information of the company.
A brief and clear explanation about NELFCRO is important in order to show the company’s identity to the readers. This explanation might be more meaningful if the company mission is also shown.

- The uniqueness of the company.
  To be different from other companies, the uniqueness of the company should be shown. This can be done by showing the following distinctiveness points: pilot plant facilities, flexibility in setting up the research, confidentiality and the customers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing those aspects, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position the company as an expert.
  A quote from expert that is used on this flyer might be useful as trust builder. However, quotes from experienced customers in working together with NELFCRO using this profitable processing might be more effective to convince the readers.

- Communicate the personal values and ability to serve clients.
  “Reduction cost”, “new process design”, and “waste stream valorization” are points that might show the values and ability of NELFCRO to work with client in this specific area. These might also enhance customers’ knowledge on the values of NELFCRO.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated although some of them might be too scientific.

- Promise tangible result.
  The track record mentioned on the flyer might show the tangible result working together with NELFCRO.

- Motivate the readers to request more information and tell how they can reach the company.
  The contact addresses of NELFCRO’s are appeared on the flyers in two locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). Ideally those addresses are placed in one location as this may help the readers easily find the contact information and decide which one they should contact.

- Language should be suitable for target market and make the company speaks directly to the customers.
  The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly. On the offers part, there are too scientific words that might be unclear for the readers without having specific scientific background.

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO that can be seen easily by the readers.

- Provide related illustrations and captions.
The illustration next to the opening paragraph is quite relevant with the theme, but the images on the second page will be more understandable if each of them is accompanied by would be better caption.

Flyer #11

Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO

- Headline and opening paragraph.
  The opening paragraph of this flyer might explain the headline. Additional explanation of NELFCRO's offer might help the readers to understand more about the company. In the end of the opening paragraph, the general quote: “Team up with NELFCRO ...” might not relevant with the content of the opening paragraph.

- Information of the company.
  Since it is important to show the company’s identity to the readers, then it might be useful to provide a brief and clear explanation about NELFCRO specifically by showing the company mission.

- The uniqueness of the company.
  Similar with the previous comments, several points as the competitive edge of the company can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing these, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. Those uniqueness points can replace the content of the ‘Why NELFCRO’ box.

- Trust builder and position the company as an expert.
  A quote from expert that is used on this flyer might be useful as trust builder. However, positive opinions of experienced customers in working together with NELFCRO may be more effective to convince the readers.

- Communicate the personal values and ability to serve clients.
  “Concept development”, “ingredients screening”, “building health claims”, and “proof of principle assessment” are points that might show the values and ability of NELFCRO to work with client in this specific area. The difference between the explanation of the “Ingredient screening” and “Proof of principle assessment” might not really clear for the readers.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated clearly and might connect with the target market.

- Promise tangible result.
  The key achievements mentioned on the flyer might show the tangible result working together with NELFCRO, but one of the contents might not clear for the readers (70+ peer-reviewed publications). It would be better to provide more ‘track record’ like the other flyers.
• Motivate the readers to request more information and tell how they can reach the company.
NELFCRO’s contacts are appeared on the flyers but separated in two locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). However, to put those contact addresses in one place will help the readers easily find the contact information and decide which one they have to contact.
• Language should be suitable for target market and make the company speaks directly to the customers.
The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly.
• Provide a clear logo or company sign.
The flyer has provided a clear logo of NELFCRO that is easily recognized by the readers.
• Provide related illustrations and captions.
The illustration used next to the opening paragraph might not explain the messages of the flyers. Moreover, the on the second page should be accompanied by captions.

Flyer #12
Description of the flyer: This flyer consist specific information about one of the product groups in NELFCRO
• Headline and opening paragraph.
With the introduction of the problem in health which is part of the trends, the opening paragraph of this flyer might explain the headline. It might be better if more explanations about NELFCRO’s offers are added after the “We offer you both expert insight and …” sentence to give more insight about the benefit for the customers.
• Information of the company.
Since it is important to show the company’s identity to the reader, then it might be useful to provide a brief and clear explanation about what NELFCRO is. It will be better if the company mission is also shown.
• The uniqueness of the company.
Several points as the distinctiveness of the company can be chosen in order to convey the uniqueness of NELFCRO. These points could be: pilot plant facilities, flexibility in setting up the research, confidentiality and the costumers’ full right of intellectual property right, time reducing in product marketing, and trends in health and sustainability. By showing those points, the potential customers will see the reason why NELFCRO is different and why they should work with NELFCRO. The list of NELFCRO’s uniqueness can replace the content of the ‘Why NELFCRO’ box.
• Trust builder and position company as an expert.
A quote from expert that is used on this flyer might be useful as trust builder. However, comments from experienced customers in working together with NELFCRO might be more effective to convince the readers.
• Communicate the personal values and ability to serve clients.
“Concept development”, “ingredients screening”, “building health claims”, and “proof of principle assessment” are points that might show the values and ability of NELFCRO to work with client in this specific area.

- The offers and benefits for customers which connect with target market.
  On the second page of the main flyer, the offers are stated clearly and might connect with target market.

- Promise tangible result.
  The track record mentioned on the flyer might show the tangible result working together with NELFCRO. Providing more details track records may help to show the tangible and clear results of the previous projects.

- Motivate the readers to request more information and tell how they can reach the company.
  The NELFCRO’s contact addresses are appeared on the flyers and separated in two locations; as header (general contacts information) and on the bottom (the contact person of protein and peptide functionality). However, to put those addresses in one place will help the readers easily find the contact information and decide which one they have to make the contact.

- Language should be suitable for target market and make the company speaks directly to the customers.
  The first page of flyer uses a ‘direct speech’ style of language that might make the customers feel that the company talks to them directly.

- Provide a clear logo or company sign.
  The flyer has provided a clear logo of NELFCRO and the readers can see it easily.

- Provide related illustrations and captions.
  The illustration used next to the opening paragraph might not support the messages of the flyer.