

# The role of opportunistic competencies in applying traditional- and modern market approach strategies

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## Chapter 1: Introduction

Nowadays, a lot of succeeding startups (e.g. Dropbox or Uber) do not emphasize business planning processes, but just enter the uncertain market with a minimal viable product[1] to meet customer's needs (Parcell and Holden, 2013). Managers from such successful startups and/or small firms show opportunistic behaviour and follow a market approach strategy that fits with their behaviour. To follow the desired strategy, managers and employees should have particular competencies that are related to the strategy.

An opportunistic attitude during a market approach process is typical for the lean-startup theory from Eric Ries (2011) and stands in contrast with what is written in traditional marketing textbooks or articles (e.g. Ansoff, 1965; Andrews, 1972; Armstrong, 1982; Porter, 1985). Traditional marketing textbooks or articles emphasize the planning approach to strategy. The belief is that this helps to predict better and to prepare organizations for future challengers (Hill, 1988). On the other hand, there is an opportunistic belief that is based on innovation and idea-driven. This connects with Stokes' (2000) view of a modern market approach, entrepreneurial marketing.

The two opposite approaches indicate a difference in researcher's opinion about the right market approach strategy. As stated in the begin of this introduction, there is a trend related to the market approach that shows opportunistic features. Therefore, the goal of this research is to compare the role of opportunistic competencies in applying traditional- and modern market approach strategies. The research question that belongs to this goal is: Which role do opportunistic competencies play in applying traditional- and modern market approach strategies? This main question will be answered with the following sub-questions:

1. What are the characteristics of opportunistic competencies?
2. Do opportunistic competencies correspond to the characteristics of traditional-and modern market approach strategies?
3. To what extent does Cheesepop's market approach strategy comply with the characteristics of opportunistic competencies?

### Relevance

The research is of scientific relevance because it will compare the role of opportunistic competencies in applying traditional- and modern market approach strategies. Until now, the role of opportunistic competencies in applying both strategies has not been studied. The comparison of the characteristics of traditional- and modern marker approach strategies will be based on the existing scientific knowledge.

The research is of practical relevance because it will give an overview about opportunistic competencies and traditional- and modern market approaches for entrepreneurship in general. During the last part of this research (sub question 3), the small Dutch firm Cheesepop B.V. will be used as an example for empirical indications. The findings can be used by similar small firms in terms of

scale and product sector as examples about the role of opportunistic competencies and the market approach strategy from a successful and growing small firm.

## Methodology

For answering sub-question one and two, literature research is needed. The literature research will focus on the characteristics of opportunistic competencies and the characteristics of traditional- and modern market approach strategies. Articles from Philip Kotler or Michael Porter will be used to investigate characteristics of traditional market approach strategies. To investigate characteristics of modern market approach strategies, articles from David Stokes and Gerald Hills form a relevant basis as resource. This part of the research will give a clear explanation about the role of opportunistic competencies in applying traditional market approach strategies as well as in applying modern market approach strategies.

Conclusion about the role of opportunistic competencies in applying the strategies will be tested out in practice on the basis of a case study. This part of the research will be done by desk research and with qualitative interviews. By doing this, the literature study will be combined with empirical research. Desk research is needed to be done for the collection of data from Cheesepop B.V. For example, a business plan, the marketing mix, sales results or a branding book is useful secondary data to analyse the company. Afterwards, the company analysis will be linked to the results of the literature research to give an answer on sub question three. The overall purpose of the interviews is to check whether the literature about opportunistic competencies and the applying of traditional- or modern market approach strategies is in line with the reality. Because of this, the conclusions from sub-question 1 and 2 have to be used to formulate the interview questions. Next to this, open-questions are needed when the participants do not agree with what is written in the researched articles to come up with their own opinion, ideas or experiences. Therefore, the qualitative interviews will be semi-structured face-to-face interviews. Four employees of Cheesepop B.V. will be interviewed; three employees from the sales and marketing department and one employee from the finance department. The conclusion of the interview results will give an answer on the question to what extent Cheesepop's marketing strategy comply with the characteristics of opportunistic competencies?

So, literature research, desk research and qualitative interviews are the three research methods that form the basis of this research.

## Thesis outline

This article presents various concepts related to market approach strategies and the role of opportunistic competencies in applying these strategies. The characteristics of opportunistic competencies, traditional- and modern market approach strategies and the similarities between these characteristics are stated in Chapter 2. This chapter also includes the differences between both market approach strategies. Chapter 3 shows in which way Cheesepop's market approach strategy complies with opportunistic competencies. Chapter 4 includes the overall conclusion, discussion and research recommendation. An interview guide and the interview results can be seen in the appendix.

## Chapter 2: Literature

### Opportunistic competencies

Boyatzis (1982) can be seen as the founder of the term 'competency' with his book *The Competent Manager*. Boyatzis (as cited from Woodruffe, 1993, page 29) defines competency as "an underlying characteristic of a person". "A motive, trait, skill, aspect of one's self-image or social role, or a body of knowledge which he or she uses", could be one of those characteristics. After Boyatzis (1982), many authors used the term 'competency'. Woodruffe (1993) sees it "as an umbrella term to cover almost anything that might directly or indirectly affect job performance" (page 29). A competency is defined as:

- "the knowledge, skills, and qualities of effective managers/leaders" (Hornby and Thomas. 1989, page 53).
- "set of behaviour patterns that the incumbent needs to bring to a position in order to perform its tasks and functions with competence" (Woodruffe, 1993, page 29).
- "the standard or quality of outcome of the person's performance" (Rutherford, Hager et al., as cited from Hoffmann, 1999, page 276).

This research emphasizes the needed or recommended competencies to apply a traditional- or modern market approach strategy. When a manager decides to effectively apply one of these two strategies, he or she should have knowledge, skills and qualities according to Hornby and Thomas (1989). Besides this, it is about the performance of tasks and functions from such a manager (Woodruffe, 1993). Therefore, a competency will be defined as "a person's knowledge, skills, and qualities in order to perform its tasks and functions with competence" in this research.

The term opportunism should be added to a competency because this research focuses on the role of opportunistic competencies. Opportunism in general is defined as "a lack of candor or honesty in transactions, to include self-interest seeking with guile" (Williamson 1975, as cited from Das and Rahman, 2010). This is the most common general definition of opportunism. Luo (2007) focused on opportunism in international joint ventures. He defined opportunism as "the act or behaviour performed by one party from one country to seek its unilateral gains at the substantial expense of other parties from other countries..." (page 857). The relation between countries is not relevant for this research. But, the part of Luo's (2007) definition about 'behaviour to seek unilateral gains' is comparable to the definition of opportunism from Williamson (1975). These two parts about self-interest behaviour are relevant for this research because of its influence on a manager or leader that wants to apply a particular market approach strategy. Because of this, an opportunistic competency will be defined as "a person's self-interesting seeking behaviour, knowledge, skills and qualities in order to perform its tasks and functions to seek unilateral gains".

Opportunistic behaviour is often characterised by forms such as lying, stealing, and cheating (Hill, 1990). Rindfleisch et al. (2010) suggest that opportunistic behaviour depends on the context and on the partner perception. Immediate rewards from cheating also have an important influence on the chance to act opportunistically because of impulses people receive. At this, short-term gains from shirking or cheating are often quite irresistible according to Nagin et al. (2002). The same authors state that: "According to the rational cheater model, employees will be opportunistic whenever they perceive the marginal benefits of shirking exceed the marginal costs" (Nagin et al. 2002). This proves that people who show opportunistic behaviour should do this because of self-interest. For this reason, self-interest seeking behaviour is also included in the definition of an opportunistic competency and is the main characteristic of an opportunistic competency in this research.

## Traditional market approach strategies

### The process

Traditional marketing textbooks review market approach strategies through the stages of segmentation, targeting and positioning. The process of traditional market approach strategy is often described as a process with a top-down approach that starts with research and analysis (Stokes, 2000. and *Marketing Management and Strategy*, Doyle and Stern, 2006). This process starts with segmentation, which will divide the market in multiple segments that are frequently based on demographic, psychological, geographical and behavioural variables. After the segmentation stage, multiple segments will be targeted on the basis of an evaluation of the attractiveness. The last step is positioning. A market position differentiates a product from competitive offerings because of the product features, this is explained in more detail in the next paragraph.

Next to the top-down approach, a traditional market approach strategy is customer oriented. Stokes (2000, page 7) states that “Marketing as an organisational philosophy indicates the assessment of market needs comes before new product or service development”. This confirms that traditional marketers start with market analysis to clarify the market needs. The market analysis is part of the formalised market intelligence gathering process and plays an important part in each stage of the traditional marketing process (Kohli and Jaworski, 1990).

### Positioning

Maggard (1976) states that positioning is not a single, distinct concept; it includes a variety of concepts and is often closely related to the marketing strategy (page 63). In spite of the close relationship with a marketing strategy, positioning can be effectively useful to become more meaningful and more productive. “Positioning tells what you stand for, what you are, how you would like customers to evaluate you. Your position telegraphs the simple truth of your products” (McGirr, 1973, page 26). McGirr (1973) and Maggard (1976) recommend to directly think about the products from competing brands during product positioning, which is also the idea of Trout’s and Ries’ head-on positioning. Next to this, there is a strong focus on the way how a company or brand want the customers to evaluate them. Product characteristics such as price, quality and durability determine the brand position in the mind of the probable consumer (Maggard, 1976).

### Management

Whether a company decides to follow the head-on positioning concept, positioning as a conceptual vehicle or a variation, it always requires marketing management. In the 1960s there was a trend that society’s work was increasingly done by non-business firms in the United States. This is in some way related to organizational marketing, which is according to Kotler and Levy (1969) that not only business firms perform activities related to marketing, also non-business organizations require marketing management. Kotler and Levy (1969) state that “all of these organizations are concerned about their ‘product’ in the eyes of certain ‘consumers’ and are seeking to find ‘tools’ for furthering acceptance” (page 12). You can interpret this as a kind of problem that has to be solved; a particular

product need to be accepted by consumers with the help of some tools. The marketing tools product improvement, pricing, distribution and communication affect product acceptance by the way how they are organised.

Kotler and Levy (1969) came with nine concepts for guiding effective marketing management in business- organizations. Table 1 shows the nine crucial concepts for marketing effort of a business organizations with a short description and the relevance. These nine general concepts are typical for traditional marketing management from Kotler and Levy (1969).

Concept	Description	Relevance
Generic Product Definition	A broad definition of a product	Emphasizes the basic customer need(s)
Target Group Definition	Clearly defined groups within the market	Limit the product offering
Differentiated Marketing	Differentiating product offerings and communication	Maximise the effectiveness of the target group(s)
Customer Behaviour Analysis	Analysis of customer needs and behaviour	Cannot rely on impressionistic evidence
Differential Advantage	Which reputational elements or resources create a special value	Creation of a special value in the minds of potential customers
Multiple Marketing Tools	Large group of tools	Needed to sell products
Integrated Marketing Plan	Overall plan of marketing tools	Prevent any cross purposes
Continuous Marketing Feedback	Information about changes in environment and performance	Progressing along satisfactory lines.
Marketing Audit	Audits of objectives, resources and opportunities.	To remain viable

*Table 1: concepts from Kotler and Levy (1969) for effective marketing management*

## Competencies

All the competencies related to the stages of analysing, planning, implementation and control are required to management in general. But, with respect to marketing planning, which is typical for traditional market approach strategies, there are nine key competencies according to Hill et al. (1998):

- Knowledge
- Experience
- Analytical skills
- Leadership
- Vision
- Judgement
- Organizational ability
- Commitment
- Communication

Next to the nine key competencies, there are four required skills to apply traditional market approach strategies according to Kotler (1972). These four are analytic-, planning-, organizational-, and controlling skills. Because a competency is defined as “a person’s knowledge, skills, and qualities in

order to perform its tasks and functions with competence” in this research, these four skills are also recommended competencies to apply a traditional market approach strategy.

## Marketing

Traditional marketing is often described as the business activity of ‘pushing’ products to customers. In general, “traditional marketing presents an engineering-driven, rational, analytical view of customers, products and competition that is fully of untested and outmoded assumptions” (Schmitt, 1999, page 55). Important to notice is that Schmitt looks at the bigger marketing picture; he does not only focus on market approach strategies. Schmitt (1999) describes four key characteristics of traditional marketing (Figure 1). The first one is focus on functional features and benefits. According to Schmitt it is assumed by traditional marketers that customers weigh functional features and trade off features in a variety of markets. They select the product with the highest overall utility. As already mentioned earlier, product features (or characteristics) can differentiate a product from competitive products. The second characteristic of traditional marketing is that the product category and competition are narrowly defined. For traditional marketers it is hard to think about multiple product categories in one competition. The third characteristic is that customers are seen as rational decision makers. The customers care about functional features and the benefits, therefore, they often follow a decision-making process. The last characteristic of traditional marketing is that methods and tools are analytical, quantitative and verbal.

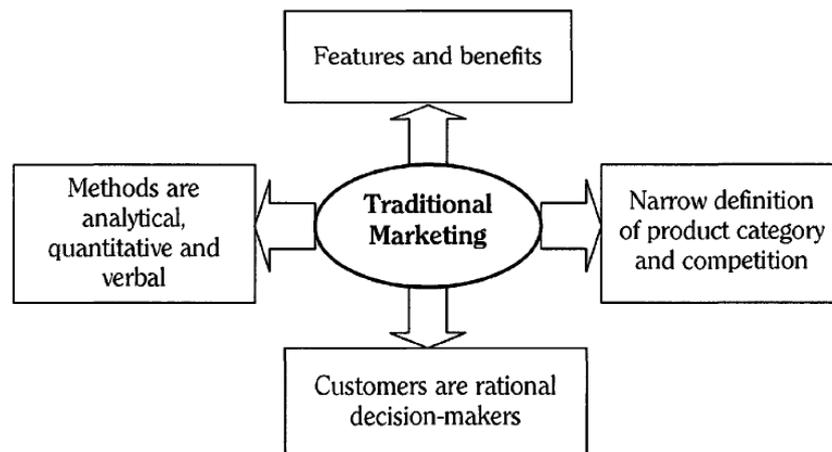


Figure 1: characteristics of traditional marketing (Schmitt, 1999)

## Comparison with opportunistic competencies

To sum up, many traditional marketing textbooks review market approach strategies through the stages of segmentation, targeting and positioning. This is a deliberate planned process with a top-down approach that needs market information and consumer research as input. With this input a product or service can be positioned in such a way that it is attractive for the chosen target group. Product characteristics (or features) determine the brand position in customer’s mind (Maggard, 1976).

If an organization, business or non-business, wants to influence the brand position, it will always need marketing management. The four basic tasks of marketing management require analytical skills, planning skills, organizational skills and control skills (Kotler, 1972).

Finally, Schmitt (1999) describes the following four key characteristics of traditional marketing:

- focus on features and benefits
- narrow definition of product category and competition
- customers are rational decision makers
- methods and tools are analytical, quantitative and verbal

An opportunistic competency is a person's self-interested seeking behaviour, knowledge, skills and qualities in order to perform its tasks and functions to seek unilateral gains. The characteristics of opportunistic competencies, which are stated in Chapter 2, do not match with the above stated characteristics of applying a traditional market approach strategy. This is because opportunistic competencies are mainly focused on self-interest seeking behaviour and are influenced by impulses people receive. In contrast, traditional market approach strategies are deliberate planned processes, gather formal market information, and especially require analytic, planning, and organizational competencies.

## Modern market approach strategies

In the second part of Chapter 3, entrepreneurial marketing and experiential marketing will be used as examples of modern market approach strategies.

### A. Entrepreneurial marketing

#### Entrepreneurs

In 1995 Kuratko described the modern entrepreneur as: "an innovator or developer who recognises and seizes opportunities, converts those opportunities into workable/marketable ideas, adds value through time, effort, money or skills, assumes the risks of the competitive marketplace to implement these ideas and realises the rewards from these efforts"(as cited from Collinson and Shaw, 2001, page 1). Entrepreneurial marketing is a bottom-up strategy which does not go through clearly defined stages according to Stokes (2000). Related to this, "entrepreneurs, by their nature, will focus on various opportunities at once and are not easily convinced by the sequential, structured approach to management, which is the focus of most management/marketing texts" (O'Brien and Hart, as cited from Collinson and Shaw, 2001, page 3).

The changing environment, discontinuous conditions and unclear market needs cause a lot of uncertainties (Collinson and Shaw, 2001). Because of the above described preferences and uncertainty in general, an entrepreneur does not know which route he or she will follow during the market approach process in advance. This corresponds with Stokes (2000)' bottom up approach and with research from Hills et al. (2008). Important to mention is that Hills et al. (2008) only talk about small- and medium sized firms in their strategy. Among others, Hills et al. conclude that business owners of small- and medium sized enterprises do not follow formal (planning) steps.

## The approach

“Evidence suggest that successful, smaller firms practice a ‘bottom-up’ targeting process in which the organisation begins by serving the needs of a few customers and then expands the base by gradually as experience and resources allow”(Stokes. 2000, page 8). ‘Serving the needs of few customers’, a target group, corresponds with the targeting stage’s objective from the traditional market approach strategy. The difference is in the expansion part of Stokes’ modern market approach because this is not described in the traditional market approach process. Research from Stokes (2000) has shown that owners and/or managers describe the following targeting stages:

- I. Identification of market opportunities.
  - Informal ad hoc activities to identify market opportunities by trial and error tests.
- II. Attraction of an initial customer base.
  - Attraction of certain customers that conform the profile set up in stage I.
- III. Expansion through more of the same.
  - Expansion of the initial customer base by looking for more customers of the same profile.

The stages of this targeting process are dependent on each other and are depending on market response. If the reactivity from the market is low, it will be hard to go further and follow the steps. An advantage of this bottom-up process is that it requires few resources and is flexible to implement. A disadvantage is its over-dependence on reactivity and that it takes longer to penetrate the full market’s potential. Its “success is dependent on identifying a particular group of customers who need the product or service on offer” according to Stokes (2000, page 9).

## Innovation

In addition to the bottom-up approach, entrepreneurial marketing is innovation oriented. Entrepreneurial marketers are innovative and want to come with ideas first and then find markets for their ideas. Business owners indicate that change is often inspired by the existence of a new idea or competitive pressure (Stokes, 2000). Stories from successful entrepreneurs such as Richard Branson, Annita Roddick, or Jef Bezos confirm this because they are all about intuitive feelings, passion and self-motivation. Collinson and Shaw (2001) suggest that large organisations that want to be entrepreneurial need a very entrepreneurial leader, for example the three named above, within the organisation to maintain the managerial focus and culture. Otherwise it can be difficult to sustain an entrepreneurial focus in a multi-layered management structure.

## Social networks

Successful entrepreneurs have a preference for informal methods of gathering market information. Gathering market information usually happens with contact networks (Carson et al. in Stokes, 2000). Making use of a network gives managers or owners the possibility to react to competitive threats. On the other hand, new ideas and opportunities can arise in a network of personal and inter-organisational contacts (Stokes, 2000). Collinson and Shaw (2001) suggest that the skill of networking is crucial for every organization that adopt entrepreneurial marketing. The main reason for this is that networks contribute to the marketing effectiveness of entrepreneurial organisations. An explanation for this is given by Carson et al. (as cited from Collinson and Shaw, 2001, page 9): “...Such organisations often make use of their personal contact networks to provide them with the market information and advice they need if they are to develop their business further and progress throughout the entrepreneurship process”. Especially when there is lacking market information and knowledge the

personal contact networks can contribute to the entrepreneurial process. The information from these networks is trustworthy, reliable and can be acted upon according to Hill and McGowan (1997). Important is to keep the contacts in a network so that you can constantly meet the needs, wants and demands of customers. Also after demand for a product or service is established by an entrepreneur (Collinson and Shaw, 2001). Maintaining a broad and sufficient network can form a basis for the introduction of new products or innovative adjustments.

### Interactive marketing

Stokes (2000) suggested that business managers or owners do not work with a traditional marketing mix that includes product, price, promotion and place. Instead, marketing methods preferred by managers and owners involve direct interchanges and the building of personal relationships. Especially smaller firms prefer these direct interchanges and personal relationships because they are often closely related to their customers. Interactions with customers rely on word-of-mouth marketing. Word-of-mouth messages can develop the customer base through recommendations. Those recommendations are cited as the number one source for new customers for small firms by research studies (Stokes, 2000). Arndt (1967) has defined word-of-mouth-marketing as follows: “Oral, person-to-person communication between a perceived non-commercial communicator and a receiver concerning a brand, a product or a service offered for sale”.

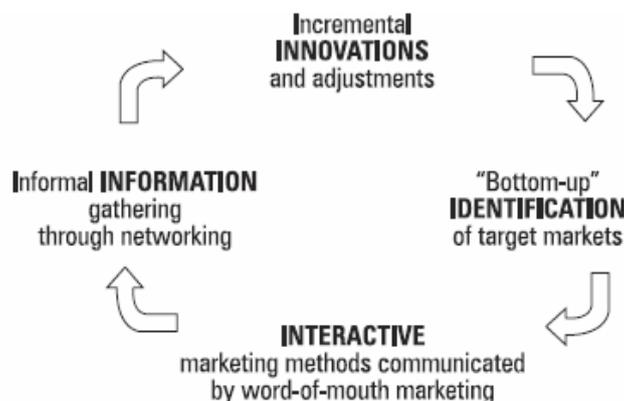


Figure 2: Process of entrepreneurial marketing according to Stokes (2000)

### B. Experiential marketing

Schmitt (1999) describes the next three simultaneous developments in the broader business environment that lay the foundation of the second modern market approach strategy:

1. The omnipresence of information technology.  
An information revolution that caused a transformation in different forms of media.
2. The supremacy of the brand.
3. The ubiquity of communications and entertainment.  
Companies try to do as much as possible to provide good communication channels and entertainment to satisfy their customers and to be customer- and community-oriented.

## Features

According to Schmitt (1999), these three major developments changed the approach to marketing, and thus the market approach strategy. “In a variety of industries, companies have moved away from traditional ‘features-and-benefits’ marketing toward creating experiences for their customers” (Schmitt, 1999, page 53). Because of this trend, Schmitt came up with a new approach to marketing, namely experiential marketing.

Schmitt (1999) described four main characteristics of experiential marketing, which are shown in figure 4. The first and most important one is a focus on customer experiences. The sensory, emotional, cognitive, behavioural, and relational values replace the functional values. The second characteristic is a focus on consumption as a holistic experience. Experiential marketers do not only think about products and their product category, it is about the whole consumption experience. The third characteristic is that customers are rational and emotional animals. Customers frequently act rational, but they are just as frequent driven by emotions because of consumption experiences. The last characteristic of experiential marketing is that methods and tools are eclectic. Methods and tools of an experiential marketer are diverse and multi-faceted and they are not bound to one methodological ideology. This all depends on the objective and thus they are eclectic (Schmitt, 1999).

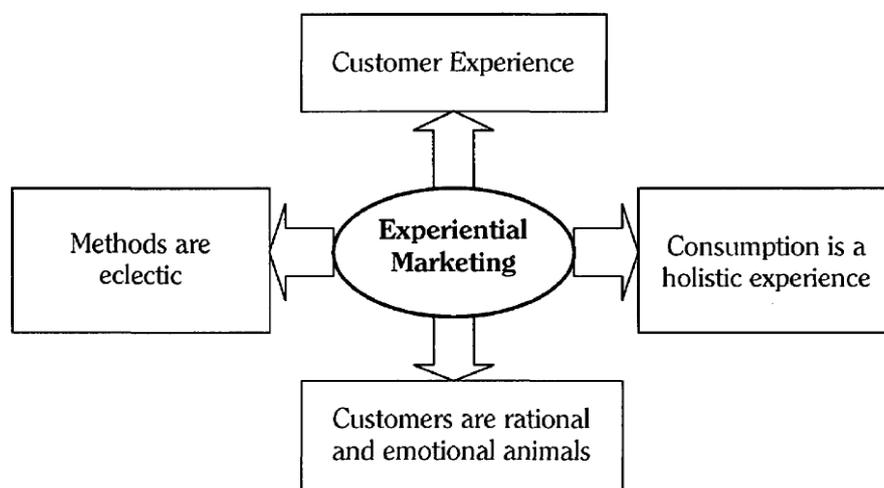


Figure 3: characteristics of experiential marketing (Schmitt, 1999)

## Socio-cultural consumption

Next to the four key characteristics, Schmitt (1999) described the socio-cultural consumption vector (SCCV) which is relevant when thinking about market opportunities. A shift changed marketing thinking into an ‘over’ and ‘up’ direction according to Schmitt. The ‘over’ direction broadens the concept of a category and the ‘up’ direction examines the meaning of the specific consumption in its broader socio-cultural context. In short, consumers are not thinking about an isolated product anymore but they focus on the broader space of meaning. Figure 5 shows the ‘over’ and ‘up’ shift. Organizations that take this shift serious should look for broad, long-term trends in the environment. A helicopter view of its business and environment is recommended by Schmitt. In addition to this

broad focus, organizations that apply experiential marketing should also emphasize creativity and innovation (Schmitt, 1999).

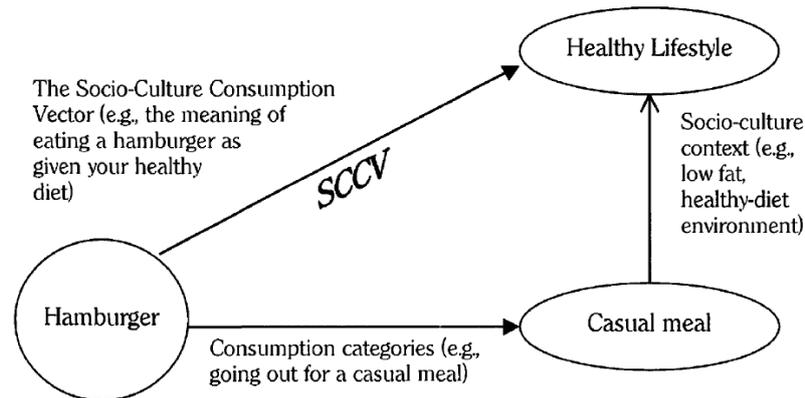


Figure 4: the moving 'over' and 'up' shift (Schmitt, 1999)

## Competencies

To apply modern market approach strategies optimally, multiple competencies are recommended. The first recommended competency is to be innovative. Namely, a high level of innovativeness creates value-added differences (Hills et al. 2008). Flexibility and/or adaptability are the second recommended competencies because modern market approaches are flexible, ad hoc processes. Thirdly, people that are decisive can quickly adapt their strategy to a set of opportunities. According to Hills et al. (2008) opportunity-recognition mechanisms are directly linked to entrepreneurial behaviour. So, the competencies to be decisive and opportunity driven are also recommended. Furthermore, Hills et al. (2008) suggest that an integrated company structure promotes rapid decision making due to the rapid exchange of information. The fourth recommended competency is to be creative. Next to creativity, intuition is also very important. Hills et al. (2008) concluded that most of their interviewed business owners could be characterized as 'intuitive' in their decision making. The sixth one is a social networking competency. As explained in chapter two, social networks play an important role in the information gathering stage of modern market approaches. The last recommended competency is relationship management, relations with customers as well as other stakeholders.

## Comparison with opportunistic competencies

To sum up, the process of entrepreneurial marketing includes informal information gathering, a bottom up approach, interactive marketing methods and is innovation oriented (Stokes, 2000). Managers or owners usually make use of their contact networks during the information gathering stage. This information is considered as trustworthy and can be acted upon (Hill and McGowan, 1997). Collinson and Shaw (2001) suggest that the skill of networking is crucial for every organization that adopt entrepreneurial marketing because it contributes to the marketing effectiveness. An organisation that wants to apply entrepreneurial marketing has to be innovation oriented to come with new ideas or innovative adjustments in the changing environment.

Schmitt (1999) came up with a new approach called experiential marketing, which is in general all about the creation of experiences for customers. According to Schmitt (1999), the key characteristics of experiential marketing are:

- customer experience
- focus on consumption as a holistic experience
- customers are rational and emotional animals
- methods and tools are eclectic

At last, consumers are not thinking about an isolated product anymore. Instead, they are focussing on the broader space of meaning. Therefore, Schmitt (1999) also described the socio-cultural consumption vector (Figure 4) which is relevant to use during the analysis of market opportunities.

People who show opportunistic behaviour should do this because of self-interest. To achieve unilateral gains, people behave opportunistically (Luo, 2007). But, it depends on the context and on the partner perception (Rindfleisch et al., 2010).

This description fits within the applying of a modern market approach strategy because modern market approach strategies gather informal information, use interactive marketing methods, are innovation oriented, and make use of social networks. Opportunism will influence these modern market approach features because they are dependent on a manager's or leader's (opportunistic) behaviour and decisions. Furthermore, multiple recommended competencies to apply a modern market approach strategy are related to opportunism. For example, the competency relationship management and the competency opportunity driven.

## Differences and conclusion

The main differences between the characteristics of traditional- and modern market approach strategies will be explained in this last part of Chapter 2. The most obvious difference is in character of the strategy processes. Traditional market approach strategies are seen as structured planned processes, while modern market approach strategies are flexible ad hoc processes. An explanation for this difference is in the orientation of both market approaches. Modern market approach strategies are innovation-oriented and based on the intuition of the marketer and therefore have to be flexible, while traditional market approach strategies are customer-oriented and based on market research (Stokes, 2000).

Nowadays, marketers want to satisfy consumers by creating experiences in a broader business environment. On the other hand, traditional market approach strategies are customer oriented and emphasize the features and benefits for the customer (Schmitt, 1999). These features and benefits are recognised via a top-down market approach strategy that includes the stages segmentation, targeting and positioning. Modern market approaches have a bottom-up strategy and gather

information through informal methods (Stokes, 2000). Traditional marketers make use of formalised research to gather static market information. Afterwards, they narrowly define the product category and competition. In contrast, modern market approach strategies are holistic oriented and see consumption as a holistic experience (Schmitt, 1999).

In short, the differences between traditional- and modern market approach strategies are in the orientation, the approach, information gathering, the process, and the focus of the two different approaches. The characteristics and definition of opportunistic competencies correspond to the characteristics of applying a modern market approach strategy.

	<b><i>Traditional market approach</i></b>	<b><i>Modern market approach</i></b>
<b><i>orientation</i></b>	customer-oriented	innovation-oriented
<b><i>approach</i></b>	top-down	bottom-up
<b><i>information gathering</i></b>	formal methods	informal methods
<b><i>process</i></b>	structured, planned	flexible, ad-hoc
<b><i>focus</i></b>	narrowly defined target group	holistic experience

*Table 2: differences between characteristics of traditional- and modern market approach strategies*

## Chapter 3: Case study

### Introduction

In 2013, the company Cheesepop B.V. entered the Dutch market with the aim to capture the world and to surprise with innovative cheese products. They want to be the innovative world player with a passion for their job and the product in the cheese market. “The pure and honest character of the product (100% cheese), together with its unique application possibilities (luxury cocktail snack and culinary extra), crunchiness and intense cheese taste, differentiate Cheesepop from other products in the market” (Brandbook Cheesepop, page 5).

Cheesepop’s target groups are the consumer, the retail sector and the food service sector. The assortment includes a 10-gram bag, a 20-gram bag, a 500-gram bag, and a 65-gram plastic cup. Cheesepop wants to reach its target group(s) with a strong homogeneous brand in the concerned markets. The target group from the UP-grated product, a semi-finished product, is the business-to-business industry

Cheesepop’s competitive advantage is that it uses 100% cheese and a unique production method that ensures the preservation of crunchiness and taste. Currently, the company is in a phase between startup and growth from a business lifecycle model (L. Bottema, personal communication 16-11-2017). Their main, internal strength is that Cheesepop is innovative in developing unique flavours. Besides this, the directors have a lot of knowledge about the market due to the collaboration with the Zijerveld family, a family with a lot of experience in the cheese market. On the other hand, Cheesepop also has some internal weaknesses:

- No good brand awareness in some markets.
- Insufficient distribution
- Limited financial possibilities

The most interesting external possibility is more inland and abroad sales. External treats are new competitors that join the competition and strong negotiating positions from customers (L. Bottema, personal communication, 16-11-2017). A figure about the organization of Cheesepop is on the next page.

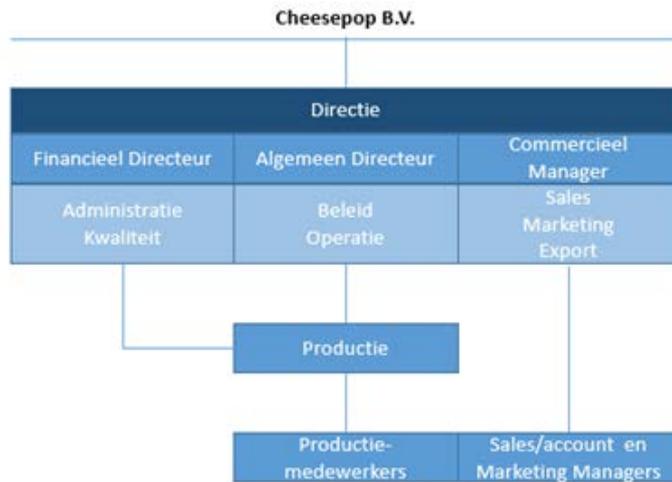


Figure 5: Cheesepop's organization

## Methodology

To investigate if Cheesepop's market approach strategy complies with characteristics of opportunistic competencies, data from Cheesepop managers is collected. Four managers are interviewed. Namely, the financial director, the commercial manager, and two marketing- and account managers. The data is collected through three semi-structured face-to-face interviews and one semi-structured interview by phone. The overall purpose of the interviews was to check whether the literature is in line with the reality, the company Cheesepop B.V. is used as an illustration in this study.

First, research is done to investigate whether Cheesepop's market approach strategy matches with a traditional market approach strategy or with a modern market approach strategy. Afterwards, the characteristics of Cheesepop's market approach are compared with characteristics of opportunistic competencies. The interviews include a part about traditional market approach strategies and a part about modern market approach strategies. In total, the interviews include 20 open-questions that are classified from general to more specific questions. The 20 questions are based upon the results from sub-question one and two of this research. For example, the second question was: 'How would you describe Cheesepop's market approach process?' For details, the interview guide can be seen in appendix 1. The four interview transcripts are given in appendix 2, note that the transcriptions are in Dutch because the questions were also asked in Dutch. The main answers per question per interview are given in an overview in appendix 3.

## Observations

### The process

In general, the interviewees describe Cheesepop's market approach process as 'wait and see' and as a process where the interest comes from the external environment. Because of this, the company also hasn't defined one specific target group. The target group continuously changes and is adapted to the

market developments. This connects with a bottom-up process and therefore characterises Cheesepop's selection of its target group.

A not precisely defined target group causes some uncertainty on the one hand, but on the other hand, it also gives the managers the opportunity to decide which businesses they want to communicate with. After they have chosen the most interesting one, they follow a sort of structured and/or patterned path. They do this reasonably planned and aware, but it is not written on paper or stated in a business strategy. This is also the reason for the fact that the interviewees describe the market approach process as flexible and reactive and not as a fixed step-by-step plan.

### The focus

The focus of Cheesepop's market approach strategy is on three different aspects according to the interview results. Namely, on the distributor and/or the retailer, on the end user, and on the product in combination with the end user. It seems that the interviewees have a different opinion when it comes to the focus of the market approach strategy. Nevertheless, the name Cheesepop is always concerned with the three aspects of the focus. Apparently, this is also the reason that one of the interviewees suggest that the focus is also on brand labelling, thus the brand itself. This interviewee said that the company always handles the requirements that are stated in the brandbook nowadays. "It is about where your brand stands for... and how it is promoted the world" (interview transcripts, page 3).

One aspect where the brand Cheesepop stands for is innovation. According to all interviewees, innovation plays a very important role in Cheesepop's market approach process. "Innovation is cut out for Cheesepop and we are fully innovation-oriented" (interview transcripts, page 9). "Innovation plays a huge role because Cheesepop floats on innovation. At the moment we are not innovative, we will have nothing. Therefore, we are communicating about how innovative Cheesepop is every day. So, it is very important" (interview transcripts, page 15). The bottom-up approach that usually matches with innovative companies also matches with Cheesepop according to half of the interviewees. They said that bottom-up thinking is applicable to their company. The other half didn't deny it, but didn't say anything about it.

Next to the focus of the strategy and the role of innovation, the interviewees also described Cheesepop's customers. These are distributors and retailers from 14 different countries. In general, the distributors are more emotional and the retailers are more rational according to the interviewees. Usually, the selling price is the decisive factor. Against to the price, distributors are often very enthusiastic and really want to buy the new, innovative cheese product. Besides the selling price, the way how Cheesepop's managers see their customers also depends on the region.

### Characteristics

The first main characteristic of Cheesepop's market approach strategy is that they don't have one specific method to collect relevant information about for example the market or the consumer. The managers individually collect relevant information, usually on the internet and in a trial-and-error way with their own common sense. They do work with one information gathering tool, the Big-Mac index.

This tool provides information about the purchasing power in a country and helps the managers to make better price decisions. Currently, the company is implementing a content management system (CMS) that improves the analysing and incorporating part of the information gathering process. One interviewee indicates that qualitative data becomes more and more quantitative data due to this implementation. "The program can make us more professional, for example by giving us the chance of succeeding of a transaction between us and a possible customer" (interview transcripts, page 3).

Furthermore, there is one similarity in the answers about information gathering, namely the usage of feedback to satisfy customers and/or the end user. This feedback comes from the environment or a yearly food fair and is communicated either in a formal or informal way. Important to gather feedback or other relevant information is to have a social network according to the interviewees. A social network helps the managers to reach their customers and vice versa and it helps to create brand awareness.

The second main characteristic of Cheesepop's market approach is about the description of- and the view on the market. Half of the interviewees indicate that Cheesepop has not clearly defined one market. Nevertheless, all the interviewees talked about a big, broad, or worldwide market with multiple players, volume and capital and where they have a broad focus on. The view on such a market is described as a wide- or a helicopter view.

The third observation about Cheesepop's market approach characteristics is about marketing methods. During the interviews, it is found that the interviewees didn't exactly know whether the company formulated a traditional marketing mix. All the answers together, it seems that the founders certainly thought about the four p's from a traditional marketing mix, but did not write it on a paper or applied it actively. Currently, the Dutch company applies three marketing methods according to the answers of the interview. These three methods are social marketing, point of sales marketing, and word-of-mouth marketing. These interactive marketing methods cause a lot of reactive sales nowadays, especially after two big food fairs in France and Germany where the company was present. Despite the number of sales, modern marketing methods to apply in the German- and Dutch market are desirable according to the sales and marketing manager. This is only desired in these two markets because almost all the other marketing activities in other markets are done by the distributors because they know the local market better than Cheesepop does.

The last main characteristic of Cheesepop's market approach is about product tests. The intrinsic features from the 'cheesepop' product are based upon own experience and taste from the two founders of Cheesepop B.V. (note that the founders did not come up with the idea of the concept by themselves). They did one test pilot in collaboration with a Dutch specialised cheese shop before they launched it on the market. Nowadays, the product is continuously tested and adjusted due to the changing customer needs.

## Competencies

The named competencies needed to apply a traditional market approach strategy according to the interviewees differ from each other. It seems that there is no clear, shared idea about the required competencies to apply traditional market approach strategy. The only competency that is named twice is that you have to be structured.

The most named competencies needed to apply a modern market approach according to the interviewees are:

- ❖ Flexible
- ❖ Personal
- ❖ Innovative
- ❖ Out of the box thinking / see challenges as solutions

At last, each interviewee gave a general definition of how he or she sees an entrepreneur. These four definitions are:

- “An entrepreneur is someone with guts who clearly stands from something, wants to achieve goals, and looks for solutions when there is a bear on the road” (interview transcripts, page 5)
- “An entrepreneur is someone who is flexible, pragmatic, works with common sense, and has to adjust to changing roles within a company. Next to this, determination and perseverance is important. Just fully focus on something and go hundred percent for it with the belief that it will be alright” (interview transcripts, page 10).
- “I see an entrepreneur as someone who looks for chances in the market and continuously holds his eyes and ears open to make the chances profitable and tangible” (interview transcripts, page 16).
- “An entrepreneur is someone who is enthusiastic, passionate, entrepreneurial, and who wants to take risks and dares to deviate from the path” (interview transcripts, page 20).

According to three of the interviewees, the definition he or she gave is definitely in line with Cheesepop’s standard procedures. One of the interviewees suggested that his or her definition is in line with Cheesepop’s market approach. Finally, the comments from managers made after the interviews indicate that they seize opportunities and are not conservative during their market approach process.

## Conclusion

The sub-question that has to be answered is: “To what extent does Cheesepop’s market approach strategy comply with the characteristics of opportunistic competencies”? It has been found that the market approach process of Cheesepop is described as ‘wait and see’ and as a process where interest comes from the external environment. There is a kind of structure or pattern in this process, but it is not described or written in a business strategy. Cheesepop’s target group isn’t clearly defined, but the

interviewees indicate that the target group is a broad group with a lot of possibilities and a group that can be adjusted to market developments. This indication of the target group selection process matches with a bottom-up process, which is explained in Chapter 2; Modern market approach strategies. Altogether, Cheesepop's market approach is flexible, reactive and not a fixed step-by-step plan.

The Cheesepop managers have a different opinion about the focus of the company's market approach strategy. But, the name Cheesepop is always concerned with the three different aspects of the focus. Because of the reason that the name Cheesepop is almost always directly connected to 'innovation', innovation plays a very important role in the company's focus of the market approach. Cheesepop's customers are described by the interviewees as emotional as well as rational, but this depends on the region.

The first main characteristic of Cheesepop's market approach strategy is that they don't have one specific method to collect relevant information, but the managers do use feedback and social networks to satisfy the customer and/or end user. Moreover, the company is implementing a content management system (CMS) to improve the analysing and incorporating part of the information gathering process. The second characteristic is that managers have a wide or helicopter view on a broad market. The third characteristic of Cheesepop's market approach is that the firm handles interactive marketing methods that cause a lot of reactive sales. At last, Cheesepop's products are continuously tested and adjusted due to the changing customer needs.

To conclude, the interview results are consistent with a modern market approach strategy because of an uncertain bottom-up approach, a flexible process, a focus on innovation, informal information gathering, interactive marketing methods, a customer's description as rational and emotional, and the use of social networks. Therefore, there can be concluded that the characteristics of Cheesepop's market approach strategy complies with the characteristics of a modern market approach strategy.

The characteristics of opportunistic competencies correspond somewhat to Cheesepop's market approach strategy due to the opportunistic attitude of the managers. The managers have a huge impact on the company's modern market approach aspects informal information gathering, bottom-up thinking, and interactive marketing methods. Furthermore, it has been found that the managers from Cheesepop seize opportunities and are not conservative during their marker approach process. Contrary to the opportunistic attitude, there cannot be concluded that the Cheesepop managers are seeking for self-interest. For this reason, Cheesepop's market approach does not fully comply with the characteristics of opportunistic competencies.

## Chapter 4: conclusion, discussion and recommendations

### Conclusion

The research question of this study is: Which role do opportunistic competencies play in traditional- and modern market approach strategies? To give an answer on this question, a literature study about opportunistic competencies and traditional- and modern market approach strategies was conducted. Afterwards, managers from the Dutch company Cheesepop B.V. were interviewed to give empirical indications to the existence of opportunistic competencies in a traditional-or modern market approach strategy.

In this research, an opportunistic competency is defined as “a person’s self-interesting seeking behaviour, knowledge, skills and qualities in order to perform its tasks and functions to seek unilateral gains” (Williamson , 1975., Hornby and Thomas, 1989., Woodruffe, 1993., Luo, 2007). Literature indicated that people show opportunistic behaviour because of immediate rewards and short-term gains, which can often be seen as the explanation of this self-interest seeking behaviour (e.g. Williamson, 1975., Nagin et al., 2002., Luo, 2007). Besides this, opportunistic behaviour depends on the context and on the partner perception (Rindfleisch et al., 2010).

The differences between the characteristics of traditional- and modern market approach strategies are in the orientation, the approach, information gathering, the process and the focus of the two approaches. Firstly, the literature study of this research has found that the characteristics and definition of opportunistic competencies correspond to the characteristics of applying a modern market approach strategy. Conformity exist because opportunistic competencies have an influence on the following modern market approach features: informal information gathering, interactive marketing methods, the use of social networks and innovation orientation. The outcome of applying a modern market approach strategy depends among others on manager’s or leader’s opportunistic behaviour and decisions. For this reason, opportunistic competencies might have an influencing role in applying a modern market approach strategy. Secondly, the interview results showed that the market approach of Cheesepop B.V. is an uncertain bottom-up approach and a flexible process with a focus on innovation, informal information gathering, interactive marketing methods, a customer’s description as rational and emotional and use of social networks. Therefore, it can be concluded that the characteristics of Cheesepop’s market approach strategy comply with the characteristics of a modern market approach strategy. Despite the modern market approach strategy, Cheesepop’s market approach does not align with all the characteristics of opportunistic competencies because Cheesepop’s managers do not show self-interest seeking behaviour. However, the managers do seize opportunities and are not conservative during the market approach process.

This research indicates that opportunistic competencies have an influencing role in applying a modern market approach strategy. The magnitude of the influence has not been investigated in this research, but could be a reason for future research.

## Discussion

A point that could be brought up for discussion is the influence of size and age of a company on the applied market approach strategy. It could prove to be difficult for a large and 'old' company to apply a modern market approach strategy that is, among others, characterised by flexibility, social networks and informal information gathering processes. These firms possibly work in a more analytical way and would not make fast decisions based on managers' intuition and/or opportunistic behaviour.

Limitations of this research are the small sample of 4 interviews with managers from only one firm and the qualitative nature of these interviews; this makes it hard to generalize the results and to repeat this research. During the interviews it sometimes proved difficult to convey the exact meaning of a question, which is maybe because of the relatively low level of research experience. Examples or keywords were given to explain the question in such a situation. However, these examples could result in a biased answer from the interviewee, which then could influence the reliability of an answer. An interview guide was made to prevent this influence on the reliability. Next to this, general literature about modern market approach strategies is specifically applied to a small firm to give an answer on sub-question 3. The results may change if literature about modern market approach strategies especially for small firms will only be studied. At last, the case study from this research is only done about one company due to a lack of time. This also makes it hard to generalize the results.

Further, a key lesson that has emerged is that modern, small firms don't have a clear strategy written on paper or stated in a document. This should be taken into consideration during future research about modern market approach strategies from small- and/or medium-sized firms.

## Recommendations

Given the small sample of the interviews and the qualitative nature of this research, the findings should be used to generate hypotheses for future research. The explanation of and comparison between characteristics of traditional- and modern market approach strategies together with the empirical insights provide a foundation for future research about market approach strategies. During these future studies, the role or influence of opportunistic competencies could be emphasized more accurately. An experimental study is recommended to investigate the level of influence of opportunistic competencies on the application of a traditional- or modern market approach strategy.

It is found that opportunistic competencies have an influencing role in applying modern market approach strategies. Therefore, companies that apply, or want to apply, a modern market approach strategy will have to search for/engage managers or employees that have innovative, flexibility, decisive, opportunity-driven, creative, intuitional, social networking, and relationship management competencies. Besides this, the management should emphasize the characteristics of a modern market approach process because this will, for example, help to flexibly adjust to developments, increase reactive sales and increase the collection of feedback.

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# Appendix

## Interview guide

### Introduction

- I. Welcome the interviewee.
- II. Tell that I am a student from the Wageningen University and that I study Business and Consumer studies, with specialisation Business. Notice that this interview is for my Bachelor thesis and that I work together with Cheesepop B.V. during my research. The subject of my thesis is the role of opportunistic competencies in traditional- and modern market approach strategies. The goal of this interview is to investigate whether the market approach strategy from Cheesepop is in line with what is written in literature.
- III. Mention that you asked the interviewee because he or she is part of Cheesepop's management and hopefully has the right knowledge to give answers on the questions.
- IV. Follow the questions in the correct order. Begin with question one and ask the interviewee the other questions in the arranged order, provided in the interview guide.
- V. Mention the structure and length of the interview. The interview takes around 30 to 45 minutes and is divided into two parts, a part about traditional market approach strategies and a part about modern market approach strategies. In total twenty questions will be asked.
- VI. Ask if it is allowed to record the interview with a recording device. Also mention that the answers will not be used for other purpose than my research and that I don't will publish it.
- VII. Use the keywords if the interviewee does not give full answers or if the interviewee does not talk about one of the keywords in his/her answer. Try to listen what the interviewee says.
- VIII. Let the interviewee talk about his/her own opinion and do not try to influence the interviewee.

*The questions below are the interview questions that must be used in the interview:*

- **opening question:**

1. Do you think that a market approach strategy is important, and why (not)?

keywords: sales, branding, customer needs

#### **1. Traditional market approach strategies**

- topic one: the process

2. How would you describe Cheesepop's market approach process?

keywords: (un)planned, (un)structured, clearly definition

*If the interviewee can't give an (clear) answer, then go to question 3. Otherwise question 4.*

3. What kind of approach/style has the market approach process? For example, does Cheesepop segment the market?

Keywords: top-down approach, segmentation, targeting, positioning

4. Has the management used Porter's competitive model?

Keywords: cost leadership, differentiation, focus

- topic two: information gathering

5. How does Cheesepop collect relevant information?

keywords: (in)formal, market analysis, customer needs, social networks

- topic three: focus

6. What is the focus of Cheesepop's market approach strategy on?

keywords: features and benefits, customers

7. How does the company sees/describes their customers?

keywords: rational decision makers or rational/emotional

- Topic four: characteristics

8. What kind of methods and tools does Cheesepop use during market approach processes?

keywords: analytical, quantitative, verbal, eclectic methods

9. When (during which stage of the production process) do you test your product? And why?

keywords: test products, during development phase

10. How does Cheesepop define and/or describes the market they are acting in?

keywords: narrow/broad, undefined, product categories

11. Has the marketing department formulated a traditional marketing mix (price, place, promotion, product), and if they has, do you know why?

keywords: traditional marketing mix, 4P's

- Topic five: competencies

12. Which competencies do you think are needed to apply a traditional market approach strategy (or traditional marketing)? (open question)

## II. Modern market approach strategies

- Topic one: the process

### 13. How did Cheesepop select a target group?

keywords: bottom-up process, from small to big

- Topic two: information gathering

*If the interviewee talked clearly about a social network after question 5, then go to question 15.*

### 14. Do you make use of social networks, and why (not)?

keywords: market information, customer needs, link with customers/stakeholders

- Topic three: focus

### 15. What is the most important part of Cheesepop's market approach strategy, and why?

keywords: experience, holistic consumption experience

### 16. Which role does innovation play in your market approach process?

keywords: bottom-up approach, fully innovation oriented, innovation process

- Topic four: characteristics

### 17. What kind of view has Cheesepop on the market?

keywords: a helicopter view, specific view

### 18. What kind of marketing methods does Cheesepop apply?

keywords: traditional advertising, interactive marketing, word-of-marketing

- Topic five: entrepreneur

### 19. How would you define or describe an entrepreneur? And do you think that this fits with the way how Cheesepop approaches the market?

keywords: various opportunities, motivated, opportunistic, entrepreneurial leader,

- Topic six: competencies

### 20. Which competencies do you think are needed to apply a modern market approach strategy (or modern marketing)? (open question)

## End

- I. Resume shortly the most important answers the interviewee gave and ask if this recap is right.
- II. Stop the recording device.
- III. Thank the interviewee for participating in the interview and mention again that the answers will only be used for this assignment.
- IV. Thank the interviewee again and end with the interview.

## Interview results

The main answers per question per interview are given in the table below. Note that the questions with a '/' sign in the cell are not asked during the interview. The interview questions are stated in the interview guide in the Appendix.

	<b>Answers</b>			
<b>Question</b>	<b>Interview 1</b>	<b>Interview 2</b>	<b>Interview 3</b>	<b>Interview 4</b>
1	- Reach customers - important to stay close to customers	/	- useful during disappointing results - combination strategy and intuition	- important when a firm grows
2	- wait and see - customers come - choose on the basis of interest	- adjusting - from step to step - uncertain	- sort of structured or patterned - not described	- reasonably planned and aware - long-term partners
3	- wait and see -flexible - process with uncertainties -interest form environment	- traditional - not written on paper	- no fixed step-by-step plan - businesses come to us	- no conscious tactic - very reactive - interest from environment
4	- differentiation - not conscious applied - innovative - expensive product	- not conscious - innovative product - differentiation	- mainly differentiation - unique product	- differentiation - advantage because of unique cheese product
5	- individually - Big-mac index -internet	- common sense - from environment - Big-mac index	- trial and error - feedback - no reports	- formal and informal - feedback - institutions

				- fairs
6	- focus on distributor/retailer - brand labelling - brandbook	/	- focus on end user and distributor that fit within the picture	- focus on the product and combination with end user
7	- enthusiastic - emotional as well as rational	- relatively more rational > price	- depends on the region	- rational - emotional - distributor more emotional than retailer
8	- Dropbox - CMS system - qualitative data becomes more and more quantitative	/	- no specific methods or tools - own feeling - not analytic	- verbal methods - no analytical methods
9	- one pilot - external idea	- intrinsic characteristics own choice - one product test	- unknown	- continuously - product test before 2012
10	- no defined market - broad focus with multiple markets	- big market with volume and capital - whole world	- no clear description from one market - broad market with multiple players	- broad, worldwide market - classification of product categories
11	- focus on price (not sure)	- considered - not written on paper	- not necessarily - more on feeling - not actively applied	- happened, but not a written plan or theory.
12	- structured - courage - conservative - analytic - well-considered	- empathy - sober	- relationship management - broad focus - hierarchical - structured - polite - formal - impersonal	- experienced - knowledge
13	- demand from distributors - bottom-up process	- broad target group based on selling price - sketch of end user	- roughly - broad target group - bottom-up process	- broad target group - lot of possibilities
14	- contact with potential customers - via-via	- to reach the customer and to reach Cheese pop. - gather feedback - brand awareness	- gather information - reach customers - to promote our brand	- reach customers - gather feedback
15	- pure product but also innovative	/	- there is no market approach	- on product itself - leading role in relations

			strategy, but is desired	
16	- important role	- fully innovation oriented - bottom-up thinking applicable	- big role - communication about innovation very important	- title of the business - distinctive role - bottom-up think applicable on product adjustments
17	- wide view with trust on distributor	- wide view because of the product usages	- helicopter view - developments in retail environment	- helicopter view with a focus on the whole market
18	- social marketing methods - point of sales	- lot of reactive sales - methods change	- traditional methods - new methods are desirable, but only in Germany and NL.	- no traditional methods - point of sales - w-o-m marketing via social network
19	- definition is in line with the standard procedure and important	- perseverance is important - market approach is also flexible	- definition is in line with the standard procedure - seize opportunities	- definition is in line with the standard procedure - not conservative
20	- courage - see challenges as solutions - make the best of it - switch fast - flexible - quickly decide	- affinity - level with target group - relationship management - personal	- flexible - personal / informal / social - out of the box thinking - innovative - eager to learn	- knowledge, focus on current development - innovative - modern - open minded