The identified causes behind the low number of registrations for the training academy of UL Transaction Security in the region Europe:

The Final Graduation Report 2013

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Forward
First, I would like to thank God, the almighty for his everlasting grace and guidance as he led me throughout this journey because through him, all things are possible. I would like to express my sincere gratitude towards the client, Jenny Hoekstra of the marketing department of UL Transaction Security for her dedication and assistance to my research. She did everything possible to ensure that the outcome was a success. In addition, many thanks are given to my university supervisor and first reader, Teodora Viaodes as her hard efforts and objectivity contributed to the manner in which this report is written. She challenged me to critically access and motivates every decision. In addition, she encouraged me. Lastly, I would like to thank the reader to dedicating the time to read this report.
Executive Summary

This report has been written to describe the process taken to complete the research project undertaken by the researcher, Solange Wilson from the International Communication study of Hanze University Groningen. The research project was issued by the client Jenny Hoekstra, manager of the marketing department of UL Transaction Security and revolved around recommending a promotion strategy for the company’s training academy in the region Europe.

The project was embarked on to contribute to the client’s 2013 goal of increasing the number of registrations per course in Europe by solving the communication issue; the low numbers of registrations from training in the region. This was achieved by identifying the causes by means of studying three concepts, the target group’s attitude towards training, the target group’s motivation to attend and the preferred media channels. This occurred through conducting diagnostic opinion research by learning the opinions of the non-attendees and attendees of UL’s Training Academy from their four domains. The research focused more on the research object, the non-attendees as they were not attending training, but entirely excluding the attendees. The contributing factors to the issue were some that could be solved through a communication strategy and those that could not. To name one of each, in the respective order would be the brand recognition of the company in Europe and the training service does not generate as much revenue as the company’s other services.

The methods employed were both quantitative and qualitative, using a questionnaire and semi structures in-depth telephone interviews to collect opinions from both the non-attendees and the attendees. In total, the sample involved 68 persons who participated in the questionnaire and 8 interviewed from the 568 that were contacted and invited to partake in the research by option of a questionnaire or telephone interview.

The findings showed that the target group’s attitude towards training is positive. Moreover, the factors that motivate the non-attendees to attend include gaining new in-depth knowledge that is practical and relevant the profession and the course topic and outline. Expectation included that the non-attendees market value is to increased, and that the expert or trainer is required to be knowledgeable in the field and qualified to mention a few. Moreover, the brand recognition of UL resulted in the most interesting findings as it was found that the target group is not yet familiar with UL in Europe since the company has made the transition from Collis to UL. There is a discrepancy between whether the target group is indeed aware target that the former company, Collis has been rebranded and now operates as UL Transaction Security and if the target group is aware of UL TS entirely. Lastly, the most preferred channel by the target group is email however, based on prior research direct mail has risen in preference in the eyes of business receivers on marketing communications. In addition, a channel such as word of mouth was preferred to email.
Ultimately, the causes behind the low number of registrations in the region Europe were found to be brand awareness, promotion channels and target group perception. The client was strongly encouraged to first, continue with its rebranding campaign to remind and notify its target group of company’s transition as they are still not familiar the company UL TS. Due to the fact this change recently happened, it will take more time for the target group adjusts, therefore the company must first assist then and then sell their services. In terms of a communication strategy, the client was recommended to continue to utilize its current promotion approach through email as it most preferred by the target group, in conjunction with the direct mail (personalized letter or brochure) to increase the number of registrations in Europe. In support of using two preferred channels instead one to promote training, the researcher suggested that client also employ their other channels such as social media to promote training outside of the training season for example.
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1. Project Context

The researcher’s role in the following practice oriented research project was to discover the reasons behind the low number of registrations for the training academy of UL Transaction Security for the region Europe. This was for the purpose of assisting the marketing manager, Jenny Hoekstra in achieving her goal for 2013; to increase the number of registrations in Europe between ten and fifth teen people per course. In addition, the researcher was to recommend a promotion strategy from the collected results.

The marketing department of UL promotes their training academy which provides courses in four domains: payment, mobile, e-ticketing and ID management. The marketing department promotes and sells the academy’s training courses to businesses that operate in the secure technology industry and/or utilize secure technology in their practices. However, the numbers of registrations for the UL training courses in Europe are low, roughly six and under participants in the region per course. This poses as an issue for the manager because it is uncertain why more persons are not registering to attend training courses in the Europe region.

At the moment, not enough is known about those that have not attended a UL training course. It is uncertain whether those who were invited and did not attend are aware that UL provides such services. Although, these persons are in the company’s Customer Relationship Management System (CRM), does not confirm that they are aware of UL’s training services. Moreover, the non-attendants’ attitudes and motivation toward training in general are unknown and are likely to contribute to the low number of registrations. If one has a negative association with training for instance, then this can be a barrier for one’s decision on whether to attend or not attend a training course. In addition, the motivation for one to attend varies per person. The reason for one to attend can be generalized, but if the individual is not motivated to attend due to for example, personal or external factors then he or she will not attend.

In addition, the training academy does not possess a distinct promotion strategy for its courses, because one has not been created. The lack of a clear promotion strategy is an important contributing element to the issue of low registrations in Europe. This is due to the current promotion approach being constructed on trial and error and not based on research. As a result, the approach has not produced satisfactory results. It contributes to the numbers of registrations for the training courses have being low in Europe, where the issue may be the tactic or the approach of promoting the course to their contacts in their CRM.

In order for the researcher to contribute to the marketing manager’s goal of increasing the number of registration between ten and fifth teen people per training course in Europe, she must first learn about the non-attendees’ attitude toward training, as previously mentioned. The researcher believes that by learning the non-attendees attitude towards training will lead to valuable information. By discovering the non-attendees’ attitude towards training in general will reveal how they feel about training as well as assist in indicating whether or not
they would be interested in attending a UL training. In addition, by identifying the factors of motivation of the non-attendees, the researcher can learn the causes behind their behavior to not attend a training course. Moreover, was in of interest for the researcher to explore whether the current new media channels employed by the training academy are truly favored by the recipients of training invitations than traditional media channels for example, print brochures. The researcher trusts that the recipients’ preferences of media channels will affect the current promotion approach in terms of the non-attendees being aware of the training course. Moreover, the researcher believes that the views of the training course of those who have attend a UL training course should be sought out in order receive a more objective view from different perspectives.

2. Organization
The following section has been divided into the categories; factors that can be solved through a communication strategy and factors that cannot. The items listed in the categories contribute to the issue of the low number of registrations in Europe that are either directly or indirectly linked but relevant to the issue. These items will give better insight into the training academy from a distant view. They range from the non-attendees, the macro-environment and the internal organization.

UL is uniquely positioned as the world’s number one competence center in transaction security technology. UL acts as an independent, trusted partner for end-to-end transaction security services for the mobile, payment, e-Ticketing and ID management of Health and Energy sectors on a global scale (UL-TS, 2013). UL-TS’s end-to-end services ranges from for example, providing proposals for the implementation of their test tools (software) to training for the actual implementation. UL-TS’s core competence is their expertise in transaction security. It signifies that UL-TS possess extensive knowledge that is concerned with smart cards. This knowledge is demonstrated through a series of end-to-end services that are vital for transaction security which are, test tools and simulators, test and certification, advisory 4 services (consulting), security evaluation and trainings. These five services are all provided in the four domains in which the UL-TS operates and are available in six (6) different regions such as Europe, Asia, North America, Latin America and The Caribbean, Middle East and Pacifica.

2.1 Factors that can be solved through a communication strategy
Directly related

UL-Transaction Security was constructed by the integration of three different companies acquired by Underwriters Laboratories (UL). These companies are namely RFI Test Lab (United Kingdom), Witham Laboratories (Melbourne) and Collis B.V (The Netherlands). By November 1, 2012 the above companies were rebranded to Underwriters Laboratories (UL)
and as of January 2013, they became UL-Transaction Security (UL-TS) with their headquarters in Leiden, The Netherlands (UL-TS Year Plan, 2013). Although, the company has physically completed the rebranding process for example, new building, website, logo and so forth and has informed their customers of this change, it seems as though their customers are not yet familiar with UL Transaction Security (formerly known as Collis). Their customers recognize the former Dutch company, Collis and their services but not yet as UL TS. Therefore, the existing customers of UL Transaction Security (formerly known as Collis) are not yet familiar with UL and are still getting acquainted.

UL is the world’s number one competence center in secure transaction technology (ULTS, 2013). These training courses are offered throughout the year in The Netherlands, Singapore, United Arab Emirates, and USA other globally selected countries (UL-TS, 2013). UL provides training courses to businesses such as banks, governments, transportation companies and mobile service providers. At the moment, not enough is known about those who have not attended attitude or behavior to develop a strategic promotion strategy. For example, the non-attendees’ needs, interests, preferences and expectations about UL training courses is not known in detail. In addition, information such as where and how they seek trainings, what do they look for and when is information unknown to UL at the moment. In order to increase the number of registrations in Europe, more information concerning the non-attendees’ behavior must be discovered first in order to change it and received more than satisfactory results.

The traditional approach for promoting the training courses has mostly been through UL’s CRM. E-mail marketing has been the most employed promotion channel. Through trial and error the “promotion channels that have resulted in the most success” involved email marketing campaigns, directly calling customers as a follow-up method from receiving inquires about the training courses and planning training courses around large events within the industry like CARTES and Mobile World Conference. In addition, the department also has other channels such as social networking sites like, LinkedIn and Twitter and Google Adwords account that is not often used to promote upcoming trainings. Telephone calls are also used as a follow-up and selling channel. As mentioned, UL’s current approach was based on ‘what has worked best’ and trial and error as explained by Hoekstra. Hoekstra is aware that the current traditional approach is not working and approach without a distinct strategy the promotion tactics employed without it will not produce the desired results for 2013. It could be possible that the current strategy is not aligned with the receivers of the promotion messages channel preferences and have chosen to disregard the messages, which in the end contributes to low number of registrations.

2.2 Factors that cannot be solved through a communication strategy

Directly related

As technology is constantly changing and the demands for knowledge vary in each market, “the difference of developments in technology has played a role in UL’s low numbers of
registration” Hoekstra mentions. Different markets will have different needs for technological knowledge in the transaction security field. The need for knowledge in UL’s different regions is based on what the demand is in that market. Therefore, attending a training course where the information may not be relevant to the market will not be seen as a necessary course for the participant to attend. According to Hoekstra, ‘it is difficult to address a need if a demand has not been developed for other regions’. For example, knowledge of a certain area of technology may be in demand in Europe but not (yet) in the North America, for example.

The world is still recovering from the financial crisis, budgets have been downsized with the intention to spend less and save more. This means that finances spent of employee self-develop has decreased and in turn has become more difficult to receive the funds to attend a training course. Therefore, the decision to attend a training course within the business to business (B2B) environment is dependent upon the perceived benefit from attending a course as well as the cost for example. In addition, in order for one to be willing to pay for a training course, attending the training needs to be clearly justified.

Indirectly related

Compared to the other services, the training academy is not as profitable as the others. With the number of registrations low in the Europe region, this directly affects the generation of profits for the service. According to the Hoekstra, ‘the trainings service is in an awkward position’. What is meant by this is that the service does not exactly fit within the four domains the company operates. The remaining services, test tools and simulators, test and certification, advisory services, security evaluation are either directly related to all the domains or to one in particular. In addition, these services generate high revenue. That is not the case with the training services as it is an auxiliary service.

The awkward stage of the training is an additional issue that could be investigated in the future, if the client desires to do so. Although training is seen as an auxiliary service and caters to all the domains and none in particular, with the courses it offers, the best way to make the auxiliary services ‘fit’ like the other services could be to not conform the training and allow the training to continue to cater to all the domains.

3. Theoretical Framework

In order to identify the causes behind the low number of registrations for UL’s training academy in Europe, the following key concepts: Customer Behavior, Motivation and Preferred Channels were a point of focus. The subsequent fields of theories have been explored and suitable theories consulted to contribute to answering the research questions

Target group attitude through Customer Behavior theory
The Theory of Planned behavior (1991) was chosen because Ajzen discusses the different elements that influence one’s behavior. This theory is vital as it provides insight to the type of factors such as the attitude toward behavior that could have influenced the non-attendees. The purpose of using this theory is not only to understand the how the attitude towards a particular activity can influence one’s behavior, but also to discover other factors that could contribute to the attitude towards the activity. This information is interesting as it will help to pinpoint the non-attendees’ attitude towards training and other factors that contribute by asking their opinion. Moreover, as previously mentioned, by including the attendees into the research will contribute to a balance view of the UL training courses from those who were invited and attended. Ajzen’s TPB suggests that one’s intentions to perform behaviours of different kinds can be predicted with high accuracy from attitudes toward the behaviour, subjective norms, and perceived behavioural control (p.179). These intentions, together with perceptions of behavioural control, account for considerable variance in actual behaviour.

**Target group motivation through Motivation Theory**

The theory of Self Determination (2000) by Ryan and Deci was chosen because it discusses elements behind the motivation of decision making. This theory will be useful for the researcher as the purpose is to study the different elements that are concerned with one’s motivation to decide to perform an action based on SDT. With this knowledge, the researcher may be able to determine the reasons behind those who did not register. In addition, SDT notes that the needs of a person are also vital in determining one’s motivation behind one’s actions therefore, SDT will assist in this area. Ryan and Deci identified three psychological needs that are the basis for a person’s self-motivation (p.68) they are; competence, relatedness and autonomy. In addition, the authors’ research have also examined environmental factors have hindered or undermine self-motivation, social functioning, and personal well-being.

**Channels preferences through Marketing Communication Channel Theory**

Last, by collecting opinions on the preferred channels the contacts in the Europe region prefer to receive their training invitation from, will not only uncover the most suitable channels to send invitations but, most importantly will determine if their preferences are in line with the results from Danaher and Rossiter’s 2009 research. To be able to reach the target group in the B2B market, the exploitation of the most suitable communication channels are essential in order to directly contact the target and bring awareness. Learning the non-attendees’ and attendees’ perceptions and preferences of marketing channels for example, traditional (old)media, such as print brochures, catalogues, personal addressed letters or new media like e-mail and social media, assists in selecting the most suitable strategic promotion channel(s) to promote products and services in the B2B markets. Determining the most suitable marketing communications channels to send marketing
communications messages through that will ‘ignite a call to action’ in the business market are dependent upon different aspects; for example, content related to the target group’s interest, ‘the attitudes and perceptions’ of the channel(s) to the target group to mention a few (Danaher & Rossiter, 2009). Moreover, based on the authors’ research, business receivers of marketing communication channels value media channels that possess ‘attributes of being convenient, acceptable and appropriate and not disruptive, time consuming and annoying’ (Danaher & Rossiter, 2012). Email ranks the highest as a new media channels however, the traditional media, is also very much appreciated.

3.1 Literature Review
The following section discusses theories that were chosen according for the theoretical areas of customer behavior, motivation and preferred channels which were derived from the key concepts. These theories helped to analyze the collected data and put it in context, in order to clearly indicate the causes of the low number of registration for UL’s training courses in Europe.

3.1.1 Customer Behavior
The following discusses the different elements that influence one’s behavior. This theory is vital as it provides insight to the type of factors such as the attitude toward an activity that could have influenced the non-attendees of UL’s training course. The purpose of using this theory is not only to understand the how the attitude towards a particular activity can influence one’s behavior, but also to discover other factors that could contribute to the attitude towards the behavior.

The Theory of Planned Behavior by Ajzen (1991) explains that one cannot generalize people’s attitudes in order to predict their behaviour. Therefore, the theory is designed to predict and explain human behaviour. In order to predict behaviour, one must learn the intention and the perceived behaviour control of the target group one wishes to investigate (p.180). According to the Ajzen (1991), “intentions are assumed to capture the motivational factors that influence a behaviour, they are indications of how hard people are willing to try or how much effort they are planning to exert, in order to perform the behaviour” (p.181). In other words, the stronger the intention of the person to, ‘engage in behaviour’ (p.181), the more likely they are to do so. However, one should note that, behavioral intention can ‘find expression’ (p.181) only if the behavior is under ‘volitional control’ (p.182), that means the person can make the decision of their own choice to perform the behaviour or not. According to Ajzen (1991), “the performance of the behaviour itself depends to some extent on many non-motivational factors such as; time, money, skills, cooperation of others and so on” (p.182). Together, these mention factors signify people’s actual control over the behaviour. The author explains that ‘to the extent
that a person has the required opportunities and resources, and intends to perform the behavior, he or she should succeed in doing so’ (p. 182).

As far predicting the behaviour of people, Ajzen (1991) offers three conditions for accurate predictions. First, the intention and perceived behavioral control must correspond to or be compatible with the behaviour that is predicted. Second, intentions and perceived behavioural control must remain stable in between one’s assessment and observation of the behaviour and lastly, the accuracy of perceived behavioural control, which is the perceived ease or difficulty of performing the activity.

In terms of predicting intention, one must discover people’s attitudes, subjective norms and perceived behavioural control (p.188). The theory provides three determinants of intention. First, the attitude toward the behaviour, refers to ‘the extent to which a person has favorable or unfavorable evaluation or appraisal of the behavior in question’ (p.188). Second, is a social factor called subjective norm; which is perceived social pressure to perform or not perform the behaviour. Last, is the degree perceived behavioral control, which is the perceived ease or difficulty of performing the behaviour (p.188).

What one must understand is that behaviour is a function of important beliefs, relevant to the behaviour. It is these beliefs that are considered to be the prevailing determinants of a person’s intentions and actions (p. 188). Ajzen provides three kinds of important beliefs also known as salient beliefs are distinguished. They are: behavioral beliefs which are assumed to influence attitudes toward the behaviour, normative beliefs which create the underlying determinants of subjective norms, and control beliefs which provide the basis for perceptions of behavioral control. Also, Ajzen provides a general rule that the more positive the attitude and subjective norm with respect to behavior, and the greater the perceived behavioral control, the stronger should be an individual’s intention to perform the behavior under consideration (p.189).

Attitudes develop reasonably from the beliefs people hold about the object of the attitude (p.190). To explain, if one believes that going to school will positively benefits him or her then his/ her attitude towards the behaviour will be positive. If he/she believes attending educational courses to be too costly for example, then their attitude toward attending a course would be negative and will deter him/her from attending. According to Ajzen, “we learn favorable behaviors because we believe they have largely desirable consequences. In addition, we do the opposite with unfavorable attitudes we associate with undesirable consequences” (p.191). The authors also notes that is especially the case when the outcome’s subjective value, also known as perceived value contributes to the attitude (p.191).

Normative beliefs are concerned with the likelihood that important referent individuals or groups approve or disapprove of performing a given behaviour (Ajzen, 1991). These referents can be an employer or (a) family member(s); if one of them (or all) approves of the
behaviour that one’s wants to conduct they are more likely to perform the behaviour. Control beliefs, as stated previously is concerned with the presence or absence of the necessary resources and opportunities. The author mentions that these control beliefs “may be based in part on past experience with the behavior, but they will usually also be influenced by second-hand information about the behaviour from the experiences of acquaintances and friends, and by other factors that increase or reduce the perceived difficulty of performing the behavior in question”(p.196). Therefore, the more resources and opportunities individuals believe they possess, and the fewer obstacles or impediments they anticipate, the greater should be their perceived control over the behavior.

3.1.2 Motivation
The following section discusses the elements behind motivation based on the theory of Self Determination. The employment of this theory will be useful for the researcher as the purpose is to study the different elements that are concerned with one’s motivation to decide to perform an action based on SDT. With this knowledge, the researcher may be able to determine the reasons behind those who did not register. One of the needs, relatedness is not elaborated on in this section, as it not being directly applicable to the research.

Ryan and Deci’s (2000) Self Determination Theory and the Facilitation of Intrinsic Motivation, Social Development and Well-Being commences by identifying the psychological needs that are the basis for a person’s self-motivation (p.68) they are; competence, relatedness and autonomy. In addition, the authors’ have also examined environmental factors that have hindered or undermined self-motivation. Motivation is explained as concerning energy, direction and persistence, which are all aspects of activation and intention (p.69). The authors place a high degree of importance on motivation due to their view that “in the real world, motivation is highly valued because of its consequences: Motivation produces” (p.69). This can be interpreted as the more an individual is motivated the more likely they are to succeed at the activity they are pursuing. Therefore, it is of ‘preeminent concern to those in roles such as manager, teacher, religious leader, coach, health care provider, and parent that involve mobilizing others to act’ (Ryan & Deci, 2000). What is discovered from this article is that people are moved “to act by very different types of factors, with highly varied experiences and consequences” (p.69). This means that people can be motivated because they value an activity, ‘there is strong external coercion or they can be urged into action by an abiding interest or by a bribe’ (p.69). Moreover, the authors mention that persons can behave from a sense of personal commitment to excel or from fear of being surveilled (p.69).

If one were to compare people whose motivation is genuine in meaning, ‘literally, self-authored or endorsed’ (p.69) and those who are only ‘externally controlled for an action’ (p.69), it will most likely reveal that the former will have more interest, excitement, and confidence. This in turn will enhance performance, persistence, and creativity (p.70). This
explanation is clear. Therefore the authors say that “by considering the perceived forces that move a person to act, SDT has been able to identify several distinct types of motivation, each of which has specifiable consequences for learning, performance, personal experience, and well-being” (p.70).

These types of motivation can be classified as intrinsic and extrinsic motivation. Intrinsic motivation focuses on the fundamental needs for competence, autonomy and relatedness. The authors first argue that "social-contextual events (e.g., feedback, communications, and rewards) that conduce toward feelings of competence during action can enhance intrinsic motivation for that action” (p.70). This can be seen as if one has been given positive feedback or encouraging words that are in alignment with the achievement one is striving towards, than one's confidence will increase in terms of them feeling capable of the activity. Accordingly, optimal challenges, self-efficacy, promoting feedback, and freedom from demeaning were all found in intrinsic motivation (p.70).

The theory also mentions that feelings of competence will not enhance intrinsic motivation unless accompanied by a sense of autonomy. Meaning that people must not solely experience competence or efficacy, they must also experience their behaviour as self-determined for intrinsic motivation to be in evidence (p.70). Also, not only tangible rewards contribute to intrinsic motivation but one should not those threats, fear, deadlines, directives, pressured evaluations, and imposed goals diminish intrinsic motivation. Like tangible rewards, the items previously listed conduce toward an external perceived locus of causality, a person's perceived control over his or her own behavior (p.71). In contrast, choice, acknowledgment of feelings, and opportunities for self-direction enhance intrinsic motivation because they allow people a greater feeling of autonomy. To summarise, social environments can facilitate or derail intrinsic motivation by either supporting or thwarting people’s needs. However, people will be intrinsically motivated only for activities that hold intrinsic interest for them, activities that have the appeal of novelty, challenge, or value (p.71).

For extrinsic motivation, motivation does not stem from an internal interest or need. The term extrinsic motivation refers to ‘the performance of an activity in order to attain some separable outcome and, thus, contrasts with intrinsic motivation, which refers to doing an activity for the inherent satisfaction of the activity itself’ (p.71) SDT proposes that extrinsic motivation can vary greatly in its relative autonomy.

Extrinsically motivated behaviors, by contrast, extends between amotivation and intrinsic motivation, varying in the extent to which the regulation is autonomous (p.71). Regulation, also known as self-regulation, which concerns how people take in social values and extrinsic contingencies and progressively transform them into personal values and self-motivations (p.69). First, the extrinsically motivated behaviors that are least autonomous are referred to as externally regulated. Such behaviors are performed to satisfy an external demand or reward contingency. Individuals typically experience externally regulated behavior as
controlled or alienated and their actions are externally influenced. A second type of extrinsic motivation is labelled introjected regulation. Introjection involves taking in a regulation but not fully accepting it as one's own. It is a relatively controlled form of regulation in which behaviors are performed to avoid guilt or anxiety or to attain ego enhancements such as pride. Put differently, introjection represents regulation by contingent self-esteem (Deci & Ryan, 2000). A classic form of introjection is ego involvement, in which people are motivated to demonstrate ability (or avoid failure) in order to maintain feelings of worth. A more autonomous, or self-determined, form of extrinsic motivation is regulation through identification. Identification reflects a conscious valuing of a behavioural goal or regulation, such that the action is accepted or owned as personally important. Finally, the most autonomous form of extrinsic motivation is integrated regulation. According to Ryan and Deci (2000), “Integration occurs when identified regulations are fully adjusted to the self, which means they have been evaluated and brought into congruence with one’s other values and needs” (p.73). Actions characterized by integrated motivation share many qualities with intrinsic motivation, although they are still considered extrinsic because they are done to attain separable outcomes rather than for their inherent enjoyment.

3.1.3 Preferred Channels
The proceeding section communicates the views of those who have shared their opinions and findings on the types marketing communication channels used to market products and services in the B2B market. In order to determine the best channel to reach and communicate UL’s training services to their target audience, the preferences; traditional media such as, print brochures, catalogues, personal addressed letters or new media like e-mail and social media must be sought out. The forthcoming opinions and findings ignited the idea of investigating the channel preferences of the future recipients of UL’s training messages.

In Danaher and Rossiter’s (2011) article entitled: Comparing perception of marketing communication channels, explains their findings based on the opinions on the receivers of marketing communication messages in the business market through their research. Marketing to the B2B market is more challenging than marketing compared to B2C (Business to consumers) because for number of reasons. A couple will be mentioned first ‘the products and services are more complex’, which means that most applicable in this setting.

Danaher and Rossiter’s research showed that among business receivers, email compares very well with the other channels (catalogues and letters addressed to your work) on the attributes of being convenient, acceptable, appropriate and informative as business receivers view email in a positive light (p.22). The authors mentioned that in a work place setting, ‘email is quick and efficient’ (p. 22). People are concentrating on their work and are more accommodating of many emails messages, be they internal to their firm or external in the form of a marketing communication (p.22). The channel, letter addressed to you at work, was also ranked highly in same categories as email, convenient, enjoyable, acceptable
and appropriate and scored even lower than email on being disruptive. In addition, this channel scored highest in the trustworthiness, informative and reliable. Moreover, telephone calls was perceived negatively, scoring highest in being annoying(6.2), time consuming(6.2), objectionable(6.3) and disruptive(7.3) based on the average rating in the business market (p.19). According to Danaher and Rossiter (2012), “business receivers view channels such as door-to-door salesmen, phone calls, and SMS negatively” (p.22).

For receivers of marketing offers in the business market, the top channels that have led to the intention of a purchase have been print media (catalogues or brochures and personally addressed letters) (p.22). The lowest group channels with the lowest purchase intention consist of digital and telephone channels (phone, email and SMS) and door to door sales calls.

What is interesting is that business senders of marketing communication and business receivers view some channels differently. For example, based on the results provided by Danaher and Rossitters research, business receiver’s rate e-mail and print media) as trustworthy and reliable. However, B2B senders, in contrast, position e-mail (and generic letters sent “To the manager” at work) as objectionable and annoying (p.25). What this signifies is that this “mismatch of the e-mail channel as a medium for marketing communications to business people indicates that there may be some untapped potential for this channel that senders have not yet recognized due to their own rather negative feeling towards it” (Danaher and Rossiter, 2012). The same can be said for print media.

Moreover, Danaher and Rossiter believe that to engage a business receiver, the offer needs to be via a channel for which communications are more entertaining and appropriate, but not disruptive (p.29). In addition, Danaher and Rossiter believe that a marketing offer will be more persuasive if the recipient is interested in the information and is involved with the product or service (p.29). In other words, the business receiver has to have a positive or favorable attitude towards the product or service in order for the marketing offer to be persuasive. Danaher and Rossiter also add that, business receivers will also have higher intention to purchase if they are present customers of the company (2012, p.29).

Interestingly, Danaher and Rossier’s results have brought forward that e-mail produces ‘significantly lower purchase intentions among business receivers than direct mail’ (p.29). According to their findings, “these results contrast markedly with previous observations that business receivers evaluate e-mail attributes favorably and in much the same way as mail and catalogs” said Danaher and Rossiter (2012, p.29). In other words, the authors have found that although the business receivers have scored favorably of email, the channel produces considerably lower purchase intentions than a brochure or personalized letter, also known as direct mail. Also, that direct mail is also favored. In addition, sources like the Direct Marketing Association have reported similar findings, where many other sources have used this information to bring awareness to the matter. For example, Direct Marketing News (2012) mentioned that “direct mail has a response rate of up to 10 to 30 times that of email
— and even higher when compared to online display”. In addition, the source adds “that despite the perception in the marketing industry that direct mail is less effective than digital marketing, the DMA has found that direct mail boats responses” (Direct Marketing New, 2012). According to the writers, “receivers in the business market are similarly persuaded by all mass media and print direct response media as mail and catalogues” (Danaher and Rossiter, 2012). Although business receivers evaluate e-mail’s attributes favorably, this does not appear to extend to generating higher purchase intentions for marketing offers sent to them by e-mail.

4. Research Design
4.1 Research Objective

For this practice oriented research project, diagnostic opinion research is the most applicable. This is due to the issue of low number of registrations in Europe for the UL training academy. In order to identify the causes, the reasons of those did not and did attend must be sought out for analysis. Therefore, the objective of this research is:

to give a recommendation for a communication strategy for the training academy of UL in the region Europe for the client, Jenny Hoekstra of the marketing department through conducting diagnostic opinion research by identifying the attitudes towards training, motivation and channel preferences of the non-attendees and attendees of the UL training courses in the region Europe.
4.2 Research Framework

Research objective: to give a recommendation for a communication strategy for the training academy of UL in the region Europe for the client, Jenny Hoekstra of the marketing department through conducting diagnostic opinion research BY identifying the attitudes towards training, motivation and channel preferences of the non-attendees and attendees of the UL training courses in the region Europe.
The above framework is described as: a study of the low number of registrations of the training academy of UL Transaction Security, based on the consultation of theoretical literature in the areas of customer behavior, motivation, marketing communication channels by means of the opinions of non-attendees and attendees of the training academy in the region of Europe will be analyzed.

The key concepts are target group attitude, target group motivation and preferred channels. They present a demarcation of which components and dimensions that have been included (Verschuren & Doorewaard, 2010) to reach the research objective. The key concepts evolved through assessing the context of the project and interlinking relevant professional literature such as, Ajzen (1991) and Ryan and Deci (2000). Realizing that the research was concentrating on the causes of the low registrations, distinct attention has been given to all three areas for the following reasons.

1. Target group attitude was chosen because one’s attitude is a vital aspect to whether one performs a behavior or otherwise. Learning one’s attitude towards an activity reveals how one feels about a particular activity, person, concept and so forth. In doing so, the researcher can reveal the general attitude towards training of those who have not attended. It can either be positive, negative or neutral. Depending on one’s attitude, it may be easy or difficult to change to persuade a person to attend training. Nonetheless, it is vital to learn the general attitude of the target group towards the service as first step in identifying the cause of low registrations.

2. The target group motivation is a definite key concept as its unclear what would motivate persons to attend training. Without this information is difficult to achieve higher registration numbers and difficult to advertise the service if one does not know what motivates the target. Motivation is the driving force for a person to embark and complete a task therefore, learning these factors will ‘shed light’ on the causes of low registration and could direct UL to focus on those factors when promoting the service.

3. Lastly, the preferred channels are a key concept where the purpose is to learn the preferred media channels the receivers of the training invitations would favor. The current primary channel, e-mail is not working. Identifying the channel of preference is vital as it will lead to better bringing of awareness and reach of the service to the target group. The channel is important as it carries the message the sender wants to communicate. Without the channel it will be challenging to reach and capture the attention of the receiver.

This region defines the scope of the research as Europe is the most accessible out of the four regions UL extends its training service. The key objects of the research are the non-attendees and attendees of UL training courses in the continent. The main focus will remain on the non-attendees as they contribute to the low number of registrations by not registering. This may be for many diverse reasons which are unknown. In order to identify the causes, these persons must be studied in amalgamation with the attendees. The attendees are studied in order to have a fuller and balanced view of the issue. Their opinions will give insight on their views of the UL training because they have attended. Their opinions can be compared against those of non-attendees’ in order to identify the causes of the low number of registrations and to recommend accommodating strategy.
4.3 Research Questions

1. **What are the attitudes from the non-attendees and attendees’ from the region Europe towards UL training courses?**
   a. What are the opinions of the non-attendees from Europe on attending a training course?
   b. What are the opinions of the attendees from Europe on attending a training course?

2. **What would motivate non-attendees to attend UL training courses in Europe?**
   a. What are the needs and expectations of the non-attendees for training?
   b. What are the factors that influence the decisions of non-attendees to register for UL TS training courses?

3. **What are the most preferred channels to promote UL-TS’s training courses to reach its target group based on the opinions of non-attendees and attendees from Europe?**
   a. What are the non-attendees’ opinions of being notified about a training course through traditional media channels in the B2B market?
   b. What are the attendees’ opinions of being notified about a training course through traditional media channels in the B2B market?
   c. What are the non-attendees’ opinions of being notified about a training course through new media channels in the B2B market?
   d. What are the attendees’ opinions of being notified about a training course through new media channels in the B2B?
   e. What are the preferred channels used by non-attendees and attendees when seeking a training course?
4.4 Research Strategy and Methods

For this practice oriented, diagnostic opinion research project, the strategies and methods employed were from Saunders, Lewis & Thornhill’s (2009) Research Methods for Business Students. The research was undertaken using the research philosophy of interpretivism; where research was conducted among people in efforts to understand the non-attendees and attendees attitude towards training, motivation and channels preferences. The research approach for this project was inductive where the data collected was employed to identify the cause of the low number of registrations in Europe (p.126). This approach afforded the researcher to further understand the nature behind the low number of registrations based on the opinion of those who did not attended and did attended the training given in Europe.

The research methods exercised was a mixture quantitative or qualitative. The research method for answering all research questions was a mixed method -data collection method. It involved a combination of semi-structured interviews and self-administered questionnaires for the non-attendees and attendees of the training from the company’s CRM for Europe.

The research strategy included the following steps to conduct the research:

1. Completing a literature review on the theories of customer behavior, motivation and marketing communication channels.
2. Surveying and interviewing non-attendees and attendees from Europe that identified their attitude towards training, motivation and channels preferences.
3. Analyzing data collected from questionnaires and interviews that answered the research questions and provided the necessary information to identify the reasons for the low number of registrations in Europe.

The interviews were conducted through the means of telephone and Skype rather than face-to-face. This was due to the interview guide and the scope of the research not being completed and clearly defined when the opportunity to conduct interviews first occurred. Utilizing telephone interviews as a data collection method with persons in the business market took no longer than fifth teen minutes as time was crucial. This meant that the number of questions asked was limited to 6 (than the initial 30) as the most pertinent and important questions was asked very early in the interview to ensure they were answered. The questions were in-depth when necessary and semi structured which enabled the interviewee to elaborate on his/her point. This method provided the researcher with rich data that generated into meaningful information in a short period of time. In addition, the employment of probing questions as a follow-up technique was widely used in attempt to receive meaningful answers. In addition, the questions were structured in the funnel format especially for the non-attendees; beginning with board questions and narrowing down to more specific questions, to avoid making the assumption that they were familiar with the UL. The re-formulating of question took place when the research saw that the interviewee had difficulty answering questions.
Questionnaire and interview questions were prepared based on the research questions for this project, as the results from the questionnaires and interviews answered the research questions and indicated the causes of the low number of registrations. The questionnaire was designed to survey all 4 domains and both the non-attendees and attendees in order to gain a general, balanced overview of the situation. The utilization of closed questions for the questionnaire helped to ensure reliability providing control over the answers presented to the recipient. The questionnaires were self-administered through the researcher’s work email to the applicable recipients as previously explained with a maximum of 6 questions. The questionnaire took less than 5 minutes to complete which is important for business persons. The questionnaires were sent to countries that are within the European Union as the UL Europe region consists of these countries. The questionnaire and invitation to conduct an interview was presented in an email (See 10.2 in Appendix). The recipients of the email could choose between engaging in an interview or by filling out a questionnaire by clicking on a link that hosted the questionnaire. The questionnaire was hosted on SurveyMonkey.com (See 10.4 in Appendix), which also analyzed the results with charts and tables. The questions were prominently closed questions and followed the same format (funnel) as the interview guide (See 10.3.2 in Appendix). The questionnaire had rating and scale questions and multiple choice questions to measure the importance of the answer. In this fashion, more information can be extracted from the questionnaire that can valuable to the analysis of the results.

The interviews and questionnaire results were analyzed according to the research questions and categories there were established to organize information according to the concepts previously mentioned. Categorization contributed to gaining an overview over the main topics and the main factors that will build the foundation for promotion strategy for the training service of UL TS. The results of the research will be presented to the client, Jenny Hoekstra, in form of a recommended promotion strategy for Europe which includes a complete summary of current situation, objectives and tactics.

5. Limitations and Risk
In total 68 persons participated in the questionnaire. Compared to the 568 that were contacted, the researcher was limited in the amount of responses received which made giving a recommendation based on such a small sample more challenging. In addition, the researcher was also limited in time. If granted a longer period of time to conduct the research a higher response rate could have been accumulated. Due to the questionnaire being limited to 8 questions, the data collected was also limited. This was due to the shortening of the duration of the interviews from a preferred 30 minutes to a maximum of 15 minutes as many of the interviewees were short on time. In addition, due to the questionnaire being designed for a general purpose; to gain a balanced overview of the target group (non-attendees and attendees), the results generated were general as well, meaning that there was not a possibility to further analyze the result into detail. However, this is not the case with the interview findings.
6. Research results

In this chapter, the results of the questionnaire and interviews are reported. The findings were categorized in terms of the key concepts Target Group Attitude, Target Group Motivation and Preferred Channels where the questionnaire findings will be presented first, followed by the interview findings.

In total, 568 were contacted, 416 non-attendees and 152 attendees in Europe where contacted via email. In total, 68 persons participated in the questionnaire and 8 interviews were conducted during the data collection stage. From the sampled population from the questionnaire, 42.65% of the population that have not attended UL training and training in general. The 57.35% have attended training (UL included) before (See Chart 3 in appendix). From the 8 interviews, 5 of the interviewees have not attended UL training and the remaining 3 have. As a reminder, the attendees were not the main research objects under study in the research, but the results will be reported as the purpose of including the research object was to achieve a balanced overview of the target group.

6.1 Target Group Attitude

Questionnaire Findings

The vast majority of the respondents of the questionnaire felt positively about attending training. More than 50% of the respondents agreed to the statement: ‘In general, I feel that attending a training course will benefit me’. In addition, 44% answered that they ‘tend to agree’ training is beneficial for them. However, the remaining 6% tend to disagree with the statement. Overall, the result was positive (See Chart four in Appendix).

Interview Findings

All of the interviewees who have not attended UL training have a positive outlook on training. All of the respondents expressed their feelings toward training with phrases like “training is important”, “I’m always open to training” and” learning is important for success”. What was discovered is that persons have a positive attitude towards learning, as “the more knowledge you acquired, the better” said interviewee four. Moreover, persons are willing to attend training seeing that “you are only as good as you know” said interviewee three. All three of the attendees that were interviewed had positive attitudes towards training in general. Although they expressed their views on the matter differently, the attendees felt positively about training. To demonstrate the words and phrases that emphasized this finding were, “inspiring” and “it’s necessary”. In the midst of learning their attitude toward training, the three interviewees elaborated on their views of training. One believed that training is inspiring to learn from others who attend training and share experiences. Overall, the general overview of training from the attendees was positive.
6.2 Target Group Motivation

Questionnaire Findings

Based on the results of question 5, 38 % (26 people) of the respondents selected ‘gaining a broader understanding’ as their most important expectation from training. Second, ‘learning from experts’ was the next option 39% (27 people) ranked as their second expectation. Surprisingly, the third highest ranked option was 30 % (21 persons), a tie between ‘gain broader understanding and gain in-depth knowledge’. This result was unexpected. Lastly, 82% (56 persons) of the participants agreed that networking was their least important expectation from training.

<table>
<thead>
<tr>
<th>What do you expect from a training course? Please rank the answers in order of importance, where 1 is most important and 4 is least important.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking</td>
</tr>
</tbody>
</table>

Interview Findings

The interviewees mentioned that gaining new in-depth knowledge is the main expectation from training. In addition, the non-attendees expect the trainer to be experienced and qualified in the field. This was heavily emphasized by a few of the non-attendees. The trainer needs to be “knowledge, capable to answer questions into detail and hold discussions” said interviewee four. In addition, the trainer should be able to make the training fun, “some enthusiasm helps the training to be worth coming” he added. In addition, the non-attendees expect the training to be well structured and worth the money to attend. An example given by one non-attendee was that if the training is going to be very general with no practical information, they will not attend. Networking was also mentioned but as last choice.

In addition, one of the identified needs was the awareness of UL and its training services to their customers. This was based one of contributing factors of the issue in organization section of the report. The majority (71%) of the questionnaire participants was aware of the company, UL Transaction Security and that they provide training services (89.7%) based on
the results of the questionnaire (See Chart 2 in Appendix). However, based on in-depth interviews of those who were interviewed, mainly the majority of non-attendees were not aware of UL Transaction Security and their training services. Many of the responses showed that company was not well known. These responses were “No, I haven’t heard of them”. In some instances, the company and services were known due to receiving emails but not opening them or roughly having an idea of the company due to recognizing Collis, the former company.

**Questionnaire Findings**

Half of the respondents from question six, 50% (34 persons) ranked the topic of the course to be the main motivation for attending. This was then followed by the course description and outline with 38% of respondents (26 persons). Next, gaining new knowledge was ranked third with 29% of respondents (20 persons) placing their number three and lastly, 40% of the respondents placed the expert conducting the course as the least important motivation factor.

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaining new knowledge about the topic</td>
<td>27</td>
</tr>
<tr>
<td>The expert conducting the training</td>
<td>20</td>
</tr>
<tr>
<td>The course description and outline</td>
<td>26</td>
</tr>
<tr>
<td>The topic of the training course</td>
<td>34</td>
</tr>
</tbody>
</table>

**Interview Findings**

The main motivation for the non-attendees to attend training was to gain new in-depth knowledge. It was found during the interviews that the most important reason for non-attendees to attend is to gain new and in-depth knowledge rather than gaining general knowledge on a topic. In addition, an interest in the topic is another reason to attend training. Based on the interview results, if the topic of the training is relevant and professionally related to the non-attendees’ profession, they will be more likely to attend. If the subject matter of the training will facilitate bridging the gap between the knowledge they currently possess and the knowledge they require for their profession, then the non-attendees are motivated to attend training. An additional point was practical knowledge. Based on the interviewees, being able to receive ‘practical knowledge’ that can be
immediately enforced in the workplace is a motivation factor. Interviewee five said “If I think am going to take away something useful, something I can actually use in practice after I’m done with training and if I don’t think that’s the case then I don’t think I’m likely to attend training”. Interviewee seven mentioned that in order for him to attend training, it must have “have professional points”; this is also translated into practical knowledge when asked to clarify. Practical knowledge was a recurring factor as the aspect of training being ‘useful’ to the non-attendees is very important.

Networking was mentioned as a reason to attend training however it was not the main reason for many of the interviewees. Moreover, the point of attending the training to increase one’s market value was stressed my one interviewee, as the reputation of recognized institution was a strong reason for to them attend training from a certain institute. In addition, from an in-depth interview, one interviewee listed the following as her criteria to attend training. The training should be:

- Short, two to three days as a maximum
- In the vicinity the organization. However, if the course is two or three day course then the person can attend.
- Acknowledged training institute in the business community therefore, adding value to the individual.
- Price quality
- Able to give the option for an in-house training, where the organization’s staff can also participate.

6.3 Preferred Channels

Based on the questionnaire results, email (98.51%) was the most favored channel, nearly all of the participants chose email as their preferred channel to be informed of training information. Other options were Print brochure, Social Media (Twitter and LinkedIn), Telephone Calls and Other but the preference percentages were none compared to email. See Chart 5 in Appendix.

In terms of the qualitative results, the most preferred channel by the non-attendees was email. The majority of the non-attendees preferred to be informed about training via email because ‘it’s very quick to read’ mentioned interviewee seven. Another reason for this prevalent choice was that the non-attendees always check their email as they are they are always “close to Outlook” said interviewee seven. Therefore, sending information about training through this channel is preferred. However, a few of attendees felt that because they receive many emails on a daily basis, many emails are not read, however the important ones are. An alternative channel was mentioned by one non-attendee, a personalized letter with a brochure. She mentioned that because she receives one hundred and twenty emails a day receiving a personalized letter is a guarantee that she would open and read the information as not many companies utilize this option anymore. The majority of the non-
attendees did not mention traditional media as their preference and directly spoke about email.

On the contrary, email was not a first choice for most of the attendees. Interviewee two explained that emails tend to disappear in his inbox. He added that “they end up in the junk mail, or due to the large number of emails received on a daily basis, receiving email becomes information overload and spamming”. Moreover, two of the three attendees chose word of mouth as their preferred channel to be informed about training. The trust factor was the reason for this choice, where the interviewees are more likely to consider, learn more and attend training if they were approached by a friend, partner or colleague. This is confirmed by interviewee two that “usually through my network in the business community and people that I trust that I have a strong relationship with and providing it won’t waste my time and usually through them I would decide”. Also, interviewee three prefers to be informed about training via a friend.

In contrast, one attendee preferred email over print media due to the time factor. He explained that with a brochure, one does not fully take the time to concentrate on the brochure’s content and read it, “you quickly read it” said the interviewee one. With email, the possibility to spend the desired time to read the email on one’s own time is feasible, therefore his preference is via the internet, email than through print media.

Lastly, the respondents were asked to choose a channel they would use to learn about a training course. It is clear that the majority of the participants chose option 2, Look for courses online as their main means. This was followed suit by ask a colleague for a suitable course. Concerning the 19.12 % of the respondents that chose other, their answers resembled option 1 & 2 (See Chart 6 in Appendix). Some comments suggested towards looking to partner companies for training, another comment referred to the person’s boss selecting the training and searching on the UL’s website for training. Another person mentioned that’s they would first search UL’s website and then use Google to search for others.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Percentage</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask a colleague for a suitable course</td>
<td>61.74 %</td>
<td>42 people</td>
</tr>
<tr>
<td>Look for courses online</td>
<td>83.82%</td>
<td>57 people</td>
</tr>
<tr>
<td>Search for courses via social media</td>
<td>20.59%</td>
<td>14 people</td>
</tr>
<tr>
<td>Ask my HR Department</td>
<td>36.7 %</td>
<td>25 people</td>
</tr>
<tr>
<td>Other</td>
<td>19.12 %</td>
<td>13 people</td>
</tr>
</tbody>
</table>

Table 1. Displays the results of the channels chosen. In addition, it can be seen that the participants chose more than one option however; it does not hinder the result. The table is produced by Survey Monkey Analytics 2013.

In an in-depth interview, a non-attendee explained that if he were to seek training, he would get in touch with his development department, as they are the one’s closet to the market in which he operates, banknote printing. Secondly, he mentioned that he would look online via Google. Through Google he would use key words such as ‘training’ and words that relate to the
particular field, such as ‘bank notes’. An example would be “Banknote printing training”. Lastly, he would search for professional trainers in the market who may give training.

6.4 Causes of the low number of registrations
As discovered by the researcher, the causes behind the low number of registration for UL training courses in Europe are brand awareness, promotion channel and target group perception.

6.4.1 Brand Awareness
The target group is not yet familiar with UL. This means that the awareness of the institute plays a larger role at hand because the target group is not yet familiar with the UL (formerly known as Collis) which makes promoting products and services more difficult in the B2B market; especially to those who have not attended UL training or/ and have not heard of the establishment before. This will lead to difficulty in selling and promoting the services as the target will need to familiarize themselves with UL, formerly known as Collis. This could mean a new relationship needs to be built with the target group to increase the awareness and then selling the services the academy offers.

6.4.2 Promotion Channel
As previously mention, the channel used for promoting the services is predominately email as the majorities of their contacts prefer email and brought the most success. The company possesses other channels however, but they are not utilized as often and as predominately like email. Therefore, if one channel is solely used for promoting services because it was brought the most success, it is still limiting the audience they company could reach. Based on the replies, email receipts receive large numbers of email per day and with a high chance of the email being lost, overlooked or disregarded.

6.4.3 Target Group Perception
Although, the majority of the receipts prefer to receive information via email, it does not guarantee that they will open the email and register. Based on results, it depends on the topic of the training and the course outline. In addition, it depends on the whether the individual determines if the training will be beneficial for them. This includes whether the training will increase to their market value, if the training will increase their knowledge, the relevancy of the training to their profession and the industry and price quality.
7. Conclusions

The following section identifies the attitude toward training, motivation to attend training and preferred channels of the non-attendees and attendee for the following research objective. To give a recommendation for a communication strategy for the training academy of UL in the region Europe for the client, Jenny Hoekstra of the marketing department through conducting diagnostic opinion research by identifying the attitudes towards training, motivation and channel preferences of the non-attendees and attendees of the UL training courses in the region Europe. In addition, this research has shown that the causes behind the low number of registrations in Europe are brand awareness, promotion channel and target group perception.

Overall, there is a positive attitude towards training from the target group. Both the non-attendees and the attendees alike possess a positive attitude towards training. In order for one to correctly predict the behavior of a group, one must first be aware of their intention, this is especially important for the non-attendees, as their attitude towards training could only be assumed to be positive. Prior to this, one must know their attitude toward the behavior, which as previously mention can be negative or positive. In this case, the overall attitude towards training is positive as the target group feels that attending training will positively benefit them. This is a vital step for the UL’s training academy where assuming the non-attendees feel positively toward training is correct because it is known.

The factors that motivate the non-attendees to attend training are: gaining in-depth knowledge that is practical and useful and the topic of the course with the course outline. Based on the results, in order for a non-attendee to attend training, the topic of the training and the areas the training will cover must be of interest to the potential attendee and appeal to their needs. If this is not the case, they will most likely not read the about the training or register. The motivation factors of the non-attendees are intrinsically motivated, in other words they stem from internal needs. Gaining in-depth motivation that is practical and useful is what the non-attendees need in order to be competent in their profession and the technology industry, as one is only as good as what they know. Therefore, in order for them to be capable to complete tasks, they must feel confident. Prior, they need the knowledge that will assist them in accomplishing their tasks which ultimately is the motivation to attend training.

In addition, the target group expectations can be utilized as a sort of criteria to predict whether the non-attendees will attend training. It was inferred that based on course topic and the course outline, the non-attendees can perceive whether the knowledge they will receive from training will be beneficial. To reiterate, the relevancy to their profession and industry, whether the knowledge acquired can be successfully enforced and utilized in the projects or if the knowledge they will acquire will increase their market value are of grave importance to name a few. In addition, learning from the experts, who are knowledgeable as well as qualified in the field and price quality should not be discounted.
In terms of the awareness level of UL, what can be established is that there is a discrepancy between whether the company’s target group is aware that the former company, Collis has been rebranded and now operates as UL Transaction Security and if the target group is aware of UL TS entirely. What is interesting based on the results is that the majority of the persons who participated in the research seemed to be those who were aware of the company. This can mean that the majority who participated in the research partook because they are aware of UL. Generally, it is known that a person is more likely to receive information from people or brands that they trust and are familiar with. This presents a plausible explanation. In addition, many of the interviewees who have not attended have not heard of UL or their services, or make the connection to the former company Collis first. Although Collis has recently been acquired and rebranded by UL, this discrepancy reconfirms that the target group is not yet familiar with UL TS. Therefore, there is need for more awareness of the UL TS brand among its target group.

Email is the channel that was most preferred by the target group, but direct mail and word of mouth were preferred to email. Print media and word of mouth were indeed favored over email. Due to the fact that, many organizations employ email to market their products and services, persons receive large amount of emails a day, which can become overwhelming as it contributes to information overflow. Although persons in the B2B community are more in favor of receiving large amounts of information through email due to the ‘quick and easy’ argument however, direct mail i.e.; personalized letters and print brochures have become more favored. The impression is given that persons prefer email because persons usually use ‘what they know’. Although, print brochures was not favored at all based in the research results, it is possible that there is an opportunity for this channel as it underestimated by the senders of the marketing communications, but shows to be increasingly favored by members of the business market. In addition, another preferred media channel was word of mouth. This media channel is valuable as the recommendation comes from persons whom one knows and would trust and as previously mentioned, one will is more likely to trust the recommendation about a company or brand from a friend.
8. Advice

It is highly recommended that the company continues its rebranding process to build the awareness of UL in the Europe region. Due to the fact that the awareness results differentiated, where some results showed that UL TS was indeed known in Europe and the other results contradicted; it is an indicator that their customers are not yet familiar with the brand and its services. In fact, this should be done prior to promoting the company’s services, as it is imperative for new and existing customers to become aware of the brand and then its services because, if customers are unaware of new company, they may view the organization’s promotion as ‘just another company’ and disregard it. Therefore, it is recommended that the organization more forcefully continue to their rebranding process in general with their existing customers until the region is more familiar with the brand and the services the organization provides. This recommendation also applies to the potential customers the company seeks. Generally, this will take time and most likely involve repetitive activities to assist the rebranding procedure. These repetitive activities can include the recommended and current channels possessed by the company like an introductory letter through direct mail, reminding persons through telephone conversations of the transfer from Collis to UL TS, placing the information on business cards i.e. formerly known as Collis and actively reminding persons when in conversations at events when necessary. Once, the region is aware that Collis is now UL TS and thus aware of the UL itself, the awareness level of the company will be stronger.

The following strategy is recommended for the promotion of the training services. The client should continue with the current approach of promoting the training courses but should include direct mail in conjunction with email as the main channels used to promote training and by diversifying the additional channels that are not utilized as auxiliary support for the main channels.

The objective for this recommended strategy is to contribute to the client’s 2013 goal of the training academy: to increase the number of registrations between ten and fifth teen person per course in the Europe region. Based on all the results collected and evidence provided from this research, it recommended that the client strongly considers employing direct mail in conjunction with the current channel, email marketing to promote the training services of the UL Training Academy. By solely hiring email marketing, as the main channel to promote the UL training is insufficient. Research has shown that the channel is indeed highly favored and preferred by members of the B2B community, but the research has also shown that the intention of purchase contradicts these results as the purchase intention of direct mail is higher. Therefore, the client is highly encouraged to incorporate direct mail for example, personalized letter and/ or print brochure as an additional tactic because using direct mails has proven to result is higher response rates than by solely using email.

To elaborate, due to the fact the client is now aware that the target has a positive disposition towards training; the client can accurately predict that target group will be
interested in gaining new, in-depth knowledge that will contribute to the target’s competence. By utilizing both channels in conjunction with one another there is a higher possibility that the receiver will respond because there is a higher possibility that one has seen the notification through one of the two channels. This is different angel to reach one’s target without heavily contributing to spam and information overload that. For example, if the target is sent a direct mail as an introduction to the academy; which brings awareness and appeals to the target’s need for new in-depth knowledge and is later (a three days as a guesstimation) sent a summary of upcoming training, where the course topic and outline are displayed in an email (which is based on the concluded criteria), there is a strong(er) chance of persons responding. In this case, the client is bringing awareness to the training academy, employing two channels that are viewed positively by business receivers and appealing to their need of new in-depth knowledge while further motivating the target by utilizing what the target expects from training to persuade the receiver with the course topic and summary (also known as the outline). As explained, knowing that the targets regard training positively and that their intention is to acquire new knowledge with the expectations of increasing their market value, learning from qualified and experience trainers (to name a few) and which channels to utilize, the client can predict that the target will attend and there is a stronger chance of increasing registrations.

In terms of diversifying the additional channels, social media, Google Ad words, telephone calls and so on they should be employed as auxiliary support for the main channels. By diversifying them to promote the service, the target audience can be reached and made aware of the training through a diverse set of channels. For example, if the client were to consider using Twitter and LinkedIn to create awareness for the training not only during the training periods but outside the training period, more of the company’s audience can be reached. In addition, UL also has a Google Ad words account, where its purpose it to assist in increasing a company’s presence in a search engine, a company achieves this through purchasing words person will enter when conducting their internet search. If client would consider buying words that relate to their four domains and the word ‘training’ for example, this can also help promote the academy. Lastly, telephone calls, resulted in having a negative connotation by the business community to be informed about products and service, but the UL uses this channel as a follow method for the training services as well as a selling method, continuing to use this method is advised to be used a follow-up method from training, for example, as evaluation.
9. References


### 10. Appendix

#### 10.1 Research planning

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10.2 Questionnaire and Interview Invitation

Non-attendees

Training and Motivation Research

Dear Mrs. Vikki,

I am a 4th year International Communication student conducting my bachelor graduation thesis at UL Transaction Security in The Netherlands, I am researching what drives people to attend training and which channels they use to find specific training courses in Europe.

In order to achieve my goal, I need your input to gather this data for my research. I am interested in persons who have and have not attended UL training. Would you be able to assist me with collecting feedback? This can be easily done via 2 ways:

- engaging in a short telephone interview (The duration of the telephone interview will only be 5 minutes and would preferably take place prior to May 21st, 2013) or
- filling out short questionnaire (The questionnaire will take less than 5 minutes to complete and is available on the following link: http://svy.mk/XVU2js

For either choice, your input is extremely valuable for my research and it will be highly appreciated and respected with confidentiality. For scheduling an interview or for any further questions, please do not hesitate to contact me via e-mail or telephone.

Thank you for your time and help. I look forward to your response.

Solange Wilson

UL Transaction Security
(formerly Collis)
UL TS B.V.
De Heyderweg 2
2314 XZ Leiden, The Netherlands
www.ul-ts.com

Solange Wilson
Marketing Intern
T: +31 71 581 3636
F: +31 71 581 3630
M: +31 6 17280278
Attendees

Training and Motivation Research

Dear Mr. Durham,

I am a 4th year International Communication student conducting my bachelor graduation thesis at UL Transaction Security in The Netherlands, I am researching what drives people to attend training and which channels they use to find specific training courses in Europe.

In order to achieve my goal, I need your input to gather this data for my research. I am interested in persons who have and have not attended UL training. Would you be able to assist me with collecting feedback? This can be easily done via 2 ways:

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10.3 Interview Questions

10.3.1 Initial interview questions

1. What would motivate you to register for a UL training course?
2. In general, how do you feel about attending a UL training course? Why do you feel this way? What contributed to these feelings?
3. What do you value from attending a training course?
4. Why do you think attending a UL training course would be beneficial for you?
5. Can you list a few reasons to attend a training course? Does UL fit your criteria?
6. How do you prefer to be contacted about a training course? Through which channels do you preferred to be contacted? Why?
7. Did your employer recommend you attend this training? Y/N
8. Why wouldn’t you register for a UL training course? What would demotivate you from registering
9. Why were you able to attend training course? What were the reasons?
10. What made it possible for you to attend the training course? Who made it possible for you to attend?
11. Was it difficult for you to register for the course? What were these difficulties?
12. What would have made it easier for you to attend a training course?
13. Why do you think attending a UL training course would be beneficial for you and your company?
14. Why did you attend the UL training course?
15. What motivated you to register for the course(s) in the first place?

Target group decision factors

1. What do you expect from a training course?
2. What do you look for in training course?
   a. What do you expect to get out of a training course?
   b. What requirements should this course have?
3. Where would you look to find information about a technology training course?
4. How do you personally determine if a training course is suitable for you? What are your decision criteria for choosing?
5. Were there any obstacles/impediments that hindered you from deciding to register? If yes, what were they?
   a. What are some of the personal difficulties you may encounter prior to registering for a training course?
   b. Are there any issues external issues (outside the company) that hinder you from attending course? For example, Economical, Political/ Social/ Location? Yes, what are they and can you elaborate?
   c. How are these difficulties overcome?
6. What kind of information should be readily available for you in order to decide to register for a training course?
7. What would be the most important reason for you to attend? /What or who would convince you to attend?
8. How many hours or days a year is allotted for training development in your business?
Preferred channels

1. How do you find out about a training opportunity?
2. If you are searching for a training course, how would you conduct your search?
   a. If through the internet, what are the words you use to search?
   b. Where on the internet would you look?
   c. Has this method helped find the training of your choice?
3. If an organization is actively trying to contact you about their training services how should they contact you? How do you prefer to be contacted? Through which channel? Why that/ those channel(s)?
   a. What follow-up channels would be best for you?
4. Which channels would you not want to receive promotional information from? Why?
5. Which communication channels do you utilize the most in the workplace? What are they used for?
   a. Would you be more accepting learning about a training course through those channels?
6. When you are working/ taking a break what type of advertisements capture your attention?
7. Would you prefer to learn about a training program through new media rather than traditional media?
   a. Yes or no?
   b. Why or why not?
10.3.2 Final Interview questions

Did not attend
1. Have you heard of UL Transaction Security before? Are you aware that UL provides training services?
2. In general, how do you feel about attending a training course? Why do you feel this way?
3. In your opinion, what would motivate you to register for a training course?
4. What you expect to get out of a training course?
5. Through which media channels do you prefer to be informed about a training course?
6. Do you think attending a training course would be beneficial for you? Why?

Attended
1. In general, how do you feel about attending a (UL) training course? Why do you feel this way?
2. What motivated you to register for a UL training course?
3. Can you list a few reasons to attend a training course? Does UL fit your criteria?
4. What do you expect to get out of the UL training course?
5. What did you value from attending a training course?
6. Through which media channels do you prefer to be informed about a training course? Why?
10.4 Questionnaire Sample

Training and Motivation

Thank you for participating in this short survey. This survey is being carried out to assist UL’s training academy in providing its future attendees with an even better training experience.

INSTRUCTIONS: Please answer the following 8 questions by indicating which responses best apply to you. The questionnaire takes less than 5 minutes to complete and will be automatically returned to the sender as soon as the questionnaire is successfully completed.

**1. Have you heard of UL Transaction Security before?**
- Yes
- No

**2. Are you aware that UL provides training services?**
- Yes
- No

**3. Have you attended a training course (UL included) during the period of 2011 until present?**
- Yes
- No

**4. For the following statement, please select the answer that matches your view most closely.**

In general, I feel that attending a training course will benefit me.

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**5. What do you expect from a training course?**

Please rank the answers in order of importance, where 1 is most important and 4 is least important.

- Learn from experts
- Gain a broader understanding of the topic
- Gain in-depth knowledge
- Networking
6. What would motivate/motivated you to register for a training course?

Please rank the answers in order of importance, where 1 is most important and 4 is least important.

- The topic of the training course
- The course description and outline
- The expert conducting the training
- Gaining new knowledge about the topic

7. How would you prefer to be informed about a training course? Please select the answer that best suits you.

- E-mail
- Print brochures
- Social Media (Ex. LinkedIn, Twitter)
- Through telephone call
- Other (please specify)

8. If you are searching for a training course, how would you conduct your search? Please select the answer that best suits you.

- Ask a colleague for suitable course
- Look for courses online (e.g. Google)
- Search for courses via social media (e.g. LinkedIn, Twitter)
- Ask my HR department
- Other (please specify)
10.5 Questionnaire Charts

Chart 1

The majority of the participants are aware of the company, UL Transaction Security and that they provide training services. The results showed that 71% of the persons who responded selected are aware and 29% were unaware of UL existence.

![Chart 1]

Chart 2

Concerning the respondents’ awareness of the UL’s training experience 89.7% are aware of their training services, while the remaining 10% are not.

![Chart 2]

Overall, A couple of the non-attendees may not be aware of the company UL but are aware of their training services due to the formerly known company, Collis, which was acquired by UL and is now UL Transaction Security. Many of the responses showed that company was not well known. These responses were “No, I haven’t heard of them”.

Chart 3
From the sampled population, 57.35% has attended training (UL included) before therefore while the 42.65% of the population that have not attended.

Chart 4

More than 50% of the respondents agreed to the statement that they feel that attending training would benefit. On the contrary, 4% answered that they tend to disagree with the statement. In order, to learn the general outlook of both parties towards attend training, the non-attendees and attendees attitudes had to be surveyed, therefore in question four, they were asked to select whether they “agree, tend to agree, tend to disagree or disagree” to the following statement: In general, I feel that attending a training course will benefit me. More than 50% of the respondents agreed to the statement that they feel that attending
training would benefit them and 44% answered that they tend to agree. On the contrary, 4% answered that they tend to disagree with the statement and 0 completely disagreed to the statement. The results display a positive attitude toward training.

Chart 5

7. How would you prefer to be informed about a training course? Please select the answer that best suits you.

- Social Media (Ex. LinkedIn, Twitter) - 5
- Print brochure - 8
- Email - 66
- Through Telephone call - 0
- Other please specify - 3

Chat 6

8. If you are searching for a training course, how would you conduct your search? Please select the answer that best suits you.

- Look for courses online (e.g. Google) - 57
- Ask a colleague for suitable course - 42
- Search for courses via social media (e.g. LinkedIn, Twitter) - 14
- Ask my HR department - 25
- Other, please specify - 13
10.6 Interview Summaries

10.6.1 Non-Attendees

The purpose behind interviewing the non-attendees has been to learn their attitudes towards training, their motivation to attend training and the channels they prefer to receive information through based on their opinions.

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<td>Place: UL TS headquarters, Leiden, The Netherlands</td>
<td></td>
</tr>
<tr>
<td>Name of interviewer: Solange Wilson</td>
<td></td>
</tr>
<tr>
<td>Name of interviewee: (pseudonym) Boyne, C</td>
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<tr>
<td>Role of interviewee: Training non-attendee</td>
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<tr>
<td>Sub-topics: Values and Media Channels</td>
<td></td>
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<td>Reason for interviewing</td>
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The interviewee is unaware of UL TS’s existence and is also unaware that the company does not provide training courses. When asked about his general opinion towards training, he was very positive and answered: “More knowledge is better and if I feel like there is some expertise there in the room then I would be happy to be there and pick up as much as I can”, The interviewee works in the information technology business ‘where you are only as good as you know’. He explained his motivation to attend training to be based on the on his interest in the subject matter of the training and the fact that he can gain in-depth knowledge on the matter. Also, he mentioned that if there is a gap in his knowledge and he knows that there is training available and applicable to him that would be his motivation to attend. In addition, he explained that by filling in the gaps with his knowledge will help him when seeking positions that may require a certain kind of knowledge that he may not be (very) knowledgeable about.

The interviewee mentioned that he expects that training will have a trainer that has a high level of expertise, knowledge and many years of experience in the topic in which the training is being given. He emphasizes that the trainer needs to be able to delve deeper into the topic and be capable to answer questions, the training needs to be worth the asking price. He states that “the qualifications and specialty of the trainers maybe even more important than the subject matter”. As far as his preference in media channels to be informed of a training, he mention that email is the best because it’s “very quick to read emails and if you don’t have time to read them, then you can leave them for later” he states. But the interviewee does not actively seek training unless he has something he wished to learn. He mentioned that looking on the internet or asking experienced colleagues are also informal ways of receiving training, but should he need to acquire formal training he would a first go to owner of the technology. He would look to see this that organization has training on the subject matter and register, if they do not then he would see if the organization suggests other training provided by other companies. He also notes that he does not have any
knowledge of a general provider that could help me with finding technology trainings.

Firstly, the interviewee is not familiar with UL Transaction Security, but because the interviewee is familiar with the former company's name, Collis, he was aware that the company gave training services. He later clarifies that he does know UL. The interviewee was very positive views on training as he recommends all his staff member to attend them. His experience with training takes him back more than five years ago, where the best training he recollects was from a company presently names Gemalto, who training was very well structured and complete, there were no loose ends. In addition, the trainer was very knowledgeable. He felt like he received what he came for.

The interviewee’s motivation to attend training stems from the topic. It has to be applicable to his profession he noted that if it doesn’t directly apply to his profession, but it’s interesting, then it’s interesting, but it should be related to his profession. What he expects to get out of a training course very much depends on the on topic of the training, but generally, he expects to get in-depth knowledge, rather than general knowledge. How he prefers to be informed about training is through email. He explains that even though he receives many of them, it does not mean he does not see them. “You have to learn to look out for the important ones.” he says.
The interviewee was vaguely familiar with the company, UL Transaction Security as he has seen emails from the company but has not read them. His awareness of the company’s training services is restricted to the emails he receives from UL but does not open.

Ultimately, the interviewee’s attitude toward training was positive. He stated that he feels fine about training but “it’s hard to determine if they are useful unless you go”. He added that he usually attends internal training and less external. The positive aspects of training that he likes the opportunity to learn something new and to opportunity to reflect on what his is doing and how to do it better. The interviewee’s motivation to attend trainings stems from his perception whether he believes that the training will be useful and if he is going to take something away from it after attending. Furthermore, the interviewee expects to receive “immediate principal benefits”. By this he explained he want to be able to use the information he learned from the training immediately in his profession.

As for his preference for media channels to be informed about training. He mentioned that he attend internal trainings, but email would be the better option. However the email would have to be attractive, it would have to catch his eye, “it would have to be useful”.
The interviewee has roughly heard of UL Transaction Security as he has received and saw a couple of the newsletters. Also, he is aware that the company provides training services. The interviewee feels very strongly about training where he says “I’m always open for trainings any kind because my personal opinion is that learning is the way for success”. He elaborated that it is also depends on the budget that they have and the approval that needs to be given. He notes that he prefers outdoor training because they are more effective, you can focus more and there are more advantages.

What motivates the interviewee to attend training would be the “professional points”. By this he means the points to be covered in the training. He continued to clarify that professional points are practical points for his everyday use. He explained that training takes a long time and he is on a tight schedule and he needs a training to get to the “know-how”, the in-depth information. Otherwise, it would be a waste of his time. Furthermore, he expects as secondary points, to meet and learn from new people that attend the training.

In terms of media channel preferences, the interviewee prefers to be informed via the internet, most specifically through email. He said that “basically you’re always close to Outlook or some kind of email system and you always check your email everyday”. However, if the interviewee were to actively seek a training, he would conduct his search through either one of the following three ways:

1. He would get in touch with his development department as they are the one’s closet to the market in which he operates, which is Banknote printing.

2. Look online through Google. Through Google he would use key words such as ‘training’ and word that relate to the particular field, such as bank notes. An example would be “Banknote printing training”

3. Search for professional trainers in the market.
The interviewee is indeed familiar with the company as she does business with UL. In addition, the interviewee is very much aware that the company provides training as she enthusiastically answered: “Very much”.

The interviewee’s attitude toward training is very clear: “Training is very important. We have huge budge for training”. She hasn’t attend a training due to her busy single, but she indeed in great favor of training. If she were to attend a training it would have to a short and condense training, 2 days maximum, In addition the training would have to increase her knowledge and market value, meaning the in the institute in which the training is received need to add value to her CV. This same criteria is why she would allow her staff to attend training.

Concerning the media channels the interviewee prefers, she mentioned that “We are bombed with emails and if I have time to look at it and if I don’t have time I just click it away.” However, she mentioned that she is more open to receiving personalized letter. She says “If I would receive a personalized letter, with a brochure in it. I would really open it these days, because I don’t really receive them that much anymore.” The interviewee determines whether something is important just by quickly skimming the email she gets, she can identify which emails are important. She considers UL emails to be important, as they can be business emails or trainings. In addition, she also considers word of mouth to be another channel she to learn about trainings. 

If the interviewee was not familiar with the company’s existence and were to actively search for training she would require the following:

1. It needs to be in the vicinity of where we are,
2. An acknowledge institute, that would add value.
3. Price quality, what do you get for the price obviously
4. The possibility to have in house training for the organization
10.6.2 Attendees

The reason to behind interviewing the attendees was to learn the opinions of those who have attended training in terms of their attitude towards training, their motivation and preferred channels to learn about trainings.

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<td>Name of interviewer: Solange Wilson</td>
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<td>Name of interviewee: (pseudonym)de Werdt,A</td>
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<td>Sub-topics: Values and Media Channels</td>
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<td>Reason for interviewing</td>
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The interviewee has a positive outlook on attending trainings in general because he believes that there is always a positive end result from trainings. In terms for his motivation to attend training, the interviewee mentions that when “working in certain areas where you feel that the skills you have or the knowledge you have is not sufficient, you hope to gain some more knowledge by attending such training” was his motivation to attend.

The interviewee expects to get exactly what the training promises. He mentioned that he wants to leave with the in-depth information that will assist to facilitate him in the area in which he works in. As far as, UL’s training courses meeting his expectations he firmly agreed in their favour. He values the background and in-depth information received that in the end helps him with the projects he is involved. In addition, he repeats he likes receiving exactly what he came, the in-depth information.

Finally, he prefers to receive his training notifications and information via email. He noted that if it where via a brochure “would often give out information and a you don’t always take the time to really go through it” However, with email you have more of a summary, if you read and if something is of interest to you then you click on the link that is in there and you get more information you need.”
The interviewee is in favor of training as he notes that “its necessary”. In addition he finds that he is more than happy to attend training depending on the topic and subject of the training is of interest to him. He also confirms that in order for him to attend a training, the topic and subject has to be interesting to him. The interviewee continues to explain that he like 3 aspects about training they are respectively; gaining knew knowledge, practical knowledge in the real workplace and lastly meeting new people and learning from their experiences.

When asked through which channel he prefers to receive information about training he answered the question by explaining that his strong preference is for word of mouth. To quote exactly, he said, “my preference is word of mouth, you know from somebody that I trust”. He emphasises that for example, if his account manager and partner where to tell him that UL has a very good training course and he should attend, he would very much consider it and attend. According to the interviewee, “ As far as avenues, its usually through my network in the business community and people that I trust, that I have a strong relationship with and providing it won’t waste my time and usually through them I would decide. Usually if they tell me within 5 minutes (that is worth it), then I’ll go.

The interviewee was asked what his your top criteria for a training course was and answered that “besides having top material, what merits does the training course carry in community? Is it well known? What is the reputation of the training and the organization that the training is connected to”. He mentions that he looks for those aspects in a training.
The interviewer began by the interview by sharing that he likes attending training primarily to find some information from outside of his own bank and sector. It is his main reason for attending training. He emphasized that gaining new information is not the only reason to attend but to really acquire information from others in a different sector than him. When the interviewee was asked how he felt about attending a training, he answered that he finds it “inspiring”, because by attending training outside his company and being surrounded by others who are from different sectors is inspiring. To confirm, his primary reason to attend, the interviewee noted that gaining new knowledge is a staple for him.

Where his expectations for training are concerned they are as follows: First, the interviewee expects to know more after having attended the course than when he entered the course. This is the most important. Secondly, he expects to meet persons where networking and learning from others is possible. The interviewer questioned whether these expectations have been met in the past trainings the interviewee has attended. What the interviewee answered was that “to a degree they were”. To quote the interviewer “Sometimes yes and sometimes no. Primarily, I would say medium”. He gave two examples, where he was thoroughly satisfied with a training which was a UL SEPA and another where he wasn’t, which was also a UL training called EMV. Ideally, training that the interviewee would attend would have to have be of his interest, relevant to his profession and that he can get more information about the topic than he already knows and lastly the option to network for inspiration.

At the end of the interview, the interviewee shared that he prefers to learn about training courses through word of mouth. Primarily, he explains that very much depends on the topic of course and if he were to hear from a friend who has previously attended the course and were able to tell him about the training and about the discussion that take place, he would attend. A second preference is direct mail, for example email and but not a newsletter.
11. Interview transcripts

11.1 Non attendees transcript

Interviewee 4 - Chris Boyne

Solange: So my first question is, have you heard of UL Transaction Security before?

Interviewee: No.

Solange: Ok no, you haven’t. Ok. So my next question would of been are you aware that UL provides training services? But I guess that would be no as well?

Interviewee: Yeaaah

Solange: Ok, that’s fine, that’s ok. umm my next question is in general, how do you feel about attending a training course?

Interviewee: In general, yeah. More knowledge is better and if I feel like there is some expertise there in the room then I would be happy to be there and pick up as much as I can. We’re in that realm of business, you are only as good as what you know.

Solange: Oh that is very true. That’s very very true. And what would motivate you to register for a training course? Besides what you just told me, is there anything besides that, would really motivate you to attend?

Interviewee: A lot of things you can learn on your own, but sometimes it’s the thing that would really interest me. A subject matter that I could really get into the subject with and you know if there is some gap in my knowledge and I aware that there is some training out there that would really help then..that would motivate me. It really depends, If I see a job out there that I am almost qualified for but there is a significant gap in my knowledge that would really motivate me to fill that gap.

Solange: So getting to a higher level basically, if I understand you correctly

Interviewee: Yess. Yess. I’m just filling the gaps for my knowledge with everything and sometimes there are a lot of jobs out there and your almost qualified but you just don’t know this one area.

Solange: And what you expect to get out of a training course? If you attend what do you expect?

Interviewee: For me, I would expect to have some.. I think the first is that the guy in there really knows it, not that he is just going through someone else’s power point. If have some question, if I
want to get a little bit deeper into the subject, the guy presenting is going to be able to go there with me. You know?

_Solange:_ yes.

_Interviewee:_ If I am going to pay like 500 or 700 euros or whatever it is for a day’s training, I want to know that it’s it really going to be worthwhile. And if just directly from power point then you can just send me the power point. You know.

_Solange:_ Yes.

_Interviewee:_ I really want to feel like the guy who is presenting can go beyond the material and follow any questions that I have about it. And maybe I’m already half way there and I’m looking to fill in some specific areas in greater detail so, I’m always interested in the qualifications and specialty of the trainers maybe even more so than the subject matter.

_Solange:_ Oh! Good. Have you attended before?

_Interviewee:_ yes, many times. All kinds of training over the years in my career, sometimes by an external agency, sometimes internal and I’ve given some training myself to some colleagues.

_Solange:_ Oh, well that’s interesting. My next question is what are some of the best training that you have attended? What would make them really stand out for you?

_Interviewee:_ Umm. I have to say, that internal training that I’ve got from NXP on their smartcard platforms were pretty good and ummm lets see. I got a nice training from the very beginning of my career on the basic of test methodology that was really useful to set the stem for all the workshop done and attended over the years I think that was British Standard Institute. The BSI not the German institute but the computer science.

_Solange:_ You just mentioned that NXP had an internal training and that was really good. What made it good?

_Interviewee:_ Well the guy giving the training was very knowledgeable about the subject and delivered the training a few times, so this was obvious while going through it. He anticipated some of the question that people would have and so on and he was just really good.

_Solange:_ Ok Good! My next question is through which media channels do you prefer to be informed about a training course?

_Interviewee:_ Umm I don’t know that I really look for training like without a cause. So, if I get emails about it, then that’s great because its very quick to read emails and if you dont have time to read them then you can leave them for later. I guess I would say email is the best channel. But personally, I tend to go looking for training unless I already have something that I want to learn.
Solange: Ok

Interviewee: And then I would immediately go looking for it but a lot of the time you can go looking for it on the internet, if you have colleagues who are experienced in the subject matter you can go get informal training as just in a question and answer method.

Solange: True. But hypothetically speaking, if you wanted to go to a formal training and you had to find something, how would you go about doing that?

Interviewee: Well thats a good question. Well let’s say for example, it about Global Platform, which is a subject area than I am fairly knowledgeable on. Then I would go to the owner of that technology; straight away and see for example, the global platform website. And see if they have a up and coming training session, which I think they do and I would go to the owner of the technology first and if the owner of the technology doesn’t have any training maybe they appoint to someone who does do the training. So I would start at the top. I don’t have an idea of a general training provider that could help me with those sort of things. So I would just go straight to the technology owner. Its almost always technology for because, I am in a technology industry.

Solange: This is another question, from the top of my mind? When you hear the word, ‘training courses or organizations that give training’ who are the first companies that come to your mind?

Interviewee: Honestly, I have no idea.

Solange: That’s ok, its a honest answer.

Interviewee: I had various pieces of training over the years but I’m not quite sure if I have had training from the same company before, if you know what I mean so.

Solange: So, ok. Maybe we’ll try it like this; Best training you have every attended? Who gave it?

Interviewee:: Yes really difficult question to answer. I guess when I was working for Ericsson, it was by an external guy who was teaching us about all about naught cast and board casting in the It domain and seemed to be a subject matter expert of 30 years so he really knew everything.

Solange: Ok

Interviewee:: And he came into Ericsson everything there was a new intake of about10 people they would have this training and bring this guy in and teach everyone about IP and multicast and Unicast members. He was very very knowledgeable. One of the things I didn’t mention, but I did very much enjoy was that the trainer is enthusiastic and had a sense of humor about it because let’s face it it can be really dry and sometimes a little bit boring and just numbers and numbers, so its good if someone can tell a story about it you know as a
way to help you get through the material otherwise you know. I mean the worse kind if training is just when someone is reading off some bullet points in a monotone voice page after page after page. It can quickly just go off and the training just loses its effectiveness.

*Solange:* Understood. Well that was my last question. Thank you for your time. I got a lot of good information

*Interviewee:* Ok, Great and if you need to follow up just end me an email that’s fine

*Solange:* Sure sure sure. I will do that. Thanks a lot ad have a good day!

**Interviewee 5- Thomas Colon**

*Solange:* Ok so my first question is, have you heard of UL Transaction Security before?

*Interviewee:* Uhh no, I haven’t

*Solange:* And would it be correct to assume that you are unaware that UL provides training services?

*Interviewee:* You mean UL or Collis?

*Solange:* Um well, formerly Collis now UL Transaction Security

*Interviewee:* Ok I knew them as Collis.

*Solange:* But you know they provide training services?

*Interviewee:* Yes.

*Solange:* Alright, good. So just to clarify you do not know you UL , but you know Collis?

*Interviewee:* I know Collis yes. I know who UL is, but I knew Collis. Some of the people in the organization did go to training.

*Solange:* But you haven’t?

*Interviewee:* Not me personally, no.

*Solange:* Ok well, that’s fine, that’s good. That will work, So my next question is in general, how do you feel about attending a training course?

*Interviewee:* Generally, I’m very positive about it. I recommend it to all my staff

*Solange:* Oh! Good. And have you attended any training?

*Interviewee:* Uhh the last one I’ve attended was probably more than 5 years ago.

*Solange:* Oh wow. Kool. Can you maybe tell me, if you remember of course. a really good training experience that you had ?
Interviewee: The best one I think I've ever had was with the company which I think was called back then was GemPlus which is now called Gemalto and it was technical training about Payment Technology.

Solange: And what was so good about that?

Interviewee: Well it was very well structured and the course was very complete

Solange: Complete as in?

Interviewee: And the instructor was very knowledgeable

Solange: And you felt like you go what you came for basically?

Interviewee: Absolutely

Solange: Ok that’s good to hear. What would motivate you to register for a training course?

Interviewee: What would motivate me?

Solange: Yes

Interviewee: It would have to be something.. the training would have to be something topical that applies to my current work situation.

Solange: So it needs to apply to what you are doing now?

Interviewee: Yeah exactly

Solange: Could it be something of your interest that you want to know about ?

Interviewee: Not from a professional perspective, no

Solange: If it were something that was not directly related to your profession but could useful, would you attend?

Interviewee: It could be interesting

Solange: Ok its really more about being professionally related to what you’re doing

Interviewee: Yeah. Exactly

Solange: So my next question would be what you expect to get out of a training course?

Interviewee: what do I expect to get out of training, that a broad question

Solange: Yes it is. Ok well, do you expect to gain new knowledge or indepth knowledge

Interviewee: I think depending upon what the training was, I would probably like to get in-depth specific area knowledge for training rather than general knowledge.

Solange: Would it be to meet new people or to network?

Interviewee: Not for me ,not for training
Solange: Ok ok and my next question is through which media channels do you prefer to be informed about a training course?

Interviewee: I prefer Email. I get a lot of them.. but that does not mean that I don’t see them. You learn to look out for the important ones.

Solange: Do you have another preference?

Interviewee: No email is the best way actually.

Solange: Ok for you yes. Well those were all my questions.

Interviewee: Alright! Good luck on your project!

Solange: Thank you!

Interviewee 6- Hans Claus

Solange: My first question to you is, have you heard of UL Transaction Security before?

Interviewee: Uh no.

Solange: Ok, so would it be correct for me to assume that you are not aware that UL provides training services as well?

Interviewee: I do occasionally get mails from you guys, but I’m not quite sure. I don’t pay a lot of attention. You may have sent me something, if you have then I didn’t read it.

Solange: Ok. Alright. Fair enough. So my next question, in general, how do you feel about attending a training course?

Interviewee: How do I feel about it? Well, fine. I mean, sometimes they’re useful and sometimes they’re not, but you won’t know unless you go.

Solange: True. That’s true. Well, have you attended many?

Interviewee: Well yes. I’ve been with the same company for quite a long time, so I have to say that the majority of the training I’ve attended were internal trainings and were organized by the company itself.

Solange: Ok so you haven’t had external training?

Interviewee: I might, maybe a couple yes. But they would be a minority.

Solange: Ok so just to clarify, you feel positively about attending training?

Interviewee: Yeah.Yeah. yeah
Solange: Ok so my next question is what dos you like about training?

Interviewee: What do I like? Well, obviously, the opportunity to learn something new, secondly, the opportunity to reflect upon what you’re doing and how you can do it better. I guess those two things?

Solange: Does anything else come to mind?

Interviewee: Not really No.

Solange: Ok and what would motivate you to register for a training course?

Interviewee: Well if I think am going to take away something useful, something I can actually use I practice after I’m done with training and if I don’t think that the case then I don’t think I’m likely to attend.

Solange: I’m sorry could you repeat the last part?

Interviewee: If I if didn’t think I would be learning something that I could practically apply immediately then I would be unlikely to attend.

Solange: So, if you think that it wouldn’t be useful to you, you wouldn’t attend? Ok, So, maybe if I reformulate it, if you weren’t to attend training you would expect to get out it something you could use directly.

Interviewee: I would expect an immediate principal benefit

Solange: Ok and what kind of benefit?

Interviewee: Well something I would be able to use immediately, it would have to actually fit in with what I actually do.

Solange: Ok so instant gratification it sounds like.

Interviewee: Ahahah if you like.

Solange: Is there anything that you would expect to get out training besides what you just told me?

Interviewee: No. Not really.

Solange: Ok. So Networking, something like that?

Interviewee: Well yeah that can be useful yes. Not that it always happens but yeah. That could be an added benefit I guess.

Solange: Ok and my next question is through which media channels do you prefer to be informed about a training course?

Interviewee: Well like I said most the training we get tend to be internal, so we usually get our internal training services. Now, I don’t know. I mean for example, you guys send mails
but I have to admit I don’t read them because I get so many mails. So I don’t know. I supposed there has to be something in there that would catch my eye, that useful to me otherwise, I’m not going to read the mail.

_Solange_: Ok so what is useful to you,

_Interviewee_: I guess if the mail you sent, the title or the headline says something to me like Yes this is something for me that I would be able to use. Now how you do that, I don’t know.

_Solange_: Ok well that was my last question. Thank you for your time.

_Interviewee_: Ok bye bye.

**Interviewee 7- Héjja Árpád**

_Solange_: My first question to you is, have you heard of UL Transaction Security before?

_Interviewee_: Well just very very roughly. I’ve received a couple of newsletters but nothing more.

Ok, are you aware that UL provides training services?

Yes.

_Solange_ So my question is how do you feel about attending a training course?

_Interviewee_: Well basically I always like training. But it always depends on the budget, what we have for this year. And it always depends on the approval. So basically, I’m always open for trainings any kind because my personal opinion is that learning is the way for success. I’m constantly training myself. So, basically that’s it.

_Solange_ Oh ok very good, I also agree that learning is the way to success. What do you like about training?

_Interviewee_: Well basically there are 2 options. First you have an indoor training and you have an outdoor training. Personally, I think the outdoor training are much more effective then nobody bothers you with different projects and tasks and you can just focus on the training methods and stuff and just learning the new things. I think it has more advantage than the indoor trainings, naturally the indoor trainings are bit more convenient, yes.

_Solange_ When you say indoor, you mean internal?

_Interviewee_: Yes.
Solange: Ok. Just to clarify. My next question, maybe you can elaborate a little bit more, what would motivate you to register for a training course? I know you said you are very interest in learning, but are there more reasons that you would attend a training course?

Interviewee: Which training course?

Solange: In general

Interviewee: In general. Well for example, it must have professional points. For me as a purchaser, negotiation techniques would be important for professional points, they would be very important. Because these trainings take a lot of time and when we are very very tight in schedule, I always like to be in the trainings that have really know-how that I can take away with myself.

Solange: Ok and just to clarify. When you say professional points, you mean the course outline has to be tight? What do you mean?

Interviewee: Well professional points, I mean that for a training where you just sit and listen and every kind of thing are just general and nothing particular, nothing practical. I think the training is not a good training. It would be just wasting my time. But I’d a training has these points and they are practical points for everyday use and also methods and techniques of what you can use in your everyday life then it’s a very very useful training.

Solange: Ok, just so I understand, you would be motivated to attend if a training had points that were very useful and practical for you, that you could use right away basically.

Interviewee: Yes yes yes

Solange: Is there anything else that would motivate you? That you can think of course?

Interviewee: I think that it’s very reasonable I think and are very very important besides, that no. I don’t think that there are any more points that should be considered. But do you have something more in mind?

Solange: Perhaps, maybe more in-depth knowledge on a particular subject I guess. That’s what I meant before.

Solange: Ahhh ok. I understand now. That’s clear my next question, if you were to attend a training what more do you expect to get out of a training course? I know you told me the practical
stuff but maybe there is something more you expect to get out? Perhaps, for example, to get inspiration from the other people that are there, to network?

**Interviewee** Hmm yes yes yes yes, that would be a good idea, to stay in touch with the attendees of the training and just exchanging experiences to learn stuff and how they can use these in practice and that’s a good idea.

**Solange:** Ok. So you would expect to not only get the professional points and the practical things from the training but maybe to network and meet new people as well.

**Interviewee:** Hmm yes yes yes

**Solange:** Ok that is understood and through which media channels do you prefer to be informed about a training course?

**Interviewee:** Internet. Email.

**Solange:** Is that your number one?

**Interviewee:** Yes

**Solange:** No you have any other preferences?

**Interviewee** Hmmmmmm no. I would say just email because you’re basically always close to Outlook or some kind of email system and you always check your email everyday right now, nowadays to just pass on these kind of information

**Solange:** And hypothetically speaking, if you were to actively, go and look for training how would you go about doing that?

**Interviewee** What do you mean by that?

**Solange:** Like for example, you want to learn something more about a new topic or new development in the field and you want to get training on it? How would you go about finding a training to attend?

**Interviewee** Ahh ok.

**Solange:** Maybe I can give an example, would you first start looking online, ask the HR department or maybe would you ask a friend?

**Interviewee** Well probably 2 ways. I don’t think the HR, in general, would be a good idea because they get all the information from myself or those guys or girls who work on the development. Because probably they are more and more in touch with new things and new ideas and knowledge and so in the market. And probably they can give me some good ideas, where to search for new trainings, so I would suggest 2 or 3 ways
1. I would get in touch with our development
2. To look for it on the internet, like Googling and also looking around with major supplier sites to see what they offer
3. If would search for professional trainers in that particular market.

*Solangé:* So I have a question about the 2nd option, you said Googling, what kind of key words would you put into Google?

*Interviewee:* Oh probably ‘Training: and the particular field example if I would like to know something more on the field of bank note printing then I would say bank note printing training. Probably, this is pretty obvious.

*Solangé:* Ahh ok.. You have answered all my question perfectly.

*Interviewee:* Ahh great!

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**Interviewee 8- Sheri Brandon**

*Solangé* My first question to you is, have you heard of UL Transaction Security before?

*Interviewee* Sure, we do business with them so yes.

*Solangé* Oh.ok You have heard of them, so then are you aware that UL provides training services?

*Interviewee* Oh, yes! Very much.

*Solangé* Ok ok. Have you attended one before?

*Interviewee* No

*Solangé* So my next question is in general, how do you feel about attending a training course?

*Interviewee* In general? Not linked to UL you mean?

*Solangé* Um, No if you would like to share your experience on that, its fine.

*Interviewee* The thing is we are in very specific business right and it all into cards and the security on card so it’s very difficult for us to find this specific training for our people, for our staff because it very specific we are very much related to umm relying on or global office for training to give chip training on Mastercard or Visa. We always, it just depends on our budget. One side of our budget is claimed for training, we have always a huge training budget.

*Solangé* Ah ok.
Interviewee: Training is very important.

Solange: Good to know and what would motivate you to register for a training course? This is just a general question

Interviewee: Me as a person or why would I send my people to training? Both would be good but I would like to start with you

Interviewee: Ok as a person, ok first of all I never have time, so it has to be short, 1 or 2 days preferably on Friday or Saturday, condensed and it can be over a longer period of time but to for 3 days at a time for me a person would not work. So then the question is what would motivate me to attend a particular training, I would obviously have to learn from it to increase my knowledge or my market value. So sometimes you do have trainings and you know all of it, BUT IT COMES FROM A CERTAIN UNIVERSITY AND IT FROM Den BLue, IN FRANCE. If its on your CV it increases your market value. So sometimes, the content of the training doesn’t really matter. So yes increase knowledge and increase market value, short and condensed. That is what would motivate me.

Umm for my staff we have 80 staff here. I would from a management perspective, yes it should be increasing knowledge but sometimes we also allow even push people to trainings that increase their market value, we’re a small company and growing with the company is difficult so you need to push your manager and say ‘hey if you want to have a job outside the company in few years you need to start doing these trainings’. Increase market value would be the same for my people. Umm and then yes the same short and condensed because they have work to do. So I can’t afford them to have training for 3 days off right? Huh?

It is actually the same reason I just gave you for myself also apply for my people.

Solange: So just to summarize you would attend a training to increase you market value, short and condensed and bring something that you don’t know already

Interviewee: Yes.

Solange: Ok Through which media channels do you prefer to be informed about a training course?
Interviewee  Ok well obviously we are bombed with emails and yeah if I have time to look at it and if I don’t have time I just click it away. You what if, If I would receive a personalized letter, with a brochure in it. I would really open it these day, because I don’t really receive them that much anymore. I get over 120 email per day so the ones that are not relevant I just click away.

Solange  How do you determine if something is not relevant?

Interviewee I mean you can clearly see if its training or not. And you can clearly see if its spam. If it’s coming from UL and if its training you can see clearly UL on it. I do look at UL email, but it’s also because it can also be business emails. But it’s difficult question, but I’m very fast reader and I can quickly see in 2 seconds if its relevant or not.

Solange Would possible channel be through word of mouth. Would you considered training if one of you contacts suggested it to you?

Interviewee: Yeah. Obviously yeah. If a colleague of mine went to a training, let’s say in the University of Boston and he said it was a great training and great contact and opportunities or so. I went to check it out and it was very expensive, $80,000 But I would say yes, over word of mouth yes. Even if you have ambassadors out there for trainings it always works.

Solange And besides what you have already told me, what do you expect to get out of a training? For example, more contacts, networking something like that?

Interviewee Yes absolutely! Networking is something that is always beneficial I would say. Sometimes even the first benefit. No besides that no not for me.

Solange Ok Let’s say you did not know UL and you were actively look for a training course for you or for your staff, what would you look for in training? What would it have to have?

Interviewee

- It needs to be in the vicinity of where we are, but if its 2 or 3 day course then it doesn’t matter because they can travel
- An acknowledge training, If it were UL everybody knows UL, if you had training there its recognized institute for training same with mastercard or visa, if you were to do with a very small one person company then it would n'to ring a bell to anyone, so it would not add value. It would our preference to do ti via recognized institute
- Price quality, what do you get for the price obviously
- Inhouse training, is it possible for staff, inhouse to get an opportunity things like that that what we look at.

That was my last question actually u answered some of my follow up question all ready

Interviewee Ok
**Solange** So it was really good.

**Interviewee** No problem at all and hopefully, I’ll get a personalized invitation from UL to come and so some training.

**Solange** I’ll see what I can do.

### 11.2 Attendee Transcript

**Interviewee 1- Andre de Werdt**

Solange: In general, how do you feel about attending a (UL) training course? Why do you feel this way?

Interviewee: That’s a difficult question you have. It’s difficult to say because you can only tell after the training.

Solange: Like do you think It’s good for you?

Interviewee: In general, I think for sure it’s good. Yes Yes it not always giving the result that you hope, but it’s always giving some kind of result. So, it’s positive. Yes.

Solange: Okay, so. In general you have a positive outlook on training?

Interviewee: Yes, yes, Yes, Yes.

Solange: Okay! Thank you!

Solange: What motivated you to register for a UL training course?

Interviewee: this specific training you mean?

Solange: In general.

Interviewee: In most cases, its just that you are working in certain areas where you feel that the skills you have or the knowledge you have is not sufficient and you hope to gain some more knowledge by attending such a training.

Solange: Ok So, you would be more motivated to attend a training to gain more knowledge basically

Interviewee: I think yes yes More knowledge especially in the areas that you are working in at that time.

Solange: So more in-depth should I say
Interviewee: Yes yes yes
Solange: And ahh ok, so What do you expect to get out of the UL training course?

Interviewee: From the training itself? Honestly, first you get the invitation or you see the invitation and you see the outline of the training and if you read it and you go to a training you hope that the training is really meeting at the stuff that was indicated in the outline of the training information. At the end what I would like to get out of it would be to really getting the in-depth information you were searching for or you hope to find coming out of the training.

Solange: Yeah, I have a follow up question because you already attended a UL training so, did it meet your expectations?

Interviewee: For the big part yes, to be honest I haven’t been to a training that hasn’t fully, I did get what I had hoped to get out of it but ok I think that normal. Like most if the training are more general and not creates specifically to you and your specific requirement you have so I think that normal but in basically most of the trainings they were giving to a certain extent information that I needed or wanted to get out of it.

Solange: What did you value from attending a training course?

Interviewee: Sometime not always giving the information I wanted but sometimes you already you already know that you don't get that information. I’m searching for certain information and you look at trainings you look at different formats that every training will give and then you select one. I did get quite a lot out of the trainings that I could use for projects I was working on or to get more background knowledge of certain areas that I’m working in. So for sure all the trainings that I’ve attended there will always be some exceptions, but valued never fully answered all the information I was searching for but to extend I did get the information out of that I needed.

Solange: Okay! Thank you. Ok My last question, through which media channels do you prefer to be informed about a training course? Why?

For example. Email or a brochure?

Interviewee: I think to be honest. I think email would be the preference. The brochure would often give out information and a you don’t always take the time to really go through it but email you have more of a summary if you read and if something is of interest to you then you click on the link that is in there and you get more information you need. So my preference is normally through receiving information via internet, via email.

Solange: Ok Thank you.
Interviewee 2- Cobus Nigrini

Solange: What do you like most about attending a training course?

Interviewee: Trainings. Firstly, obviously, gaining new knowledge. As I would say as number one and number two is umm there are two types of training. You can give the first is tertiary training , which is what you get at university and there is a lot of theory and then there is the training that UL provides, which is very practical on top of the theory. So what I like about the UL training is that obviously is the fact that is practical knowledge in the real work place.
So that gives a lot of advantage over to if you would have gone over to a school and thirdly, meeting new people, from different places, from different work environment. You go to training from UL for example, and there are people from all over the world usually that are there. You learn about their work environment, the way they do things, the task challenges they’ve got in their organizations and how they overcome it. Those are the kinds of things they discuss and that’s what I like yeah.

Solange: Ok, So my next question would be, In general, how do you feel about attending a (UL) training course? Why do you feel this way?

Interviewee: Trainings. Well uhh its necessary.

Solange: So you feel positively about it?

Interviewee: Uh no, its never a drag for me to go to trainings. Umm it all depends on what the subject is about. The stuff about smart cards and what UL does is very exciting. Its technology, interesting stuff.

Solange: So you would attend a training based on what interested you.

Interviewee: Yeah no, obviously, I won’t go for something like body building and training. [Laugh] But for someone to teach me about the (inaubilble) that not of my interest. But depending on the topic and the subject and what will be discussed would be my motivation to go

Solange: Ok, so you just answered another one of my question which was what motivated you to register for a UL training course? So my next question would be Through which media channels do you prefer to be informed about a training course and Why? For example, Email, brochure, social media?

Interviewee: That’s a very difficult thing to answer in my opinion, because it hard to get the word out through marketing channels, But my preference is word of mouth, you know somebody that I trust. Maybe come and tell me that there is a good training at UL and do I want to come, that would be my account manager, my partner since we partner with UL,
Obviously, through my contacts that I’ve gotten with UL. I trust him so if he tells me That I’ll benefit out of the training then I’ll go. But the problem with me with marketing is that there is a lot of avenues, there is a lot of spamming, there is a lot of information overload. Emails go missing in my inbox, sometimes in my junk folder, sometimes I don’t even see it. I get invited to lots of training but it all depends on how they position it, how they highlight it and how well they get to the point so I can see if I can get any value out of it. So as far as avenues its usually through my network in the business community and people that I trust that I have a strong relationship with and providing it won’t waste my time and usually through them I would decide. Usually if they tell me within 5 minutes (that is worth it), then I’ll go.

Solange: Ok, nice

Interviewee: I don’t know if I have given you a different angle?

Solange: No! Its good I welcome different angle because it gives me different perspective.

Interviewee: Obviously, you know marketing is good and social media that good but its information overload and you get spammed out. Like someone needs to tell me, like Hey, Cobus we have this training! Then you have 2 minutes if my time and then I can make a decision right there and then but electronic marketing is like an overload.

Solange: Ahhh I see. I’m going ask this question, What is your top criteria for a training? What does it have to have?

Interviewee: Nice Food! No well top criteria for a training, well. Merits, does the training have any merits in the community. If I go somewhere and say I attend a UL or Collis training there is some sort of reputation about because there is a brand connection to UL or Collis so that is what I would look for. So if I got a certificate if attendance or whatever, the time of value that would add to me as a person. So if its like a low level company that no one has ever heard about I wouldn’t trust the content or company, I wouldn’t go, but if it’s a well-known brand, someone that I trust then I’ll go to the training.

Solange: Ok, Understood. Anything else that comes to mind?

**Interviewee 3- Micheal Hoffmann**

Solange: Ok! So the first question I am going to ask you, is what do you like most about attending training course?

Interviewee: Primarily to find some information from outside of my own bank and my own sector. That’s the reason for attending not in house course and not Danish courses.

Solange: I’m sorry could you speak a little louder.

Interviewee: To get information and to get outside my own working sphere, outside of my own bank and outside of my own sector.
Solange: To get new information basically?

Interviewee: Yeah

Solange: would you like to add anything else to that?

Interviewee: It’s not only the new information but also information from outside the sector I am in myself.

Solange: Ahhh ok and what sector do you work in? I’m sorry I must have missed.

Interviewee: Banking

Solange Wilson: Ah ok! Good. My next question is in general, how do you feel about attending a (UL) training course? Do you think it’s a good, not so good? You don’t like it, how do you feel about it?

Interviewee: Is that to attend a training course in general?

Solange Wilson: Yes. In general.

Interviewee: Well I find it inspiring, so you can classify that as good.

Solange: Inspiring how? Can you give me an example?

Interviewee: Yeah, what I get from attending the courses outside of our own courses would be to be inspired by other sectors like I said before.

Solange: Ok!

Interviewee: Other point of views and issues and also of course to gain some more knowledge

Solange Wilson (UL): Ok. Thank you. My next question is can you list a few reasons to attend a training course?

Interviewee: More knowledge of course

Solange Wilson (UL): Yes.

Interviewee: Again yeah

Solange: That’s really staple for you more knowledge

Interviewee: Yes. Networking as well.

Solange Wilson (UL): Does anything else come to mind?
Interviewee: No. Not really.

Solange: Oh ok. And what do you expect to get out of the UL training course?

Interviewee: Ummm to know more than when I entered the course about a specific topic, that’s primarily what I expect and addition networking options.

Solange: And based on the training you have attended before, have you expectation been met?

Interviewee: To a degree yeah. Sometimes yes and sometimes no. Primarily, I would say medium. If were to think of training courses I would think of you.

Solange: Can you give me an example if you can think of one?

Interviewee: How do you mean?

Solange: Maybe one where you expectation were met really well.

Interviewee: I can think of 2 courses offered by UL.

Solange: Ok

Interviewee: Offered in July, one was SEPA course that I attended last year. That fully meet my expectations I had a chance to discuss with people outside of my own sector. and another I can mention was the EMV which was meant to be executive training course and that didn’t meet my expectations at all.

Solange: Right. That’s very good actually. My next question what would your ideal training have to have? What would be your criteria?

Interviewee: the topic of course would have be the of primary interest to choose from, it must be something that is relevant and it must be the expectation that I can get more knowledge before going there and finally as I said they must be the option of next working, getting inspiration for other sectors and other people.

Solange: Well, ok interesting and my last question is through which media channels do you prefer to be informed about a training course? So for example, through a friend, through email, a brochure or newsletter?

Interviewee: That would depend on what type of course I guess, primarily to hear from a friend who actually attended this course prior, so he would be able to tell me how as the training, how was or was there chances of discussion and stuff like that. So I would prefer to have the information from a friend.

Solange: Primarily, word of mouth

Interviewee: Yes. Exactly

Solange: Do you prefer anything else?
Interviewee: It's fine with me, if it happened through direct mails.

Solange: As in en email or a new letter directly?

Interviewee: Email not in letter

Solange: Good those are my questions. Thank you for your time and I appreciate it

Interviewee: That was easy... and hard as well. Your welcome