



university of  
 groningen

faculty of economics  
 and business

customer insights center

# Customer Insights Center

Added value for result driven marketing managers



[www.rugcic.nl](http://www.rugcic.nl)

## Foreword

*Marketing managers need information on market facts, trends and customer behaviour (customer insights).*

*At the same time, academic researchers are producing research data on the very same customer-related topics.*

*This is why we founded the Customer Insights Center at the University of Groningen, with the goal of developing up-to-date and relevant customer insights and sharing these insights with the business sector.*

*Getting to the essence of customer insights requires new scientific research on practical themes, such as customer behaviour, purchase motives, consumer psychology, multichannel communication strategy, social media, big data, customer data, metrics, customer intelligence, customer value, accountability, churn, loyalty, success factors of implementation, etc. We develop fact-based academic knowledge that your company can use to really make a difference. We help you to quickly get to the core of new and relevant market and customer developments.*

*The results of our empirical research are translated into reports and training programmes for the corporate members of our academic knowledge center.*

*We hope to inspire you with our customer insights!*

*Dr. Jelle T. Bouma  
Director*

*Prof. dr. Jaap. E. Wieringa  
Research director*

*Prof. dr. Peter C. Verhoef  
Founding Partner*



### Erik van Essen

**General director,  
Loyalty Management Netherlands / Airmiles**

“Albert Heijn, Shell, V&D, and Praxis are owners of our company. We execute the Air Miles program for them, which has more than six million Dutch participants. It brings us a lot of knowledge about consumer behavior in Retail.

The Customer Insights Center of the University of Groningen delivers, in addition to our own knowledge, scientific insights and trends in consumer behavior. Besides that, it is inspiring to share experiences with other members that also represent strong brands during several events.

It turns out that presented ideas lead to things that we can and must apply in our organization. For example we organized a workshop from prof.

Tammo Bijmolt in our office. Thanks to him we will now improve our tools for saving goals. Our daily activities are making the program for savers more interesting, and for shareholders more profitable.

Often I think: we should make more use of the present knowledge at the RUGCIC. We even hired a talented employee at LMN through RUGCIC.

I would definitely recommend this membership, because it creates and transfers new customer insights.”

## Why a Customer Insights Center?

### Goal-oriented translation of customer data into insights

Knowledge about customers and their behaviour (customer insights) is crucial for realizing a successful marketing strategy. In reality, however, markets and customers are changing all the time. Although customer data and information are collected often, in practice it turns out to be difficult to translate this kind of information into insights and decisions.

### Do you want your marketing decisions to be well-founded?

- How many customers will we lose if we only focus on online channels?
- Which proven success factors can I add to our marketing projects?
- How can our colleagues remain up to date in terms of marketing knowledge?

### We offer fact based market and customer insights

1. One strong knowledge exchange network for professionals.
2. Two seminars a year on new customer insights including implementation tips.
3. Three research reports a year full of management insights.
4. Customized academic and applied research projects.
5. Excellent education programmes to improve your employees' customer focus.
6. The opportunity to meet top graduates (or soon-to-be graduates).
7. Newsflashes containing customer insights based on market knowledge.

## Bianca Knispel

Marketing Manager,  
Generali

'Some years ago I organized an event on customer behaviour and needs. That's where I met Dr Jelle Bouma from the Customer Insights Center of the University of Groningen.

RUGCIC places real-life customer problems in perspective, so that the outcomes are generic and applicable to specific situations.

What made the most impression on me most was a talk I had with Jelle in a kitchen, where he enthusiastically shared with me his passion for the RUGCIC's mission. At that moment I understood his commitment, which to me is a huge guarantee for successful cooperation. His team members are passionate about their work and

together they really make a difference. They are attentive to the needs of the parties involved and translate these needs to relevant knowledge.

I highly recommend becoming a member. Even in its simplest form, a RUGCIC membership will provide you with a sound mix of broad and deep insights, inspiration, contacts within and beyond your own industry and goal-oriented collaboration.'



## Doesn't your marketing department need fact based results?

### Academic quality

The Customer Insights Center (RUGCIC) is part of the Faculty of Economics and Business of the University of Groningen. Academic quality is our top priority.

### Different from the rest

RUGCIC is not a commercial consultancy agency, but builds on long-term relationships with our business members on a non-profit basis.

### Theory translated to practice

Academic publications on marketing, customers and customer behaviour are often difficult to implement in practice. This is why we see it as our mission to translate the most recent knowledge into applicable ideas, readable reports, practice-oriented training programmes, workshops, seminars, etc.



## Carola Volman

Research and Customer Insights Director,  
Ziggo

'A unique feature of the Customer Insights Center of the University of Groningen is the way it combines an academic approach with a business-like attitude.

This means information that is accessible, never hot air. Information that stimulates you to think about cases in depth, both during the process of strategy formation and innovation and when you need to 'sell' something internally.

The themes RUGCIC focuses on are current and relevant, based on what really goes on in the market place. The customer insights they offer are directly applicable to our company.

Moreover, the knowledge level RUGCIC offers is sufficiently stimulating to inspire even the smartest employees. And if you have a question that is not included "in the package", you can always ask and it will be addressed. It's great!

In addition, all the people I have met at RUGCIC are kind and smart, and have a visible passion for their business. In NPS terms I would definitely recommend becoming a member and give RUGCIC a 9 out of 10.'

# Customer Insights Center offers fact-based knowledge

## Seminars, workshops, research reports

Our most recent customer insights are regularly presented in seminars, workshops, training programmes and reports. Step-by-step we describe how customer insights can be put into practice and which pitfalls to avoid. This helps companies to anticipate changing market conditions.



## Jeroen Pronk

Manager Marketing,  
Menzis, Anderzorg and Azivo

'I have noticed a lack of progress in companies' ability to implement academic knowledge.

The Customer Insights Center of the University of Groningen addresses this issue by providing companies with up-to-date scientific customer insights. In doing so, RUGCIC sparks the companies' curiosity and stimulates them to look further.

The people at RUGCIC are accessible and they know how to link their knowledge to our business. In collaboration with RUGCIC's Professor Tammo Bijmolt, we tested our loyalty programme, Healthy Together. This resulted in several concrete proposals

for improving the programme, which we were able to apply successfully.

In addition, the Impactful Marketing Analyst programme offered by RUGCIC definitely has added value. It offers my people more context information and improves their skills.

This is what makes RUGCIC such a valuable source of in-depth knowledge.



## Top class alliances and awards

### Academic alliances

The Customer Insights Center collaborates with several knowledge centers all over Europe and the US. This offers the advantages that knowledge can be bundled and spread. Furthermore, members can take part in each other's events:

- AOG School of Management, Groningen and Leusden, Netherlands, Europe.
- Center for Service Leadership, W.P. Carey School of Business, Arizona State University, Phoenix, USA.
- E-Finance Lab, Frankfurt University, Germany, Europe.
- EFMI, European Food and Management Institute, Leusden, Netherlands, Europe.
- Marketing Association of the University of Groningen (MARUG), Netherlands, Europe.
- Marketing Science Institute, USA.
- TNS Infra Center for Customer Management, University of Münster, Germany, Europe.

### Editorial Board Memberships

- Marketing Science
- Journal of Marketing
- Journal of Marketing Research
- International Journal of Research in Marketing

### Top awards

2011: Thomas P. Hustad Award

2013: AMA Davidson Award

2013: MOA academic award

2013 & 2014: VENI award



### Roel Stolvoort

Marketing Manager,  
Noordhoff Publishers

'Being responsible for marketing, I find it extremely valuable to have easy access to market knowledge. And that is precisely the guarantee offered by the Customer Insights Center of the University of Groningen (RUGCIC). RUGCIC provides a unique opportunity for our marketing experts to keep up with developments in their field of specialization.

In addition to the enthusiastic presentation given by Dr Jelle Bouma in our office, I also found the seminar on big data to be very inspiring. When you attend these seminars you meet a lot of people from the industry. Thanks to the-

se meetings and relevant research reports, our marketing experts are able to effectively improve their knowledge of marketing.

I would definitely recommend becoming a member. RUGCIC offers sound collaboration, clear information and well-organized seminars.'

## Tailor-made education and research

### Special MultiCompany trainings

In cooperation with the AOG School of Management, we have developed a number of training programmes for company employees to complement their academic or higher professional education. The Customer Strategist training programme is a cross-curricular interdisciplinary course that is not restricted to marketing experts. The Impactful Marketing Analyst programme is a part-time training programme for marketing/database analysts/customer intelligence employees.

### Tailor-made InCompany trainings

We also offer tailor-made InCompany courses, in particular for teams or departments focused on marketing, customer intelligence, customer relationship management, services, sales, etc. An important benefit of working with teams of colleagues is that business-specific subjects can be shared in confidentiality. In addition, all our training costs are tax-deductible for participants or employers.

### Research focused on new customer insights

RUGCIC members can carry out academic research focused on their own organization, the industry sector, specific customer segments and/or other specific subject areas. Our researchers are particularly interested in new topics, which can lead to an innovative advantage for companies.

## Annelies Vermeij

Business Intelligence Team Leader,  
Nuon

'At Nuon we want to quickly respond to our customers' needs. This means that the use, analysis and interpretation of data are of crucial importance.

We want to broaden our perspective by gaining knowledge of the newest methods and techniques in marketing intelligence. This is why we have decided to take part in a training programme offered by the Customer Insights Center (RUGCIC). Our department already had a high level of knowledge in this field of study so it was very useful that the training could be customized in consultation with Jaap and Jelle.

I find the depth of knowledge at RUGCIC extremely valuable. You can ask them questions about the deepest level of statistical methods and techniques, and they will know the answer. Furthermore, all discussions on practical implications are based on their extensive past experience.

I enjoy collaborating with RUGCIC because of their individual, personal approach. It is great to have a brainstorming partner with such in-depth knowledge. RUGCIC offers expertise that helps us develop our business.



## Membership benefits

### Basic membership (annually € 7.500,- excluding VAT)

- ✓ Per year at least 3 free Research Reports regarding subjects within the field of Customer Insights.
- ✓ Free attendance of their marketing employees at two Seminars per year in the spring and autumn centrally in the Netherlands.
- ✓ Access to academic publications of the department of Marketing of the University of Groningen.
- ✓ Access to many MARUG and other activities and seminars with a discount.
- ✓ Discounts up to ten percent of the employee costs in the execution of an academic research or customized knowledge training.
- ✓ Corporate name and logo will be shown on the website and the reports of RUGCIC.

### Premium membership (annually € 14.000,- excluding VAT)

Next to the previously mentioned services, Premium members are entitled to the following extra services:

- ✓ One workshop per year to be held in the Member office regarding a subject in the field of Customer Insights
- ✓ Acquaintance to almost or recent graduated top students upon request.
- ✓ As member of the Advisory Board invited to think about research themes and programs for Premium members during Executive Meetings.
- ✓ Discounts up to 50 percent of the employee costs in the execution of an academic research or customized knowledge training.

### Large project membership (annually large amounts)

In special cases we face large cooperation project, for example:

- ✓ Sponsorship of a PhD- student : 4 years of research for the benefit of your organization.
- ✓ Sponsorship of a post-doc (dr.) position: 2 years of research for the benefit of your organization.
- ✓ Sponsorship of a special professor at the University of Groningen.



## Ewald Hoppen

Web Analysis Team Leader,  
wehkamp.nl

'Our company has been a Premium member of the Customer Insights Center of the University of Groningen since its foundation, because we believe that customer insights are of crucial importance for wehkamp.nl.

RUGCIC provides us with the most up-to-date knowledge on everything that happens in the market outside our company. Knowledge transfer is very effective and takes place through seminars, meetings, workshops, reports, research projects, trainees, etc.

What I appreciate most is the ease of collaboration. RUGCIC researchers are accessible and really make an effort to offer wehkamp.nl added value. And

RUGCIC is aware of all recent developments in online retail.

We have large amounts of data to process, but are not always able to directly analyse everything ourselves. Within just two weeks we received insights from RUGCIC that helped us implement relevant improvements. RUGCIC's solution-oriented way of thinking is very helpful!

I would definitely recommend becoming a member, and advise you to make active use of your membership.'



## Dozens of organizations are members

### Target group and members

We target organizations that serve large numbers of customers and would like to support our research. Below there's a list of our current members. They collectively rate our activities at an average 8.4 out of 10 over several years.



## Joost Bosma

Head of Customer Insight,  
NS

'I've been a member of the Customer Insights Center right from the start, because in practice we are often looking for academic explanations. Plus, academic studies also needs cases from practice. This is why this is such a win-win collaboration.

What makes RUGCIC so special for me is that we share a common passion for customer insights, but we approach the subject from different perspectives.

Together with RUGCIC we try to better understand the level of customer satisfaction of NS travellers in order to increase our effectiveness. An executive meeting at one of the other members'

office has helped NS enormously in this process.

RUGCIC provides a strong network of experts from the industry who challenge us and help each other grow within everyone's own organization. The diversity, inspiration and shared passion for customer insights make this a unique concept in the Netherlands. This is why I highly recommend becoming a member.'





## Peter Vertregt

**Marketing and Sales Director ,  
Wegener**

'I discovered the Customer Insights Center of the University of Groningen via Susan Duinhoven, our CEO.

What I find valuable about the academic customer insights provided by RUGCIC is that every marketing or sales decision begins with collecting sound insights.

We've recently had a number of discussions at Wegener about collecting customer insights online. We were wondering whether this approach is more effective or useful than traditional offline customer information.

I believe that the added value of RUGCIC lies primarily in the link between a number of resources and the insights generated from big data. Ultimately, it is our goal to make our readers and content providers happy.'



## Sietske Lhoest-Snoeck

**Marketing Intelligence Manager,  
Achmea Health Care Division**

'In my previous job, I was given the opportunity to write a thesis on customer value management and thus obtain my doctoral degree. In the process I experienced the difficulty of operating at the interface between academic study and application in the business industry. These are two different worlds, but the Customer Insights Center of the University of Groningen supported me in building a bridge between them.

A good example of this is the contribution of Dr. Jelle Bouma and Professor Jaap Wieringa in my previous department. We wanted to enrol in one of their training programmes, but did not wish to follow the standard curriculum. Following a couple of talks, we were offered a tailor-made programme that perfectly matched our needs

and wishes.

I can highly recommend RUGCIC membership for two reasons: it provides a real addition to knowledge in my field of study and an interesting platform for meeting people in the field. And thanks to RUGCIC I found my current, amazing job!



## University of Groningen

Established in 1614, the University of Groningen has always had a rich tradition of leadership in teaching and research, and it ranks as one of the best European universities in international ranking lists. In addition to teaching programmes, the University of Groningen offers a stimulating environment for a number of stakeholders, including the national and international business industry. Groningen is an interesting knowledge city with an active student life. There is always something interesting going on!

[www.rug.nl](http://www.rug.nl)

## Faculty of Economics and Business Administration

The Faculty of Economics and Business aims to make an important contribution to society through its students and staff. The connection between the Faculty and the business industry plays a crucial role in this respect. On the one hand, the Faculty functions as an important source of knowledge for organizations that wish to have their questions addressed from a sound academic perspective. On the other hand, information from other organizations and companies is extremely beneficial to the work of the Faculty.

[www.rug.nl/feb](http://www.rug.nl/feb)

## Customer Insights Center

RUGCIC aims to create a knowledge platform to reduce the gap between academic study and practice by developing and sharing recent and relevant customer insights. In doing so, we improve the level of customer knowledge within corporations. We conduct professional academic research and share the results with our members in the industry.  
[www.rugcic.nl](http://www.rugcic.nl)

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## Paul Otter

**General director and Bailiff,  
Incassade Deurwaarders en Incasso**

'In our collaboration with RUGCIC, communication with the customers (debtors) plays a key role. To us, communication is a condition for contact, and contact the key to success. To communicate more effectively, we need to better understand the restrictions and motives of our target group. This is why we included personal interviews in this research.

Our initial approach, by telephone, did not work. Martijn Keizer and Jan-Willem Bolderdijk proposed approaching customers face-to-face at our office. This turned out to be a wise move. Our service was greatly improved thanks to their pro-active thinking and involvement.

I would definitely recommend becoming a member. RUGCIC demonstrates

the importance of the link between academic research and daily practice. Their academic knowledge on how to influence customers is substantial. I think it is a great pity that this kind of knowledge is so rarely used in practice. Thanks to our collaboration with RUGCIC our results have become much clearer.

Being part of this kind of network is also very interesting. It gives me the opportunity to share knowledge with people from different sectors who are interested in this field of study. It stimulates me to look at my own business from a new perspective.'



# Customer Insights Center

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## More information

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(050) 363 3686  
[cic@rug.nl](mailto:cic@rug.nl)



## Colofon

Uitgave  
Rijksuniversiteit Groningen  
Customer Insights Center

Grafische Vormgeving  
BPC Utrecht - Tineke Oosterwijk

Fotografie  
Casper Rila  
Jeroen Koeten

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