

Positive Strategic Design

The development of a design tool that facilitates positive organizational and business development



GRADUATION REPORT

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Preface

This report is the result of a self-initiated design graduation project that regarded positive design in a strategic design context. The goal of the project was to design and develop a tool or method that integrates positive design knowledge into strategic design processes.

To get to the bottom of this, desk research and user research into the domains of strategic and positive design were conducted. Research presented opportunities to apply happiness interventions on multiple strategic levels of a product-service system. These opportunities were developed into an overview, the positive strategic design (PSD) framework. Research also presented several strategically viable implications to communicate the happiness interventions. The chosen strategy was one that was directed at design students. The students are the bridge between theory and practice and can potentially improve engagement with positive design in both areas. The strategy was to create a solution that included principles from both strategic design and positive design and incorporated the PSD framework.

The final design included a tool in the form of website and a printable card set and were developed to give users the same value independent of the format that they use. Moreover, people can download the card set through the website, making it easier to use and discuss the happiness interventions in a group.

I would like to express my gratitude to Pieter Desmet and Sijia Bakker-Wu for acting as my supervisors during this project. Their guidance and insights got me through the hurdles along my way to graduation. I would like to thank Anna Pohlmeyer for an inspiring introduction to positive design, and for believing in me and helping me to set up and take on this graduation possibility. Moreover, for acting as co-chair during the starting phase of this project. I would also like to express that it was a great opportunity to do a project at the DIOPD, and hopefully add to the development of positive design knowledge with the tool I developed during this project. My thanks go out to the participants in my interviews, creative sessions, and evaluation research. They presented valuable insights for practical aspects of the project that could only have been come from their feedback.

I would like to Indy van der Heijden and Marjolein Koehler, for their academic advice during my graduation project. Their wisdom gave me new perspective in certain situations and during elaboration of the report. Furthermore, their views and tips gave me confidence to believe in myself along the way of this project, something that was necessary to keep my mind on track. Finally, I would like to thank my parents for their support and encouragement throughout my education.

Omar van der Heijden, 1st of August 2019

Terminology

Strategic Design (SD)

SD is design in relation to business and strategic decision-making.

Product-Service System (PSS)

The system(s) organized by a company that provides product and service solutions to serve the needs and wishes of their consumers and employees.

Positive Design (PD)

PD is design research, design intention, and design application with an explicit focus on improving the subjective well-being of people.

Positive Design framework (PDF)

The PDF presents possible design directions that have proven to be useful for design for subjective well-being.

Minimum Viable Product (MVP)

The MVP is a version of a product that has the minimum number of features or requirements to be sufficient for its intended use.

Subjective well-being

Subjective well-being, interchangeable used with happiness, is the overall valuation of a person's life at that moment in time, taking into account feelings, emotions, moods, and other cognitive judgements.

Executive Summary

Problems are increasing in complexity and companies are recognizing that their strategies should adapt from a business focus to a human focus. To take on these developments strategic design is in need of different approaches that facilitate this human focus. Positive design is such an approach which can be more commonly applied during strategic design processes. This design project strived to answer the research question on how positive design can be integrated into strategic design. Moreover, to gain insight in the potential value positive design has to offer and which methods and tools could assist in translating that value. The goal of this project was to formulate a tool that would inspire people to consider happiness as viable part of strategic design.

To get to the bottom of the research question, first literature from the domains of strategic design and positive design was analyzed and discussed. Furthermore, positive psychology was elaborated, which was an important step to strengthen the understanding of the underlying science behind the design principles of positive design. The reviewed literature presented a variety of insights and indicated that developments in both design domains and that of positive psychology offer a lot of opportunities to achieve the project's design goal. Based on these opportunities a positive strategic design framework was theorized, which acted as the guideline for the continuation of the project.

Secondly, with the theory in mind, getting insight in practice was valuable. Furthermore, to broaden the understanding of the target group, user research was conducted. By means of interviews and a creative session, insights were uncovered about practical aspects that were important to take into account for further development and elaboration of a solution. With these insights from potential users, a more refined direction was given to the project's strategy.

Thereafter, a more concrete design goal was formulated with the additions from user research: develop a design tool that translates the theory regarding developments and findings in design, business and positive psychology into actionable knowledge that motivates and enables people to use positive strategic design. Based on the design goal, several ideas for possible solution variations were elaborated. These ideas were assessed for their viability, feasibility and desirability in the context of the project. The choice was made for a solution that combines two ideas for further development into a tool, a website and card set. An MVP was formulated to define the minimum requirements the tool had to include for it to be sufficient for usage. With these requirements in mind the two components were developed into working prototypes.

After ideation was concluded, the prototypes were tested and evaluated. This was necessary to indicate if the current solution upheld the requirements defined in the MVP. Furthermore, the solutions features were expanded beyond the minimum requirements to improve its viability. These were based on findings from desk- and user research that were established before or during ideation.

The final product of this project was a tool consisting of a website and printable card set. The tool presents 14 strategies that are focused on stimulating happiness within a product-service system and are accompanied by design principles that users should keep in mind and a guide on how to use tool. The choice for a website was made since it is an easily accessible format in which the tool offers equal value, while the card set makes it easier to use the tool in group activities.

The developed tool combines principles from strategic design and positive design, achieving the project's goal. Yet, there is more research to be done (i) to uncover additional possibilities to further develop opportunities for positive strategic design and (ii) to add to the development of positive design knowledge in general, to which the tool strives to contribute.

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Introduction

1. Introduction

In the contemporary world problems that relate to more ethical questions and moral values are taking a bigger role in evaluating consumption and business in general. Businesses have been experiencing conflict between considering personal and organizational values and goals (Boyd, 1981; Floyd et al., 2013), and consumers are in distrust of business' intentions if inaction is the ongoing result (Floyd, Xu, Atkins, & Caldwell, 2013). Thus, companies come to understand the value and importance of a well-considered (strategic) design approach as means of taking on problems and opportunities (Brown, 2009; Sääksjärvi & Hellén, 2013; Zhang & Dong, 2009). Strategic design refers to the professional field in which designers use their principles, tools and methods to influence strategic decision-making with an organization (Calabretta, Gemser, & Karpen, 2016). It regards design in relation to business, i.e. design in relation to the well-being of a company. For companies to keep existing their primary goal is sustaining their business. Therefore, due to the nature of how sustaining one's business has been approached in the past, strategic design often has been less human-focused but rather involved exploiting consumer behavior and maintaining and improving the business of an organization. However, with a more human-focused approach, it will clear up the dissonance between personal and organizational values and goals.

Human-centered design is an example of a human-focused approach, which focuses on fulfilling the psychological and physical needs of people in any possible way, be this products or services (Greenhouse, 2012). Giacomini (2014) describes how research supports the claim that human-centered design can be beneficial for the commercial success of a company. But how to adhere to the needs of people, when these needs are sometimes buried in all feelings, moods, emotions and opinions of the people using and facilitating the products and services? For that purpose, positive design is an approach that has an interesting prospect for the design world. Desmet and Pohlmeier (2013) describe that positive design focuses on understanding how the subjective well-being of the user can be influenced by environmental and design components, either positively or negatively. It can help create solutions that improve the user's subjective well-being and can help prevent or overcome apparent negative influences (Desmet & Pohlmeier, 2013).

Focus on human behavior, their needs, emotions, values, habits, and beliefs are not new for strategic purposes (Evans, Jamal, & Foxall, 2009), but currently the measurements to objectively evaluate the subjective side of things are missing. As positive design strives to understand and improve the subjective well-being of the users, it becomes clear that it can be an advantageous approach when considering strategic decisions. With the supportive evidence that human-centered design can be beneficial to strategic design (Maguire, 2001), it is of interest to investigate how positive design can be applied to enhance or focus strategic design processes on the improvement of a user's happiness, and in that on the well-being of a company that is providing a user's happiness.

1.1 Project framework

In general, strategic designers have acquired an understanding of the basic principles of human-centered design and its added value. But, the field of positive design is a young domain and often still unknown territory for strategic designers. The definition of human-centered design does not fully encompass what positive design is. While it does focus on facilitating lower- and higher-level needs (Maslow, 1943; Zhang & Dong, 2009) and on creating solutions for humans rather than just customers or consumers (Greenhouse, 2012; Zhang & Dong, 2009), the *raison-d'être* of a positive design-based solution is determined by its enhancing effect on the subjective well-being of users (Desmet & Pohlmeier, 2013). Positive design being focused on addressing the needs that explicitly make people happier, rather than other design approaches that carry the outdated overestimation of increased happiness through increased material wealth (Seligman, 2011; Patterson & Biswas-Diener, 2012). But although both design domains differ, it can be argued that there is an opportunity to gain a strategic advantage through careful application of positive design, since the knowledge about the evolution of user needs and the benefits from human-centered design for the commercial success of a company (Maguire, 2001).

At the TU Delft faculty of Industrial Design Engineering, there is an initiative that focuses on positive design. The Delft Institute of Positive Design (DIOPD) initiates and encourages research and development projects that focus on creating solutions that have an added value for a user's subjective well-being. Among other activities of the institute, students take the opportunity to create a graduation project that implements aspects from positive design theory and tools. Graduation projects that focus on happiness are mainly design initiatives that focus on product development. There are projects that have an educational aspect to them, with tools and frameworks that are created as outcomes, but an explicit focus on promoting positive design during strategic design activities is still scarce.

As there is a need for understanding subjective well-being from a business point of view (Desmet & Pohlmeier, 2013), it is wise to create a solution that helps designers active in strategic contexts and strategic design students to research and develop with subjective well-being in mind. Moreover, that it has scientific basis and accelerates the conversion of knowledge, and therefore stimulates the designers to choose positive design as worthy substitute to approaches that have a more grounded foundation. The focus here is on strategic designers, as their role is becoming increasingly important to bridge design and business and design leadership is becoming critical to a business' success (Gloppen, 2009). In conclusion, there are several aspects that call for further analysis which can be summarized in the following research question: *How can positive design be integrated into strategic design?*

To optimally answer this question and formulate a suitable solution, the following sub-research questions were addressed briefly:

1. What can be the added value of incorporating positive design in strategic design and how can this value be communicated?
2. What tools, methods, and knowledge within positive design and strategic design can be used to design for subjective well-being?

1.2. Project Goal

The goal of this project was to design and develop a tool or method that integrates positive design knowledge into strategic design processes. The road towards this was by first reviewing theory of the domains of positive design, strategic design and positive psychology. Grasping which aspects are important and compatible assists in scoping the design goal. Afterwards, user research added more practical insights and gave further direction to the next steps. After the research was finished a development strategy was formulated in the form of a design challenge. Followed by a consideration of tools and methods appropriate for the selected target group, besides any tools or knowledge that were uncovered during the literature review. With that in mind the ideation was initiated, and a concept chosen. The concept continued to be iterated multiple times to shape the solution into a usable and valuable tool. The aimed result of the project was a tool that fits the target group and helps strategic design activities focus on improving happiness.

This project hoped to contribute to both research and development in the domain of positive design. The results of the graduation project will regard an inspiring contribution to the strategic design foundation for positive design, since it strives to promote sustainable business development that keeps social and environmental aspects in mind. In doing so it strives to improve engagement with both positive design and positive psychology. Furthermore, to establish an inspiring foundation for designers to work with, to design for, or to research positive design in a practical and preferably strategic context. This graduation project regarded how the knowledge from the positive design domain can be advantageously implemented within the strategic design domain. Therefore, it strived to have added value for the research portfolio of the Industrial Design Engineering Faculty of the TU Delft for both the Strategic Design- and User Experience department.

Literature Review

Literature Review Summary

To get to the bottom of the research question, literature from the domains of strategic design and positive design was analyzed and discussed. Furthermore, positive psychology was elaborated, which was an important step to strengthen the understanding of the underlying science behind the design principles of positive design. The reviewed literature presented a variety of insights and indicated that developments in both design domains and that of positive psychology offer a lot of opportunities to achieve the project's design goal. Based on these opportunities a positive strategic design framework was theorized, which acted as the guideline for the continuation of the project.



2. Literature review

The purpose of this literature review was to get an in-depth understanding of the broader context of the domains that are being researched for this project and provide a theoretical framework of the context that fits in the project's scope. To achieve this, it was first necessary to elaborate the core of both the strategic and positive design domains and that of positive psychology in general. This was done by (i) overviewing how strategic design is defined and positioned in the contemporary world, followed by (ii) an overview of positive design principles and current applicable knowledge, finishing with (iii) an elaboration on positive psychology and the role of happiness in business. This understanding was necessary to define important aspects and possible criteria for further elaboration of a solution that stimulates designers to consider subjective well-being as part of strategic decision-making processes.

2.1 Strategic Design

As mentioned in the introduction, strategic design is a field of work that focuses on strategic decision-making in an organization (Calabretta, et al., 2016), and on the performance and efficiency of a company in the eyes of its stakeholders (Mager, 2016). A strategic designer operates in a system of social and market related principles, beliefs, values, tools, and methodologies to guide an organization in a direction and organize its activities in a way that will optimally deal with the contemporary external and internal environment. In doing so, an organization will be able to evolve as well as maintain and develop one's own identity, whilst also influencing and changing the environment (Meroni, 2008). Strategic design is about design thinking in a broader context than that of a single product development project and considers the past and future of the environment that an organization operates in to come up with innovative solutions. Furthermore, it regards balancing viability, feasibility, and desirability on all levels of an organization (Brown, 2009). Viability is about how a solution has potential added value for a company, and if that added value is worth the costs. Feasibility regards the resources a company possesses to develop a certain solution. Desirability is about how a solution meets the values, needs and wishes of the stakeholders in a company's internal and external environment. In balancing these aspects in the process of making design decisions, strategic design strives to include all stakeholders from the environment when making design decisions researching their values and needs, evaluating their influences on the organization, and considering the implications. The more a company values design, and thus the more it strives to implement it in the organization's culture, the more strategic the application of design becomes (Calabretta et al., 2016).

2.1.1 Strategic design practices

Strategic design regards applying design methods, tools, and approaches to support and enhance strategic decision-making in a company. To understand what really defines strategic design, it is worthwhile to dive deeper into what kind of practices are applied during strategic design processes. Calabretta et al. (2016) argue that there are eight essential practices a strategic designer must be able to apply in design processes, namely: *envisioning, inspiring, simplifying, structuring, aligning, translating, embracing, and educating*. These eight practices are described briefly to get an insight in the core of strategic design.

Envisioning

Imagining and incorporating a future-oriented, long-term perspective both into their innovation strategy and into the objectives of their design projects. Here it is about finding fertile ground, conceptualizing innovative solutions and defining goals based upon thorough internal and external research and analysis.

Inspiring

Making stakeholders, internal and external, confident enough to think and act differently. Presenting them with information that will shape their thinking in a certain direction. Thus, stimulating them to act upon this newfound knowledge in a way that is directly beneficial to them.

Simplifying

Connecting and synthesizing information in a concise and meaningful manner. It regards an analytical transfer of knowledge, insights, research and so forth into a concise and understandable format that is easy to grasp for stakeholders. The level of simplification is dependent on the stakeholders' strategic responsibilities. Thus, the more responsibility the stakeholder has, the more concrete and in-depth information should be. Whereas a stakeholder with little responsibility might not need all or any background information, just the insights to see the logic behind certain information.

Structuring

Defining and executing each step on the road to achieve the project's objectives, while allowing for flexibility and sensitivity to changing circumstances. Here it is about establishing a manageable and feasible planning while keeping in mind the timeframe of a project, the internal resources of the company and the external road to implementation.

Aligning

Deciding upon the direction of a solution that complements or matches the organization's strategy, values and assets. With a clear vision, mission and ambition (VMA) a company has guidelines to align decision-making on a company-broad or project-specific level. To keep an up-to-date view on the necessary strategies, values and assets it is advisable to have a periodical review of a company's VMA, to align the evolving needs and goals a company and its environment have.

Translating

Converting information from one language to another – verbal to visual, visual to verbal, tacit to explicit, explicit to tacit – to enable knowledge sharing and knowledge creation. Each group of stakeholders speaks their own language, which is sometimes more difficult to distinguish than that the differences, or lack thereof, seem apparent. It is crucial to know how and when to translate information, since there might be two different underlying explanations behind two seemingly similar sources of information. E.g. stakeholder 1 might have behavior A which is motivated by need X, while stakeholder 2 also has behavior A but is motivated by need Y. It is about understanding

Embracing

Creating widespread organizational commitment to the project outcome, and the design approach used during the project. It is about a combination of facilitating positive experiences with the design approaches used and providing an environment in which internal stakeholders feel comfortable enough to ask questions as well as to express possible concerns as these might arise along the way. In the process it is the strategic designer's responsibility to involve and engage the internal stakeholders to apply design approaches besides indirectly experiencing their effects on the organization.

Educating

Building design capacity among organizations by teaching them the ins and outs of design. The focus is on educating internal stakeholders about the value of design theory, methods and tools in their work. Moreover, on how application of design can be advantageous in a wide variety of occupations and activities and how the changing nature of society might make design approaches problem-specific. Important in this process is the combination of organizational commitment to a design mindset that makes for a long-term impact.

These practices are all important drivers for successful strategic design. Considering which one of these practices is best applied during certain activities and process steps is dependent on the experience of the design practitioner. These practices are guidelines when designing for and with strategic design.

Whereas the tools and approaches to (strategic) design might evolve with the development of technologies and society, these practices are less temporal.

2.1.2 Evolution of design and business

As the world evolves, so does design to keep up. Over the last decades, design application and design research have evolved towards being more and more human-focused (Zhang & Dong, 2009). Approaches and methodologies revolving around experience, happiness and well-being of the user are gaining popularity, hence the research into these topics becomes broader and more in-depth (Maguire, 2001; Zhang, 2007). Within strategic design, the human-centered component is getting traction in multiple areas of the domain. Product-focused strategies are getting user-focused alternatives or adaptations in order to get an overview of and adhere to the specific needs of users (Rust et al., 2010). For example, Rust et al. (2010) introduced a revised marketing approach in which the brand equity is reshaped into customer equity. This as a response to the outdated approach a lot of companies still use in their impersonal mass one-way marketing approaches (Rust et al., 2010)

Another increasingly important aspect for companies to focus on is desirability (Sääksjärvi & Hellén, 2013; Zhang & Dong, 2009). This development comes from design being about creating solutions that not only fulfill the apparent needs of users, but also enhance their lives and in that creating a better society (Calabretta et al., 2016). Therefore, there is a need to define how desirability can be measured. Often desirability is still dependent on the perception of a single designer, but for it to be evidence based a more scientific approach is deemed necessary (Sääksjärvi & Hellén, 2013).

Zhang and Dong (2009) discuss how design has always been human-centered in a sense that it focuses on human needs as described by Maslow (1943) in his hierarchy of needs. Furthermore, that the outcomes of design efforts have always been centered around some aspects of human needs and have evolved over the years to put emphasis on different layers of the conceptual model presented in Figure 1. Other research also indicates that there is an increase in focus on human-centeredness from being solely functional and problem-solving to a means of finding and researching opportunities that stimulate sustainable business development (Maguire, 2001; Rust et al., 2010; Zhang, 2007).

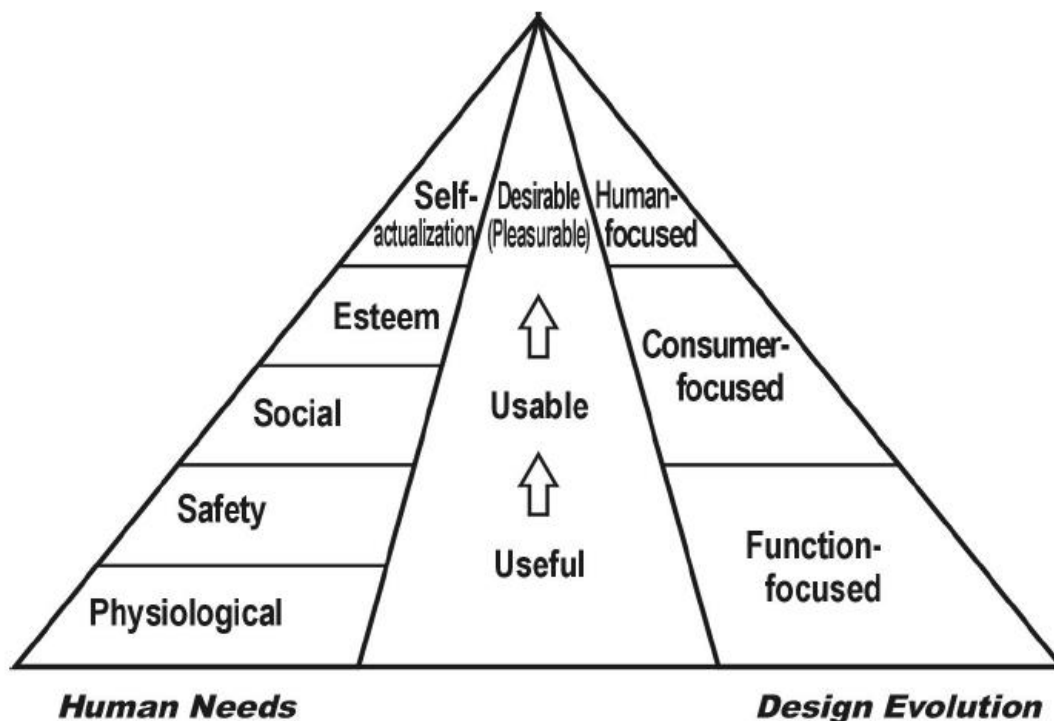


Figure 1, Conceptual model of human-centered design (Zhang & Dong, 2009)

Furthermore, applying design in strategic decision-making is gaining popularity on multiple strategic levels of a company (Calabretta et al., 2016). Meaning that the influence a strategic designer has, based on the function they hold within a company of course, can extend towards the entire business of a company and the company itself. Thus, in order to get an advantage on the competition, contemporary and future markets are becoming increasingly dependent on the use of design (Gloppen, 2009). This advantage can best be carried by the highest-level strategic designers; this is where leadership comes into play.

Leadership and design

At the highest level of strategic design is design leadership, in which design principles are important at all levels of strategic decision-making (Calabretta et al., 2016). Research indicates that leadership plays a key factor in facilitating an engaging workplace for individual employees and in letting organizations flourish (Van Dierendonck, 2011). Though people in leading positions can see the value of design and can have a positive attitude towards it, it is necessary to know how it is applied and implemented in the organization to have an optimal and long-term effect (Gloppen, 2009). Thus, if design principles are to be incorporated in an organization, be this from positive or strategic design, the way leadership is organized is to be taken into account as well. This indicates that people in leading positions should be capable enough with design to lead by example.

Furthermore, successful leadership goes beyond design leadership alone. Servant-leadership is an important approach to consider for positive organizational behavior (Van Dierendonck, 2011; Gavin & Mason, 2004). Here it is about going beyond the self-interest and putting the needs of employees first. This is to facilitate an environment in which employees can grow, and thus make room for organizational flourishing. This indicates that for an organization to function optimally, leadership should take a role that provides and facilitates the employees with the necessary resources while keeping true to the vision and mission of the company (Davis, 2018). Leadership has the responsibility to include internal and external stakeholders and be open to changing circumstances over time, be this needs or values of the stakeholders.

Successful leadership also regards providing stimulating workplaces in which employees can grow and organizations can flourish. It is about recognizing when and how the needs of stakeholders are threatened and how to respond or resolve this need-threat (Caza & Cortina, 2007; Ivtzan, Sorensen, & Halonen, 2013; Jamieson, Harkins, & Williams, 2010). Internally this can be due to social aspects that influence a person's need for belonging and esteem (Caza & Cortina, 2007; Ivtzan et al., 2013) or occupational aspects that influence a person's need for competence or meaningfulness (Ivtzan et al., 2013; Jamieson et al., 2010). Thus, leadership should take responsibility to find solutions that benefit both the individual and the company and manage the organization accordingly.

The coming of service- and information-focused design

Besides design evolving towards a more human-focused way of approaching problem-solving and need satisfaction, it is worthy to note that the evolution of society and companies points towards being more service- and information-focused. This to adhere to the versatile needs people and businesses have. Providing people and companies with information and services are starting to play critical roles in developed countries and are becoming main contributors to their economies (Hermann, Pentek, & Otto, 2016; Mager, 2008; Porter & Millar, 1985). For illustration, the service sector has grown to account for 60 to 80 percent of the gross national product of Western countries (Mager, 2008).

Other recent researches into strategic design argue that strategic design is also becoming more focused on a product-service system (PSS) (Meroni, 2008; Mazini, & Vezzoli, 2003). Furthermore, that strategic design is welcome and needed in a broader context than that of a competitive environment. Concluding that all those affected by, or who must deal with, design decisions in a continuously developing and (radically) changing environment need a strategic design approach. To prepare for the

demand from the changes in a socially and environmentally sustainable way Meroni (2008) proposes that strategic design is in fact always focused on a PSS. Moreover, a company must be an organizer of systems in a way that it can provide and deliver solutions consisting of products and services designed to be harmoniously used by a specific user (Manzini, & Vezzoli, 2003).

The service aspect of it design is getting a more central role in the product-service system, *“as added value of offers is increasingly generated by intangible service elements”* (Meroni, 2008, p. 32). Furthermore, this is mainly due to three developments (Meroni, 2008; Tseng, Jiao, & Wang, 2010). Namely, (i) the increased demand for customized and personalized solutions in consumer markets, (ii) the development of the ICT sector and its applications in solutions, and (iii) an increase in specialization of companies, focusing more on what defines their core business and outsourcing the parts that require their own specialization. This last development is cause for a great increase in new service companies, that take on the opportunity of facilitating the services of other companies. These developments are in line with the evolution of design (Zhang & Dong, 2008; Porter & Millar, 1985). The increase in specialization can be explained by the suggestion of Barney (1986) on gaining a strategic advantage. Barney (1986) suggests that focus on analyzing and improving the unique skills and capabilities of the company, rather than focusing on the external environment, is the way to increased business performance. Thus, specialization of a company's core business, and improvement of the skills and capabilities that support that, is a promising way to achieve strategic advantage in the contemporary world. The reason for this development to be of interest for this project, is that services depend on the people in the system to successfully organize all aspects and interactions that come with them. This means that the social part of solutions is becoming increasingly important as a well-organized product-service system becomes more important in different industries. Implying that these aspects and interactions are becoming part of the what and how behind a human-focused solution, rather than being byproducts of the solution.

Ethical awareness

With the current technological, environmental and socio-cultural developments, companies are becoming role-models in tackling problems that are directly related to their business context and indirectly-related to bigger issues that take into account personal values (Boyd, 1982; L'Etang, 1995; Floyd et al., 2013). Furthermore, to emphasize the openness of education and theory to evaluate and improve the status quo regarding ethical responsibilities but also state that in practice business priorities cause an imbalance between personal values and those of a company. This is a development that goes beyond leadership and starts at the core of a company's business. It is intertwined with the vision and mission of a company and plays an important role in the judgement of stakeholders for selecting a company as PSS provider. This is both applicable for people choosing an employer or purchasing a PSS-solution (Aaker, Leslie, & Schiffrin, 2012; Ivtzan et al., 2013). Furthermore, a company should take responsibility to develop sustainable solutions in each business aspect and should strive to evolve and grow with the increasing or changing demand of its stakeholders and the environment (Davis, 2018).

Besides an increase in ethical responsibilities, it is important for a company to communicate its values, intentions and efforts to fulfill these responsibilities. Research found that stakeholders, both internally and externally, are often unaware of the concrete vision and mission statements of a company (Davis, 2018) and with that the goals the company strives to achieve. This indicates a gap in (i) positioning and (ii) application. By creating awareness of a company's position towards certain values or needs of stakeholders, they can make a more conscious judgement and decision in their interaction with a company's product-service system. When employees have concrete knowledge about the company's vision and mission, especially when they are included in the definitions thereof, they are more prone and committed to apply their work in a way to achieve certain goals (Ivtzan et al., 2013; Davis, 2018; Aaker et al., 2012). When there is organization-wide commitment the vision and mission will become a (sub)conscious part of the company's activities, which in its place will influence the judgement of the external stakeholders (Bargh, 2002).

2.1.3. Discussion & conclusion

Strategic design is a versatile domain that develops and changes as the world develops and changes. It is about organizing and controlling the developments and related problems companies have to tackle in a way that makes for strategic opportunities and advantages. As it becomes easier for companies to create feasible and viable solutions, the desirability aspect is becoming more important for a successful implementation. Therefore, the human-focus is not to be overlooked to improve desirability. Moreover, social innovation is becoming a key factor for companies that approach their solution offerings as a PSS (Meroni, 2008). Part of that development is that interacting with all stakeholders is becoming increasingly important, to grasp their values, needs, and behaviors, and how these might change over time. Two-way-communication and collaboration with these stakeholders are of vital importance for strategic design, be this in the internal or external environment. Therefore, it is important to embrace and commit to approaches that depend on active stakeholder involvement. Thus, strategic design is increasingly about understanding the stakeholders of a company and the environments it operates in, it is becoming more human-focused.

Strategic design is not just about understanding what the current problems are and how to solve them, but also to anticipate and envision what might be of interest (in the future) to focus on what can cause a problem or what can be a possibility to solve current problems more effectively or efficiently. Be this to handle changing circumstances or to understand the contemporary circumstances in a way that possibilities are found which tackle latent needs. It requires looking at developments in a way that makes it possible to organize it with a future-oriented view, and in doing so making the stakeholders confident enough to stand behind that view and act accordingly. This will be an important step in creating more sustainable strategic advantages. With that in mind, the most important strategic design practices in achieving this project's goal were envisioning and inspiring. These played an important and initiating role to achieve focus on positive design.

Besides the importance of envisioning and inspiring, the other strategic design practices are the cornerstones of what it is to be a strategic designer, which is an important aspect to get insight in for this project. Keeping true to these practices will keep a strategic designer open yet critical to knowledge and developments that might contradict previously considered facts. This means that one should be open to change with changing circumstances in approaches, methods and tools. As the practices translate the foundation for the strategic design in a concise and informative way, including them in further development of a tool is a valuable addition. This can guide users in distinguishing and formulating which practices are necessary for their design activities.

To conclude, strategic design needs a more human-focused approach (Zhang & Dong, 2009). The nature of strategic design is to evolve (Meroni, 2008), and the evolution as of now points towards a focus on people, their skills, capabilities, behaviors, values, and needs. It can be concluded that the current focus of design shifts towards being human-focused. Therefore it is important to understand (i) what aspects and factors in the contemporary world affect people's needs and behavior, (ii) how these relations can be explained, and (iii) how design can be applied to satisfy the needs of people in a more appropriate and thus sustainable way. In other words, what makes people happy and how can design be used in achieving happiness? Approaches like positive design that take into account beforementioned aspects are welcome in the strategic design domain. Yet, this requires further elaboration of the positive design domain before conclusions can be drawn that give further direction to the project.

2.2 Positive design

In recent years designers and (design) researchers have come up with multiple interpretations of how happiness can be achieved and thus designed for. The result is a multitude of approaches and methodologies to make design more human-focused. Be this design thinking, design for experience, human-centered design, or any approach that tries to design for appropriate satisfaction of lower- and higher-level human needs in a well-considered manner. Each approach has a different take on what can be a way to achieve a sort of satisfaction that builds towards happiness. Until recently, there seemed to be a lack of unification of what is to be achieved in the end, since happiness is an abstract and personal phenomenon. To unite all design approaches and knowledge that focusses on happiness, Desmet & Pohlmeier (2013) came up with the umbrella term *positive design*.

Positive design is defined as "*design, design research, and design intention in which explicit attention is paid to the effects of design on the subjective well-being of individuals and communities*" (Desmet & Pohlmeier, 2013, p. 6) Furthermore, it strives to stimulate the development of knowledge regarding the relation between design and subjective well-being and how solutions can be created that improve subjective well-being, be this by focus on stimulating positive aspects or by overcoming negative aspects through design (Desmet, & Pohlmeier, 2013). It is an approach to design that incorporates knowledge from positive psychology and design theory to create solutions that focus on human flourishing in one way or another (Desmet & Pohlmeier, 2013; Hassenzahl et al., 2013; Sääksjärvi & Hellén, 2013). What makes positive design different from other design, is that improving subjective well-being is at the center of a successful solution, whereas in other design this might be a by-product rather than the *raison d'être* (Desmet & Pohlmeier, 2013).

2.2.1 Positive design knowledge

Positive design is thus an approach that has the potential to fulfill the need to make design more human-focused with a scientific basis. All information from positive design can be valuable, but due to the newness of positive design the appropriate knowledge is yet to be defined, measured and validated (Desmet & Pohlmeier, 2013). This is necessary to understand the full extent of the opportunities it has for the contemporary world and what kind of implications those have for design. Though the knowledge has been expanding in recent years there is still a lot to be uncovered and applied in the real world to see its effect in a strategic design context. Before getting into the strategic part of positive design, it is of importance to distinguish which aspects should be taken into consideration when designing for subjective well-being. By review and analysis of a combination of positive psychology and design theories, Desmet and Pohlmeier (2013) proposed a framework for positive design. This framework consists of three design ingredients. Combined these ingredients encompass what positive design can offer.

Design for Pleasure

This ingredient is about designing for subjective well-being that is achieved by the sum of a person's momentary pleasures and can be derived from enhanced positive feelings or decreased negative feelings (Desmet & Pohlmeier, 2013). Jordan (2000) proposed a pleasure-based approach in which four types of pleasures are distinguished: physical, social, psychological, and ideological. This means that pleasure is attained from both deficiency and growth needs (for more about needs see Chapter 2.3.3). Furthermore, it indicates that deficiency needs are possible to satisfy on a scale. At a certain moment these could be satisfied but can be enhanced further to increase an individual's subjective well-being beyond initial satisfaction. This will require an up-to-date and evolving product-service system in which expectations of stakeholder are managed and periodically evaluated (Davis, 2018; Desmet & Pohlmeier, 2013).

Design for Personal Significance

Here design is focused on personal goals and aspirations of a user for a certain period or on a continuous basis (Desmet & Pohlmeier, 2013). Positive affect can also be gained from achieving and remembering

goals and getting a sense of accomplishment from certain behaviors. The focus here is mainly on the growth needs that are related to an individual's interpretation of what makes life worth living and having the freedom in doing so. Furthermore, it is about the meaning it has on a personal level and on a community level. E.g. one can derive personal significance by feeling competent and free in their work for a company (Hassenzahl et al., 2013). This can in place increase their feeling of personal significance if they have a noticeable impact on the company's business or people (Aaker, 2012).

Design for Virtue

Virtuous behavior is about what is perceived as good and what is perceived as bad. *"It is based on the proposition that there is an ideal mode of behavior, or a sense of excellence or perfection towards which one should strive, that leads to a virtuous life."* (Desmet & Pohlmeier, 2013, p. 9). The focus here is on growth-needs but can be motivated by deficiency-needs that are experienced internally or externally. Virtuous behavior is about recognizing correct satisfaction of needs (see Chapter 2.3.3.) and promoting or adjusting accordingly. This can be by e.g. reducing over-production and over-consumption, stimulating philanthropy, and promoting environmental and social sustainability. Important for design for virtue is that the proposed ideal mode of behavior is temporal and dependent on context factors, e.g. the socio-culture and technological advancements. These should be taken into consideration and require more focus as these are sometimes taken out the equation due to their variability (Lu & Roto, 2015). Yet this implies the more reason to include these factors in analysis, since it is necessary to have a scientific understanding of all possible influences of environment and people on the well-being of an individual or a community.

In general, designed solutions affect the user's subjective well-being, but for a design to have an increased effect on the user's subjective well-being it should at least address one of the ingredients specifically (Desmet & Pohlmeier, 2013). Products and services generally do address one or multiple of these ingredients, but up until now that is more coincidental than on purpose. Thus, to have a more focus on addressing these ingredients specifically, Desmet & Pohlmeier (2013) introduce five characteristics for successful application. Each of these characteristics plays an important role in optimizing positive design.

Possibility-Driven

Positive design does not stop at problem solving, it focuses on possibilities that might be overlooked or put aside when the problem is being solved. This does not mean that possibility-driven design replaces problem-driven design or that it undervalues traditional design principles, it strives to take it further than just solving a deficiency (Jiminez, Pohlmeier, Desmet, & Huzen, 2014). Considering possibilities beyond traditional problem-solving methods and approaches creates room for a more natural evolution of designed solutions and business development. That is, even if the initial solution does not entirely solve a problem, having considered the possibilities to overcome the problem in the future makes for possible implementation in a company's missions and goals.

Balance

There is little chance that a design is solely focused on a single ingredient of the positive design framework. It is often a balance between two or three ingredients (Desmet & Pohlmeier, 2013). The ratio in which these ingredients interact can differ based on a lot of factors in a company or in the solution it provides. This can be due to (but is not limited to) the kind of project, industry, market, or goal that is in mind. In a business context it is also a balance between the capabilities and needs of a company and its endeavor to fulfill the growth-needs of its consumers and employees. To understand the necessary balance between the ingredients for a specific company and its stakeholders, is to first define what the company's values are and what it strives to achieve with its solutions, both based on the positive design framework.

Personal Fit

Because the balance is unique for each situation, there should be an effort to find a personal fit for each individual or community. Contrary to traditional business approaches, mass one-way promotion and a single designer's perception are not the best way to sustainable and correct satisfaction of users' needs and wishes. Desmet & Pohlmeier (2013) point out that it is *subjective* for a reason, it is based on the personal preferences, values, skills and goals of an individual. Thus, to have an optimal effect on a single user's subjective well-being a personal fit is necessary. Until recent this was a difficult endeavor, but with increasing effective and detailed information technologies, personalized offers become easier to attain (Tseng, Jiao, & Wang, 2010).

Active user involvement

It is apparent that a person plays an important role in their own flourishing, since it is their own contributions to their self-development that will make them thrive (Desmet & Pohlmeier, 2013). Thus, active user involvement is a key factor in the process of increasing a person's subjective well-being. The intentional activities of a person define a great deal in the overall determination of a person's happiness (Lyubomirsky, 2007; see also Chapter 2.3.1.). Besides having active user involvement through solutions, it is becoming more common to involve users in the designing and monitoring of a product-service system. "*An authentic experience and a sense of contribution to a positive outcome therefore appear to be desirable aspects of positive design*" (Desmet & Pohlmeier, 2013, p. 13). This means that active user involvement can be extended towards the development and evaluation of solutions of a product-service system. Be this through co-creation of company strategies and solutions, or by acquiring data on a specific user (segment) by input from different mediums. Letting people contribute to a product-service system besides their consumption or participation in it has potential for business to stimulate subjective well-being in an entirely different way. This can be involvement in building a company in a certain direction, or by personalizing solutions to fit an individual's preferences or values.

Long-Term Impact

As already discussed in the *Possibility-Driven* part of this chapter another important characteristic of positive design is to have a long-term perspective when creating solutions. Besides short-term effects being crucial to the overall valuation of one's subjective well-being, the goal is to have long-term and sustainable effects on one's subjective well-being (Desmet & Pohlmeier, 2013). Desmet & Pohlmeier (2013) continue to describe that for positive design to have a long-term impact "*continual development and self-actualization become goals for their own sake instead of only means to reach perfection*" (p.13). In design this development is noticeable in environmentally sustainable solutions that are being developed as being a mainstream and necessary business practice, or in social and environmental contexts where design for behavior change is taking a more important role (Ceschin & Gaziulusoy, 2016). The characteristic of long-term impact can thus be approached from multiple angles. In one way this can be by solving external issues that are caused by one's, or a community's, life circumstances. And in another way, this can be through continuous evaluation of internal motivations, desires and values that are cause for personal growth and putting these into action. (For more about *Life Circumstances* and *Intentional Activities* see Chapter 2.3.1.)

2.2.3. Discussion & conclusion

Positive design offers theory and tools that have explicit focus on improving people's subjective well-being (Desmet & Pohlmeier, 2013). Theoretically positive design has the potential to transform people's lives for the better when holistically approached by businesses on a global scale. As concluded in reviewed literature about strategic design, the business world is coming to an understanding that solutions without a system that facilitating the needs of people in it is not enough anymore (Meroni, 2008). Difficult as it seems to adhere to these needs, society has pushed business into a direction where the human-focus is a requirement for successful design and not an addition (Zhang & Dong, 2009). Even though positive design is a young approach, in which a lot of information is still to be uncovered or validated in a more practical context, one thing seems clear: a positive design approach has the

potential to make valuable addition to the human-focused direction strategic design is going in if research and development in both domains are combined. The solution that was being developed for this project can play a guiding role in achieving that combination.

The positive design framework and characteristics offer rules of thumb to achieve a human-focused mindset when designing. The framework clearly defines design aspects that should be considered if a solution is to be focused on improving happiness. Furthermore, all characteristics are equally important to keep in mind for successful application of positive design and integration into business. Additionally, when looking at the principles of strategic design it becomes clear that possibility-driven and long-term impact are characteristics that are intertwined and supported by the other characteristics, which is a valuable insight. To achieve sustainable progress that is true for a longer period of time it is important that solutions are developed considering possibilities that are outside of the box. Even though achieving a long-term impact might be more time costly, minimizing time and effort to have quick solves might even be costlier on the long run. This indicates a need to balance certain business aspects to put efforts on achieving this long-term impact over time.

Up until now, the reviewed literature has shown a variety of opportunities for answering the proposed research question of how to incorporate positive design in strategic design. But these opportunities are mainly in the form of design principles that can assist in successful application of positive design in strategic design processes. The researched literature on positive design principles up until now did not present concrete and practical opportunities to assist the human-focus in a product-service system. Fortunately, there was another way to approach this and find further implications that serve to the end of this projects goal. Since positive design builds on the knowledge of positive psychology to imagine and develop methods and approaches, it was worthwhile to analyze literature from the positive psychology field to search for possible associations with strategic- or business aspects. Besides finding opportunities for design, diving into the literature and science of positive psychology improved the understanding of generic definitions and strategies already present in that field of work. This makes over-viewing the opportunities for this project more apparent and linked to the background information. Information that seems to require more presence and attention as well.

2.3. Positive Psychology

From the strategic design review, it was concluded that the evolution of society and design shifts towards seeking human-focused solutions through design (Zhang & Dong, 2009). Moreover, solutions that satisfy people's needs to increase their subjective well-being (Desmet & Pohlmeier, 2013) is what human-focused design ultimately should strive for. Humans are motivated by their needs (Maslow, 1943) and these needs evolve based on the environment people live in and the experiences they go through (Max-Neef, Elizalde, & Hopenhayn, 1992; Quoidbach, Gilbert, & Wilson, 2013; Reker, Peacock, & Wong, 1987). Psychology tries to understand these needs through analysis of human experience, but until recently has been mainly focused on the negative side of the human experience (Linley, Bhaduri, Sharma, & Govindji, 2011). Therefore, positive psychology came to be, to take on this perceived imbalance (Linley et al., 2011). This to make room for experience that makes humans flourish rather than just overcoming or solving the apparent negative sides of experiencing life. Thus, positive psychology is about human flourishing, and has a focus on happiness (Seligman & Csikszentmihalyi, 2000; Lyubomirsky, 2007). It is about what is good and what makes people happy, and what drives people to pursue happiness (Sääksjärvi & Hellén, 2013). Using knowledge from psychology for strategic purposes is not new (Evans et al., 2009), and application of positive psychology in marketing is not new either, being called positive marketing (Sääksjärvi & Hellén, 2013). But application of positive psychology in the creation of solutions, i.e. positive design, is yet to get validation and widespread acceptance (Desmet & Pohlmeier, 2013). Before getting into that it is valuable to understand (i) what determines happiness, (ii) what drives happiness, (iii) how these drivers can be interesting for business and design.

2.3.1. What is happiness

Happiness is the goal in life that every person strives for during their efforts every day. Happiness is described by multiple scholars under multiple yet likewise definitions. Be this a positive evaluation of the quality of one's life, a combination of pleasurable experience, a state of positive well-being and sense of purpose, or a multi-dimensional interpretation of life satisfaction and emotions and moods (Veenhoven, 2011; Lyubomirsky, 2007; Eid & Diener, 2004). In this project happiness is defined as subjective well-being, and "includes various affective and cognitive components" (Desmet & Pohlmeier, 2013, p. 6)

One's happiness is defined by 3 aspects: one's genetic set point, one's intentional activities, and one's life circumstances (see figure 2; Lyubomirsky, 2007). Lyubomirsky (2007) describes that on average the genetic set point is responsible for 50% of a person's happiness, thus half is predetermined and cannot be affected. Genes cannot yet be edited to make people happier, and if that should be done is an entirely different kind of ethical question (Carroll & Charo, 2015). The parts that can be influenced consist of 40% intentional activities and 10% life circumstances.

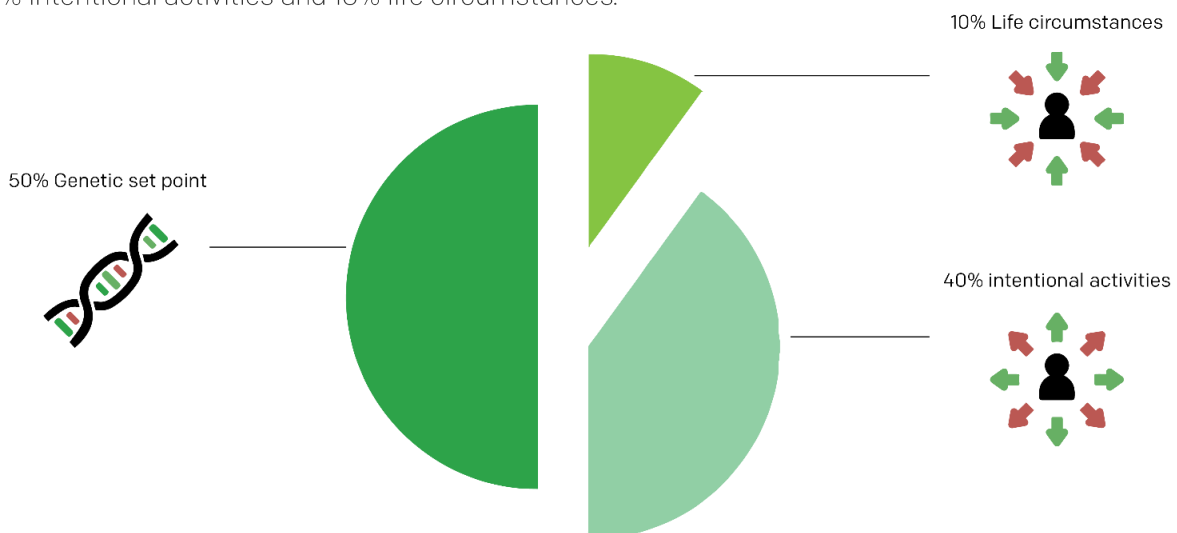


Figure 2, Determinants of happiness (as per Lyubomirsky, 2007)

Genetic set point

Every person is born with inherited genes from its parents, giving them a predisposition for certain personality traits and behavior. In behavior genetics there are four laws that govern the complex human behavior and its development (Turkheimer, 2000; Chabris, Lee, Cesarini, Benjamin, & Laibson, 2015). It is not a definitive 50% that is determining one's happiness, it is the average set point that has the possibility to influence one's behavior and direction if there are no circumstantial or intentional nudges that change it in a different way. Even though the genetic set point is not yet part of design, it is a part that should be taken into consideration when designing. It is personality traits and behavioral predispositions that make something fit better for one individual than for the other. Thus, keeping personalities in mind when designing for increasing subjective well-being is important to make a personal fit.

Life circumstances

Life circumstances regard the environmental factors that influence someone, be this one's living situation, the abundance of food, or the lack of social interaction, these are all circumstantial factors. These circumstances stimulate a person in a positive or negative way, and thus their subjective well-being is influenced one way or the other. A person's life circumstances consist of the sum of one's environment and the people acting in that environment (Lyubomirsky, 2007). This happiness determinant consists of all influences that are not a person's state of mind.

Intentional activities

Intentional activities regard the internal processes that motivate or demotivate someone to do something. Be this in the way that a person thinks, acts, communicates, or fails to do so. It is about how someone interprets a situation and based on that influences themselves to engage with the environment (Lyubomirsky, 2007). It is a person's state of mind, or philosophy for life, that influences this happiness determinant. Behavior

Inter-related determinants

Life experiences are a combination of all three determinants, each experience consisting of a mixture of genetic influences, circumstantial factors, and intentional activities. It is this combination that makes the same situation into a unique experience for each person. Along the way of becoming aware of certain genetic predispositions and adapting more positive states of mind, for a single person a same situation can provoke a different experience. When e.g. watching one's favorite movie or food from 5 years ago might give an entirely different experience now than the one experienced in the past, even though this is something a person is not aware of in the present it is apparent over the course of time (Quoidbach et al., 2013; Reker et al., 1987). This indicates a more variable division between the happiness determinants, especially with findings that suggest a more complex and elaborate interaction between genes, environment and behavior (Briley & Tucker-Drob, 2017). One's behavior is based on the genetic set point and how one over time has or has not taken on certain predispositions, adjusted to certain personality traits, or even if someone was born in a rainy- or dry season (Waterland et al., 2010). The happiness determinant percentages Lyubomirsky (2007) describes thus are more indicative for the average situation without intervention, rather than being set in stone throughout different people and over time. Concluding that intentional activities and life circumstances can be designed, but that (i) the genetic set point influences the valuation of a solution and (ii) valuation of one's happiness is an interwoven collective of all determinants.

2.3.2. The pursuit of happiness

Knowing the science behind happiness it can argued that all three determinants are important to keep in mind when designing for happiness. It is not that one determinant can be optimized for a person to achieve happiness, it is the endeavor for continual development and achievement that has a lasting impact (Desmet & Pohlmeier, 2013) and thus the combined effort is the way to achieve happiness. The determinants are extremely abstract, as these include literally everything that is present in someone's

environment or in someone's mind. Thus, it is necessary to know how to pursue happiness, and how this can be more concretely defined to uncover possible opportunities. Seligman (2011) suggests 5 measurable elements that make up subjective well-being and that count toward authentic happiness, namely:

- Positive emotions
- Engagement
- Relationships
- Meaning
- Accomplishment

The PERMA-model (Seligman, 2011) describes these elements as the drivers for a person's happiness, and how these are in some cases intertwined in their nature. By careful examination of each element an understanding of possible happiness opportunities arises.

Positive emotions

This element is about feeling good. Enhancing positive emotions by stimulating the related drivers and overcoming or changing perspective on drivers that are related to negative emotions. Here the focus is on gaining positive affect from satisfying deficiency needs to a pleasurable experience and satisfying growth needs to an enjoyable experience.

Engagement

It is about being absorbed by the activities one is engaging in. The holistic sensation one experiences when acting with full involvement is called the flow state (Nakamura & Csikszentmihalyi, 2014). The focus here is on fulfilling, challenging and interesting activities that captivate someone to be fully engaged in the moment. Individual valuations and preferences come to play in this process and thus are defining in what makes an activity balanced in engagement, too engaging can cause anxiety and too little engagement can cause boredom (Jimenez, Pohlmeier, & Desmet, 2015).

Relationships

Social aspects of life are important to humans, there is empirical evidence for a causality between social relationships and health (House, Landis, & Umberson, 1988). People thrive on authentic connection and social cohesion and require emotional and physical interaction to fully encompass the human experience. Thus, positive relationships are cause for positive affect, but it should not be left out that toxic and negative relationships are also cause for pain and isolation (Prinstein, 2015).

Meaning

Meaning regards understanding and making sense out of one's existence and its impact on others, and to have a purpose and goals that one strives for (Seligman, 2011; Reker et al., 1987). Having a meaningful existence is a benefactor to positive affect and can help people to cope with developmental crises, while meaninglessness on the other hand can lead to symptoms of anxiety, depression, hopelessness, and physical decline (Reker et al., 1987).

Accomplishments

The positive affect one gains from having goals that give one meaning can be strengthened through achievement of those goals. Sense of accomplishment is achieved by having goals and ambitions and working towards those. The ingredients for accomplishments are interest, ability and perseverance, independent of the scale it occurs on (Peterson, 2006).

In life one should strive to be aware of these elements, realize how these are intertwined in their nature, and how one can enhance their own happiness by focusing on them in a personalized way. The personal

part is what makes it difficult to create ready-made solutions, and as we know it is the active user involvement (Desmet & Pohlmeier, 2013) what makes a designed solution more valuable. Furthermore, the valuation undergoes evolution of itself (Reker et al., 1987), making ready-made solutions a no-go to begin with. Thus, to understand what lies beneath certain values is to look at the fundamental needs from which they are derived.

2.3.3. Understanding the need for the correct satisfaction of fundamental needs

At the basis of the beforementioned happiness elements are fundamental needs. These needs are to be satisfied in one way or another for a person not to experience a lack or deficiency. Maslow (1946) described a hierarchy of needs in which there are 2 layers, namely: deficiency needs and growth needs (see figure 3). These needs are axiological, meaning that the lower-level needs are more valuable to satisfy before other higher-level needs can be satisfied. Important is to note that (lower-level) needs can be satisfied to a satisfactory point yet can be increasingly satisfied to improve one's quality of life and thus improve one's overall valuation of their subjective well-being. Another important note is that people are prone to hedonic adaptation (Lyubomirsky, 2007) and thus require versatile and changing satisfaction of certain needs to keep their valuation on par with the initial satisfaction levels.

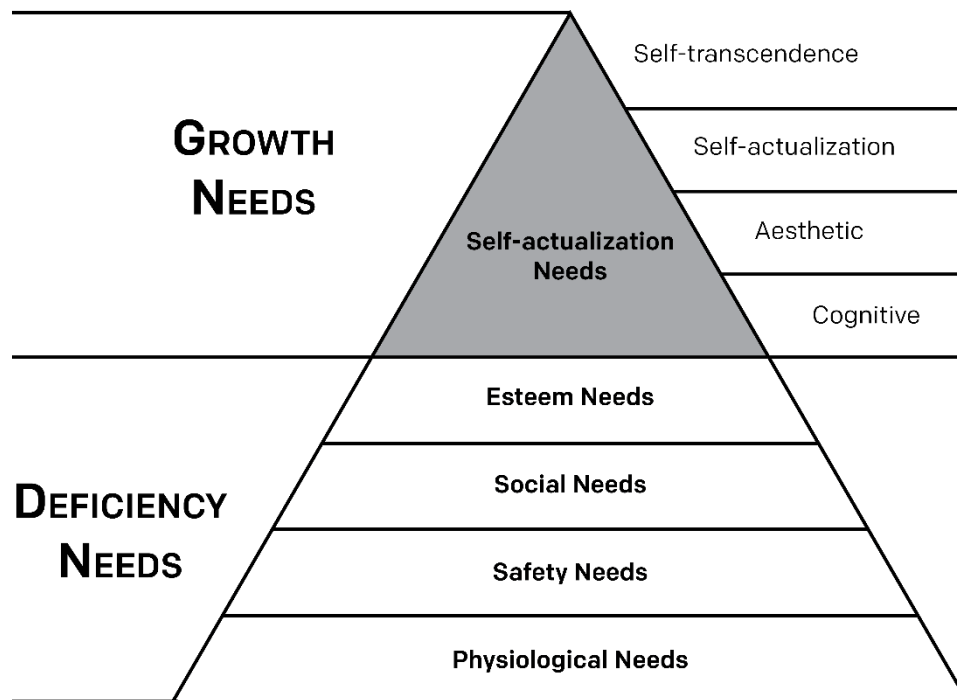


Figure 3, Hierarchy of needs (Maslow, 1946)

The hierarchy of needs already offers a great source of information and insights to design more valuable and satisfactory solutions that could be beneficial to one's subjective well-being. Max-Neef et al. (1992) argue that besides the fundamental needs presented in the axiological sense, there is also a set of existential needs that humans require and utilize to satisfy the axiological needs. These existential needs are as followed. (i) *Being* regards the qualities one values, (ii) *having* focusses on the possessions of someone, (iii) *doing* is about the activities one engages in, and (iv) *interacting* regards the social interactions experiences. Together they encompass a way of describing needs in a holistic and scientific manner.

The reason for knowledge about this being valuable for this project is because it presents a different take on common approaches to describe needs for users. It presents a different take on defining needs and categorizing them from a scientific perspective, instead of the perspective of a singular designer or team (Sääksjärvi & Hellén, 2013). This will not only be part of defining what solutions should be developed for the external users of a product-service systems, but also for its internal users. Clearing the blurring line between design components and the people is taking a vital role in businesses (Brown, 2009) and becomes important in valuation of companies (Hellén & Sääksjärvi, 2011). Besides that, an increasing amount of evidence points toward satisfaction of needs solely through income increase is not the way to solutions and a more intricate causality is at play (Diener, Sandvik, Seidlitz, & Diener, 1993; Lyubomirsky, 2007; Diener & Biswas-Diener, 2011; Seligman, 2011).

Welfare and well-being

Desmet & Pohlmeier (2013) discuss that there is a shift from a materialistic to a post-materialistic value system. For long, people have thought material welfare is an estimation of well-being, yet studies suggest that material wealth alone does not sustainably increase the subjective well-being of people (Seligman, 2011, Lyubomirsky, 2007). Therefore, the belief of a direct relationship between happiness and material wealth is being overthrown by evidence that suggest that material wealth can be the means to an end rather than being the end (Diener & Biswas-Diener, 2011). Moreover, Diener & Biswas-Diener (2011) argue that material wealth can support the pursuit of happiness, but that part of happiness that is influenced by material wealth is dependent on how it is resourcefully exploited. Other research found empirical evidence that increasing incomes of all people would not increase the happiness of all since *“material norms on which judgments of well-being are based increase in the same proportion as the actual income of the society”* (Easterlin, 1995, p. 44). This finding is repeated in several studies in which researchers concluded that independent of their income participants think they require more money over time even though their valuation of the initial requirement was achieved (Lyubomirsky, 2007). Another study indicates that affluent people might even experience decreased subjective well-being when exploiting their material wealth (Luthar, 2003). Thus, indicating a need for knowing what to do with wealth, rather than that wealth alone is cause for increased subjective well-being.

2.3.4. Discussion and conclusion

Currently life circumstances are the main driver for increasing subjective well-being through design. But the intentional activities side of happiness offers a great opportunity to design for subjective well-being from a different perspective. Designing for intentional activities regards designing for behavior (change). Research, education and evaluation are important aspects in uncovering the importance of behavior in design and how to design for motivations and psychological needs in a sustainable way.

Awareness and responsibility as keys

While the knowledge about positive psychology is apparent it is a fairly young domain. Researchers argue, though, that positive psychology is currently stuck in academics (Linley et al., 2011), but this can change if positive design takes on a leading role in applying this in a broader more practical context. Positive design might not be a necessity for design to be good (Desmet & Pohlmeier, 2013) but with all previously described developments it can be argued it will become necessary for design to be better. As discussed in chapter 2.1.3, human needs have been drivers for design ever since it has been applied and researched. Researchers and practitioners are slowly but steadily recognizing that the entire range of human needs is necessary to include in the design process, rather than just defining needs from a single designer's perspective (Sääksjärvi & Hellén, 2013). Furthermore, Bargh (2002) describes that there are even actions, judgements and considerations consumers experience that are nonconscious and motivated by social, cultural and other environmental factors. These are to be further researched before translation and application is in order but prove again that subjective well-being is an aspect that is to be recognized in business contexts. The first step towards that is becoming aware of all these small influences and taking them seriously. Recognizing the need for holistic satisfaction and taking

responsibility to act upon this awareness are key in getting the ball to start rolling. This might take time, but one step is better than none.

The business case for happiness

But even though there are so many indications that positive psychology can be beneficial for design, business is not yet sold on the idea of happiness as strategic resource. So, how does positive psychology help in designing brands and companies for happiness? Research suggests four principles to consider, namely: higher purpose, autonomy, people, and impact (Aaker et al., 2012). These are rather abstract constructs but by examining these principles more closely an understanding can be created of how to apply these in design.

Higher Purpose

This factor has to do with vision, mission and ambitions a company has and portrays towards its people, internal and external. It is about having a higher purpose that goes beyond profit (Aaker et al, 2012) that serves a societal or environmental goal. It is about making people feel like they are part of something meaningful when engaging with the company, rather than the interaction with- of activities for the company is as far as the meaningfulness goes. Transparency is an important aspect of correct implementation. When employees experience dissatisfaction at work or are become of a second agenda of their employers making them doubt their intentions, they can become less committed to their work (Aaker et al., 2012) and can lose up to 10% of their productivity (Oswald, Proto, Sgroi, 2015). The same goes for consumers, if they are unsatisfied with a company or a solution does not overcome satisfaction their valuation might be negative even when the solution is sufficient (Hellén & Sääksjärvi, 2011). On the other hand, happy and satisfied consumers value companies more positive, especially if their association in use was positive (Hellén & Sääksjärvi, 2011). Furthermore, happy employees are more productive, up to 12%, whilst maintaining quality (Oswald, Proto, Sgroi, 2015).

Autonomy

This regards the experience of autonomy, achieved through confidence in one's own capabilities and competence and feeling of autonomy. Here a set of needs from experience design (Hassenzahl et al., 2013) come into play that can help achieve a happiness boost through autonomy. It comes down to feeling confident and competent enough to engage in the activities without interference, whilst being able to learn new abilities to grow (Aaker et al., 2013; Hassenzahl et al., 2013). Each company has its own take on how to facilitate autonomy, but in general it comes down to giving people the freedom to choose their own direction (which is in itself in line with facilitating a higher purpose) whilst providing them the resources to do so.

People

This principle regards an aspect that is also discussed in the PERMA-model earlier in this chapter: maintaining positive and meaningful relationships (Aaker et al., 2013; Seligman, 2011). People stimulate people either positively (Seligman, 2011) or negatively (Caza & Cortina, 2007), but companies also have the unique resources to take on opportunities to facilitate people in building authentic relationships. Be this for external or internal parties, designing the experiences of relatedness and popularity (Hassenzahl et al., 2013) are vital in achieving increased subjective well-being through relationships. Companies can stimulate employees to have social relations inside and outside of work to improve internal connectedness (Aaker et al., 2013), or provide solutions that make consumers foster social relationships and improve their sense of belonging (Sääksjärvi & Hellén, 2013).

Impact

For people to experience their actions in the product-service system to have an impact on their life and that of others can be achieved through multiple means. Be this by decentralizing leadership to a point where decision-making has instant results or give real-time feedback, or by including individual employee's goals as part of the bigger picture and helping them achieve those goals (Aaker et al., 2013; Gavin & Masson, 2004). In external contexts it can be an association of brand or product-service system

to achieve emotional goals (Aaker et al., 2013; Sääksjärvi & Hellén, 2013). It comes down to perceiving the company as an advantageous addition to one's life.

While these factors still are dependent on life circumstances of people, it is also intertwined with how people experience their life circumstances based on the opportunities that are presented. Put in other words: how their intentional activities are based on these circumstances to optimally experience the happiness improving aspects of the product-service system they interact in. Facilitating their intentional activities to be focused on achieving their personal happiness, be this through any of the existential needs mentioned by Max-Neef et al. (1992), will be the most important part of their overall valuation of their subjective well-being. Thus, in the context of the project this meant that a company should consider the possibilities to affect the circumstances and intentional activities of people in their environment. By clearly defining these possibilities, the overall value a possible tool has to offer will go beyond just being theoretical, and present opportunities to put it in practice.

2.4. General Discussion

Strategic design is evolving in a way that it must approach companies and projects in a different way than it used to (Meroni, 2008). (Strategic) design is even welcome outside of a competitive environment, in industries like education, healthcare, science (Buley et al., 2018). But strategic design is also in search for human-focused methods (Zhang & Dong, 2009). Furthermore, these methods are preferred to be built in a way that makes advantageous use of the technological and socio-cultural developments in the contemporary world. Here positive design comes into play, as it offers an approach to take on these developments and formulate possibilities to design circumstances that enhance people's happiness.

Marketing scholars as well as practitioners have noted that the desire and promise of happiness are important ingredients in the marketplace. Yet, practical attempts by businesses have mainly been limited to marketing campaigns, rather than taking on opportunities to influence all circumstances in their environment, be this related to business or organizational components. Sääksjärvi & Hellén (2013) argue that it is necessary to base the solutions on scientific research when designing for happiness. This is in line with the argumentation of Desmet & Pohlmeier (2013) about the need to formulate approaches and measures that are grounded in theory, before they can be commercialized and developed into proven solutions. Since practical implications are present in theory, but not yet proactively elaborated in practice, it is necessary to build a bridge between theory and practice. There are a lot of insights regarding knowledge, methods and tools in reviewed literature that have potential implications to design for subjective well-being, especially with a company-wide focus on design practices (Calabretta et al., 2016). A critical analysis of the literature thus far was in order to make a clear overview of the implications that can be used for a tool to put them into practice.

2.4.1. Product-service system & higher purpose

Strategic design is always for a product-service system, and with the recent developments in design and business companies are becoming organizers of product-service systems (Meroni, 2008). Furthermore, research indicates that for companies to gain sustainable strategic advantage they should focus on strengthening their internal capabilities rather than seeking competitive advantage in the external context (Barney, 1986). For strategic design to have an optimal effect on a company's business it should be implemented from the top-down (Calabretta et al., 2016). Each component can be carefully designed to adhere to the needs and wishes of all its stakeholders and with that for optimal combination with the rest of the company. But for a company to focus its product-service system on stimulating happiness Aaker et al. (2012) advice that a company should consider a higher purpose that goes beyond gaining profits to have a positive effect on the happiness of people in the company's context. Based on the principles of design and the essential practices of a strategic designer (Calabretta et al., 2016), it can be argued that part of that higher purpose should be a commitment to design principles. Furthermore, higher purpose with a different focus should be in line with certain (future-oriented) goals or aspirations that are conform the interests and values of the company and the people in its business context, be this internally or externally. Thus, the product-service system can be organized by a company in such a way that it promotes happiness on all fronts of the company, be this through facilitating circumstances or by formulating intentional activities through a higher purpose.

2.4.2. People: The way to solutions

At the core of a product-service system are the people. The functioning of these people and the interactions between them can make or break a solutions offered by a product-service system, and with that influence the system positively or negatively overall. Positive psychology has proven beneficial for business (Aaker et al., 2012) and is therefore of interest to consider in business development. There are multiple studies that make a business case for happiness being a worthwhile consideration for gaining unique strategic advantages (Buley et al., 2018). Furthermore, other studies found that focus on enhancing the internal capabilities is proving to prevail focus on external competitive factors (Barney, 1986). These researches have one thing in common: people. People are always going to be present in product-service systems in one way or another and will be necessary to keep the technological side and

human side close and connected. To optimally stimulate and enhance happiness, the factors and stakeholders to focus on in the product-service system are as followed.

Leadership

As discussed in section 2.4.1., to achieve holistic application of (positive) design there should be a top-down implementation. People in leading functions play a decisive role in a product-service system. They can steer a solution in one way to a positive wrap-up or into a downward spiral to a negative chaos; Correct leadership is therefore vital. Design leadership is taking a major role in businesses (Gloppen, 2009). Furthermore, strategic design practices can enhance and stimulate positive design integration. In this case, to inspire and educate others and encourage commitment to new design methods (Calabretta et al., 2016) from e.g. positive design. Furthermore, good leadership goes beyond knowing how to lead. It is about knowing how to provide for employees to work autonomously, for which servant leadership (Van Dierendonck, 2011) offers interesting principles. It can be argued that it is wise for leadership to have an understanding of performance and happiness psychology (Phillips, 2014) to grasp the effects of their intentional activities on the other stakeholders. By doing so they will grasp people's needs and their interdependence more clearly (Max-Neef et al., 1992) and know when there is a threat and how to handle it (Caza & Cortina, 2007; Ivtzan et al., 2013; Jamieson et al., 2010).

Employees

The internal machine that keeps a company running is dependent on the employees, on their capabilities and on their motivation to perform for the company. Research shows that by providing employees with happiness through enhancement of their circumstances or by influencing their intentional activities towards being more happiness focused improves their commitment (Ivtzan et al. 2013) and business outcomes (Harter, Schmidt, & Hayes, 2002). Be this through satisfaction of deficiency-needs, like a comfortable and stimulating workplace or pleasurable social environment (Hassenzahl et al., 2013). Or by satisfying growth-needs, like goal setting (Aaker et al., 2012). Happy employees can enhance customer relations, spread positive energy and are more efficient in their work (Oswald et al., 2009; Lyubomirsky, King, & Diener, 2005). This implies that correct designed organizations can facilitate sustainable subjective well-being nourishment and create a improve the well-being of their business in doing so.

Consumers

The external environment of a company is defined by the consumers of its solutions, the users of the product-service system. Design tools and methods that focus on this particular group are in abundance, and the main source of happiness focused strategies is with regard to this stakeholder group. This means that design activities revolve mainly around the final product-service solutions that are offered. Unfortunately, the intended value of these solution offerings can fall short on the experienced value due to lack of communication between designers, marketers and consumers (Sääksjärvi & Hellén, 2013) indicating a lack of strategies to achieve this value communication. It is worthwhile to consider strategies that fit in the contemporary world of business to improve the perceived value and potentially affect consumers' happiness in doing so.

How they affect the company

As a company influences the people in a product-service system, the people also influence that company. Often the valuation of a company is regarded to as commercial success, which focuses on sales and time spent making those sales. But this does not cover the entire state of affairs of a company. The consumers express their influence by expressing value about a company, its brand, and the solutions provided by its product-service system. The employees do the same, but from their internal perspective and more in the sense as to how they are treated by the company and if they perceive their impact and that of the company makes a difference in (a segment of) society or environmental way.

These factors and stakeholders are the topics to further elaborate implications for a possible solution to the project's goal and to get more practical insights in application of positive design in strategic design contexts.

2.4.3. The 9th strategic practice: collecting information

To adhere to the needs and wishes of people in the product-service system, it is necessary to gather information and provide information. The collecting of information is starting to take a crucial role in gaining a strategic advantage (Porter & Millar, 1985, Rust et al., 2010). Information can support strategic decision-making and with the right application can lead to design directions for strategic advantage (Porter & Millar, 1985). Rust et al (2010) proposed how collection of information can be used to uncover needs and values in a profitable way, and how technological development should not be undervalued in acquiring this information. Furthermore, storing the information in a way that makes it accessible to the appropriate stakeholders is becoming more important due to the increasing dependency on the ICT developments and applications (Porter & Millar, 1985; Porter, 2001). Besides its strategic value, collection of information is also an important part of positive design. Measuring subjective well-being to understand and keep track of aspects that influence happiness require collection strategies.

Collecting information regards acquiring and storing information in a meaningful way, it is two-fold. Firstly, it is about finding the right information, making sure that all areas are covered. Secondly, it is essential to have the right information at hand in required situations. This second part is about creating a set of information collections that is accessible and available to any stakeholder that requires insight in specific information to satisfy experience needs (Hassenzahl et al., 2013). Be this to strengthen autonomy, competence or security, there is an increasing demand for satisfaction of these needs. Thus, presenting new opportunities to gain a strategic advantage. It can therefore be argued that collecting information, collecting for short, is a practice of its own. The implications for both design domains make it an interesting addition to the strategic practices that are already contemplated for this project. Furthermore, it is wise to underline the importance of information in the contemporary world.

2.4.4. Positive design principles

As positive design offers a multitude of tools and methods it is mainly important to describe the principles these are based on. The positive design framework and the positive design characteristics (Desmet & Pohlmeier, 2013) offers a set of holistic and interrelated principles that each subjective well-being improving solutions should incorporate. Furthermore, the knowledge from the PERMA-model (Seligman, 2011) offers a proven set of ingredients that can act as fundament for solution development. These three sources of knowledge are vital in gaining an understanding of the field of positive design and its background in positive psychology. Therefore, in continuation of this project it was deemed necessary to include education of knowledge regarding these topics to strengthen understanding and development of positive design solutions.

2.4.5. Need focus and poverties

Design in general is about creating solutions that satisfy the needs of users. Max-Neef et al. (1992) describes that needs can be incorrectly satisfied on an individual level, which when maintained can turn into a poverty. Furthermore, he argues that on a broader scale this also applies. A community or society satisfying needs in an incorrect way will turn into a poverty over time when there is no change or evolution of the satisfaction solution. Be this on the short-term or long-term, it will not sustain the initial satisfaction. For example, on the long-term this can be depletion of limited natural resources, on the short-term this can be destructive social interactions on the work floor (Caza & Cortina, 2007). Needs are fundamental and quasi-universal in nature. Meaning that the needs distilled by psychology can be transferred into usable terms to design with, presenting a possible usefulness for the outcome of this project.

2.4.6. The changing responsibility of companies

In the last decades, the concepts of sustainability and virtue have grown in recognition and importance. The pressure on companies to broaden their reporting and accountability from economic performance for shareholders, to sustainability performance for all stakeholders has increased (Visser, 2002). Proactively or reactively, companies are looking for ways to integrate ideas of sustainability in their

marketing, corporate communications, annual reports and in their actions (Hedstrom et al., 1998; Holliday, 2001). With other socio-cultural and technological developments, the awareness of people increases regarding other aspects than solely environmental sustainability. This increase in awareness is a sign for companies to take responsibility for their actions rather than distant themselves from previously thought unharmful activities. The best approach is to proactively take part in this evolution and invest in taking the lead to gain support from both internal and external parties rather than follow and perhaps be overtaken by future events. This development was taken into account for this project as it is in line with the affect stakeholders have on a company, as described in the last part of section 2.4.2.

2.4.7. Design necessity

Lastly, there is an increasing demand for design solutions in general, in all levels of business and strategy (Brown, 2009; Gloppen, 2009; Buley et al., 2018). Furthermore, there is a relatively scarce knowledge base that overviews the potential of design strategies with modern technologies and knowledge. Let alone a knowledge base that overviews the potential of positive design strategies. This untapped research area not only requires more involvement from the academic community, but also depends on academics to step out in the business world to engage with practitioners and users to improve practical findings (Linley et al., 2011).

2.5. Conclusion

A lot of interesting topics arose from research so far and already offered a multitude of possibilities to continue with. Before choosing the best course of action in achieving this project's goal, it is wise to freshen up on the research question that was being investigated.

"How can positive design be integrated into strategic design?"

The literature review uncovered three key findings that assisted in answering this question. (i) There is an increasing interest in application of design methods in business and strategy. (ii) There is an increasing interest for research and application of positive psychology in business and strategy. (iii) Positive design knowledge regarding strategic application is present but requires further elaboration to clearly overview all possible implications. This was how positive design could be integrated in strategic design and thus the project's goal would be achieved: by focusing on how to best put these implications into practice and translate them into a tool that can be used in design to find opportunities in a company/project specific context.

With all beforementioned findings in mind, it can be argued that there are multiple ways to define and develop a tool that integrates positive design into strategic design. But it is important to note that these topics arose from the specific research approach that was applied during this project, each topic as valuable as the next, and more topics can, and probably will, arise in future research. But, along the way of researching the writer did not come across a project, paper, or article with a (quasi-)similar focus that regards combining positive design and strategic design. This indicated a lack of focus and a probably a gap in knowledge regarding the compatibility of the design domains and their interrelated desirability. Thus, it can be argued that choosing just one of the discussed topics would have limited the value of the overall research that was conducted and with that the potential outcome of this project. Therefore, the way to integrate positive design into strategic design was to present future researchers and designers with a holistic overview of possible design implications. Presenting this in a solution that not only inspires but also motivates them to design with both positive- and strategic design principles and hopefully have a long-term effect beyond this project. By doing so, the topics already discussed can be researched more in-depth and expanded based on new findings.

The way to create this holistic overview was to integrate strategic design into positive design, since as this strategic component is also scarce in the research and application of positive design thus far. In the part *People: The way to solutions* it was discussed that people are at the core of a product-service system, and thus strategic design. This is the same case for positive design, which focuses on developing solutions that benefit the subjective well-being of people. The two domains' interests overlap when topics regard the people in a business- and organizational context, and how these can be resourcefully combined.

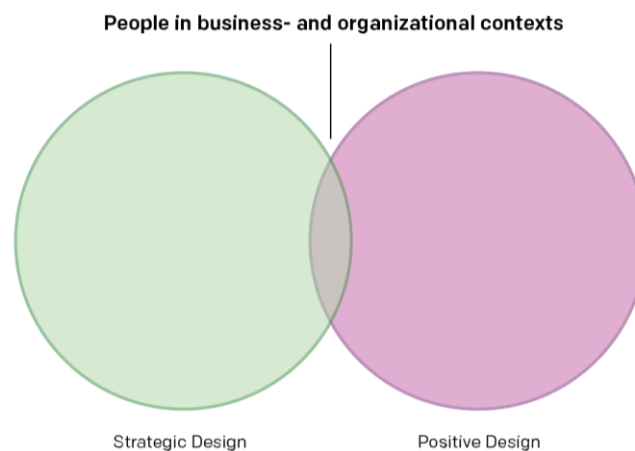


Figure 4, The overlapping interests of strategic design and positive design and implications for this project

The connecting point and focus from here on out were therefore on the stakeholders of a company, the people acting in the product-service system. A generic product-service system was dissected into a theoretical framework, the positive strategic design (PSD) framework. This acted as recurring frame of reference in the following of this project, as the focus was on both the people in the product-service system and the organizer of that system, the company.

2.5.1. Positive strategic design: theoretical framework

In line with the project's goal the theoretical framework presented one way to integrate positive design into strategic design. It was an attempt to bring together the aspects that were found as to be influential on a product-service system's functioning and overview possible implications for happiness-enhancing design for its stakeholders. According to the research findings these factors and stakeholders could be influenced by applying knowledge and approaches from positive design and strategic design, as well as knowledge from positive psychology. The aspects of the framework have interconnected relations, each possibly influential on the other, and were divided in the following categories:

Business competence

In the context of this project, the functioning of the company was referred to as business competence. This because the company should be competent enough to successfully focus its efforts on certain happiness-enhancing business aspects. This is something that starts at the definitions of the company, rather than with the people working at the company. At the highest strategic level design is applied company-wide and defines most, if not all, of the business and other vital aspects of a company. It is therefore important for a company to have its strategic efforts focused on having a happiness improving impact on all its stakeholders to have a positive effect on its business.

Leadership capabilities

The second group were the people responsible for leadership of a company, and most importantly their capabilities in doing so. This seems to be indicating a top-down approach, but it is the mixture of top-down and bottom-up to achieve successful implementation of positive strategic design in a company. The people in leadership functions of a company have the most influential role in achieving appropriate application of (positive) design approaches. This is because they are able to make or break outcomes and facilitate the resources necessary for both the other employees and the consumers to function in the product-service system. How capable they are in doing so is what defined this factor.

Employee well-being

The employees are what keeps the product-service system running. They ensure that each component functions accordingly and have the power to change the quality of solutions offered by the product-service system, for better or worse. As discussed in the *Strategic Design* chapter, there is an increasing interest in service- and information-focused design. This development also means that there is a growing need to successfully translate knowledge from both focuses into working product-service offerings. This requires education of- and commitment from employees to adapt to these upcoming design domains. Furthermore, to have solutions that also assist their functioning. Their overall valuation of the company and their place in the product-service system is what defined employee well-being

Consumer well-being

Consumers are what the activities of a product-service system of a company revolve around. In most cases they make it possible for a company to be profitable and grow. But they also have the power to divert from a company because it stands for things that contradict their beliefs and values, because the company does not grow in the same direction they do. Because of this multifaceted relationship, they are too a great source of power, and with technological and socio-cultural developments their influence becomes increasingly important for a company. Thus, how the value offered by the company influences their well-being is an important aspect that was taken into account.

The resulting framework is presented in Figure 4, each arrow indicating an interconnected relationship between the aspects. *Appendix I* overviews the valuable and important information to understand the build-up of the PSD framework. Furthermore, *Appendix I* presents information for selected topics that were important for the framework and the project, alongside additional information with regard to their usability in this project. Important is to note that even though the information presented in *Appendix I* covers a lot of different focus areas to apply positive design, there are more topics that could arise from future research and are highly recommended to consider for positive strategic design research and application. More on that in the *Recommendations for future work* chapter (p. 85) of this report.

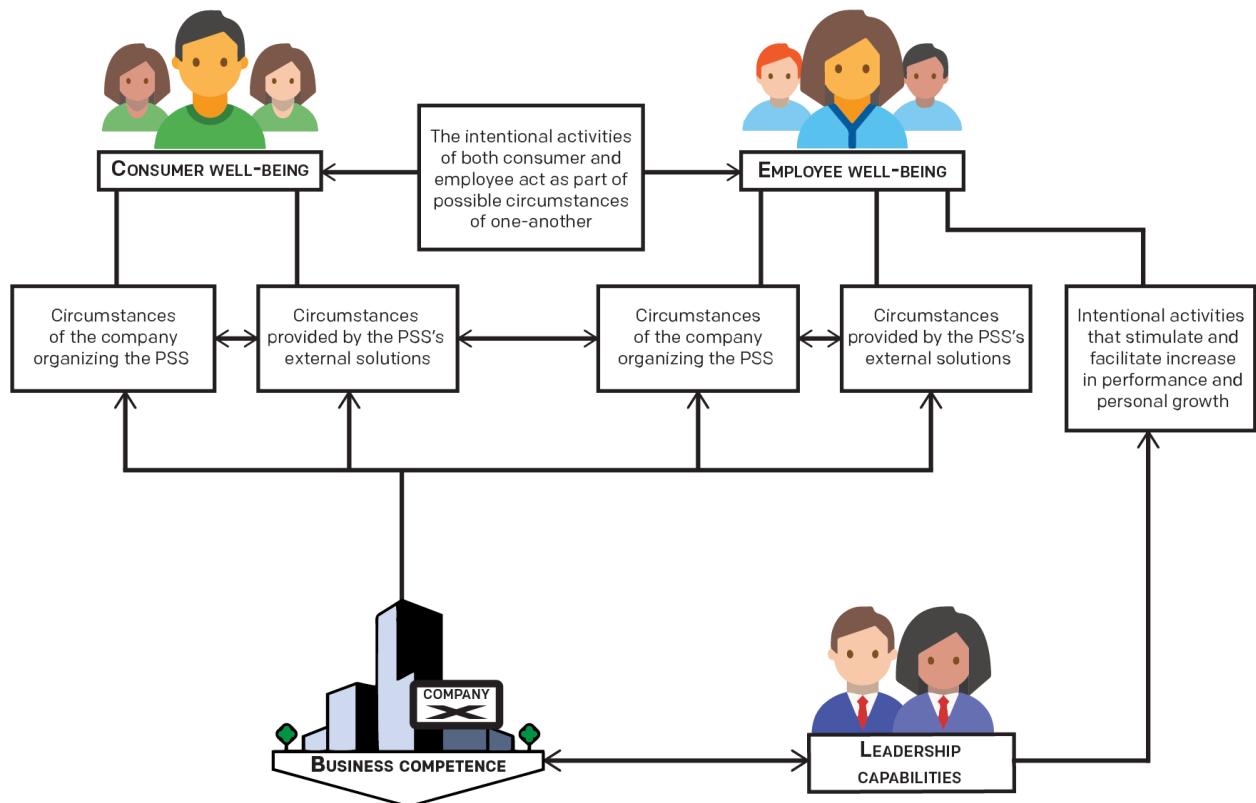


Figure 5, The PSD framework, presenting the overall intertwined relations of the different aspects

2.5.2. Target group scope

While the PSD framework incorporated several stakeholders within the context of a product-service system, this project focused on enabling the people in both theory and practice to apply positive strategic design. Therefore, it is important to state that the target group of this project was people that bridge business and academics: design students in particular, and in this case at the IDE faculty of the TU Delft. The onion-model in Figure 6 presents how active involvement of design students can influence both theory and practice. The crux was to inspire and educate students about what the value of positive design can be for strategic design and vice versa.

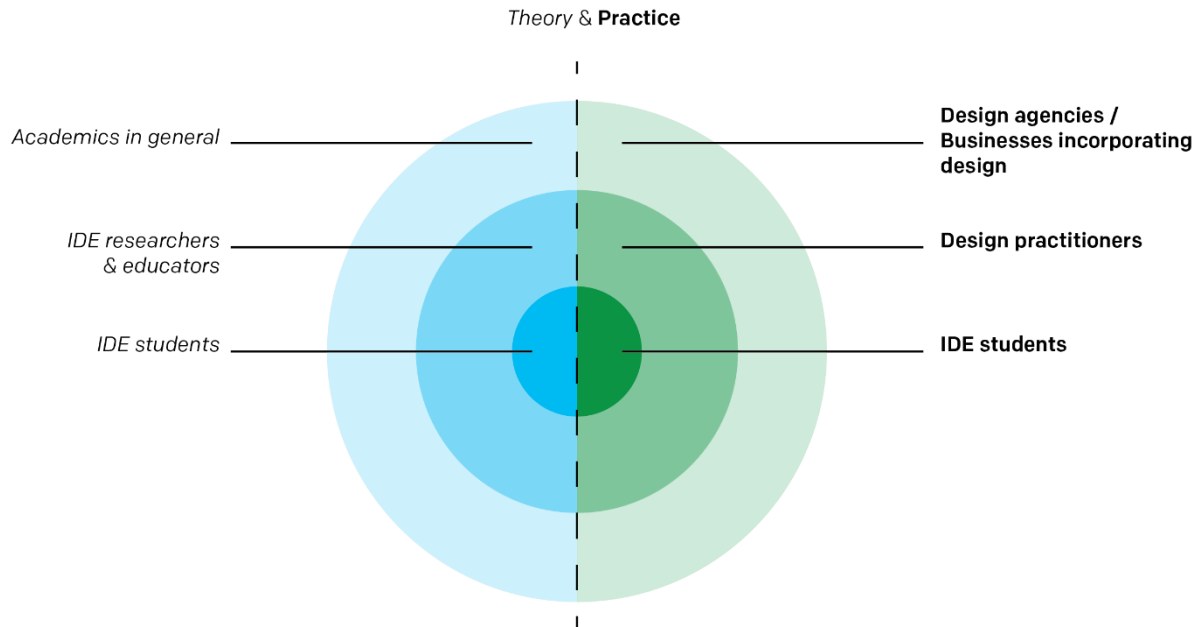


Figure 6, Design students can both affect the research and development processes of positive design and bridge business and academics to focus efforts from both domains on creating solutions that incorporate subjective well-being improving components

2.5.3. Next steps

Theory presented a lot of insightful information that could have already been translated into a valuable solution that combines positive design and strategic design. But before continuing to the development part of this project it was wise to get a perspective from both the target group and design in practice. This was necessary to uncover possible unknown information or strengthen insights from theory with experience from practice. Furthermore, it could possible opportunities for ideation. The following chapter therefore focuses on user research that was conducted.

User Research

Summary of User Research

With theory in mind, getting insight in practice was valuable. Furthermore, to broaden the understanding of the target group, user research was conducted. By means of interviews and a creative session, insights were uncovered about practical aspects that were important to take into account for further development and elaboration of a solution. With these insights from potential users, a more refined direction was given to the project's strategy.



3. User Research

The theory regarding integration of subjective well-being into strategic decision-making processes points towards people becoming the central point of attention. This is a logical development, since increasing subjective well-being will improve the positive experience of a product-service system and the solutions that it offers. However, it was worthwhile and necessary to get insight in the practical side of this development and see how design students and practitioners view potential application of positive design in product-service systems. To gain insight in this practical side qualitative user research was conducted.

To get to the bottom of this, the research was two-fold. The first part focused on one-on-one interviews with experienced design practitioners. The second part focused on mapping the context of design students and practitioners through the means of a creative session. These two methods were useful for the project's process as they offered different perspectives from practice and education and made it possible to answer all three questions, adding relatively more value than a single approach. Below, the two research activities are briefly discussed, after which the results are presented and concluded what is of interest for this project.

3.1. Interviews

Two interviews were conducted to gather input from design practitioners that have on experience with companies that seek a design approach for their solutions. The reason design practitioners were chosen for interviews, was to get a better understanding of status quo of design in business. This was necessary since there was a list of positive strategic design implications from theory, but less understanding of the practicalities design education and research do not have to deal with that might influence these implications. Therefore, the goals for the interviews were to get insights into (i) the capabilities of design companies, (ii) the needs and wishes of their clients, and (iii) the practitioners view on applying scientific methods to design.

Participants were recruited based on their activities within a design company, preferably a designer with a background in strategic design. For an elaboration on the data collection plan and interview transcripts please see Appendix II, III.

3.1.1. Interview Livework Studio

The interview about Livework Studio was conducted with Anne van Lieren, a service designer whom graduated from Strategic Product Design at the TU Delft in 2018. She has professional experience for about a year but worked at Livework on a freelance basis before graduating. Livework is a service design company that strives to improve the way people live and work. Livework is active in 18 different industries and focus on customer experience, organizational change and business impact. Furthermore, it has an inhouse research department, Livework Insight, that strives to improve the way it understands people and strengthen its design with knowledge from behavioral science. Anne herself is both active as researcher and designer, and as she puts it: works in the crossroads of both domains.

3.1.2. Interview Fabrique

The second interview was conducted with an interaction designer, Quérine van Casteren, from Fabrique. She graduated some 5,5 years ago from Strategic Product Design at the TU Delft. Fabrique is a strategic design company that applies a human-centered design thinking approach. Companies consult Fabrique in order to review and renew their strategies and brand identity. Furthermore, Fabrique's strength lies in analyzing the trends and developments of a client's market and incorporating those in designed solutions. Moreover, it specializes in delivering digital solutions to a variety of commercial and non-commercial domains.

3.1.3. Conclusions Interviews

The interviews were both enlightening. They gave insights in the capabilities of design companies, and how these are not taken full advantage of due to the needs and wishes of the non-design companies putting limitations on the required capabilities. Yet the design companies themselves put efforts into finding methods through scientific research to enhance their capabilities. For an elaboration on the results see Appendix IV.

The findings from the interviews confirm certain developments discussed by literature, such as the service-design and technological trends that cause businesses to shift focus. It can be argued that consumer demand is changing, and businesses are trying hard to keep up even without knowing the ins and outs of design. These ins and outs might not have been necessary in the past but to keep up with the competition will become a requirement that is not solvable with solely outsourcing. This confirms the indicated need from literature, that businesses require updated stakeholder knowledge and tools on how to apply this knowledge. Moreover, that the employees and consumers are important in this process but also the effectiveness of design solutions depends on leaders and the business' goals and values. These are vital in guiding the stakeholders toward increased subjective well-being. Moreover, an additional insight regarded how designing organizational components could be an interesting opportunity rather than focus solely on the end-product or service. Even if this opportunity was already known, the fact that it could have more focus is an interesting insight that could only be derived from experience in practice.

Non-design companies in search of design solutions are often not aware of the full range of possible situations to apply design in. Thus, are sometimes unaware of all value design has to offer them. There are multiple possible explanations for this. It could be that the needs and wishes of companies in search of design solutions are focused on a specific problem, and therefore limits the value they are looking for. Another explanation could be that non-design companies do not have people in leading positions that are aware of how design could be beneficial on a broader scale. Even preventing employees from learning the full value of certain principles designers from design companies try to teach them, due to their short-sighted view on how investing in a design solution costs time and money.

In context of this project, this means creating awareness about the value of design within non-design companies is necessary to get more application of design approaches and solutions. Moreover, that leaders should know the value of design. The non-design companies in Netherlands have relatively little understanding of design, which means that creating accessible information regarding design is a wishful aspect. A focus on applying design approaches will probably take time for adoption from a broader audience. Which indicates that the tool that was going to be developed would have most use if application of design approaches were to be encouraged.

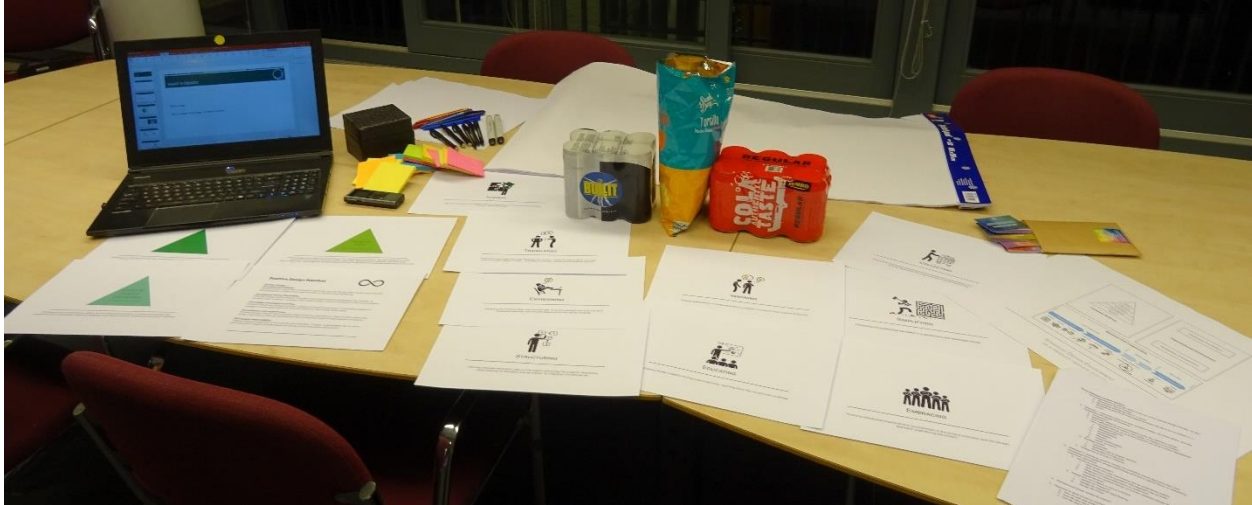


Figure 7, Setup of materials for the creative session; presentation, positive design sensitizing material, strategic design practices cards, organizational components

3.2. Creative Session

A creative session was carried out to engage with design students and practitioners in a creative context. This was a good way to get insights in their capabilities and ways of thinking. The participants were all graduates or graduate students from IDE except for one, a behavioral sciences student. The reason for this was to get a different perspective on the matter to get additional insights from a layman. The session's goals were (i) to clarify if the insights so far were in line with their knowledge, (ii) to define search areas for idea generation and (iii) to test a preliminary set of inspirational materials. The purpose of the first goal was to confirm the topics of interest from literature as holistic through the eyes the participants and uncover additional information to better scope the focus of these topics of interest. The purpose of the second goal a variety of methods and tools they are familiar with and were considered for possible use in the tool that was to be developed. The last to get initial insights on goal's purpose was to see the usability and usefulness of inspirational materials in general. For an elaboration on the session plan, results, and used inspiration tools, please see Appendix V, VI, and VII.



Figure 8, participants engage in a brain-dump; a CF technique to get all chaos regarding a specific topic out of one's head (in this case design)

3.2.1. Conclusion Creative Session

The session presented a base of information that gave insights in the general knowledge of the participants about design and their specific knowledge about the positive and strategic design domain. The fundamentals from (strategic) design were experienced as extremely interesting and refreshing. Strategic design alumni were familiar with the basics, but did not know the specific practices, let alone the participants not familiar with strategic design. Furthermore, the participants found the facts and figures from positive psychology insightful. The positive design framework was experienced as a guide to good human-centered design rather than an entirely new approach. This was good in a sense that adding value to the subjective well-being was seen as obvious result from a successful design solution. Yet it also made for an interesting insight, when asked how they would be convinced a specific design would increase a potential user's subjective well-being they were less certain in their course of answering. Altogether, the participants had experience with characteristics from positive design like having a balanced and personal fit for a designed solution, striving for a long-term impact (mainly with focus on environmental sustainability aspects), and having active user involvement (mainly during development). But the specific advantages of subjective well-being focused solution formulation were not so clear, especially in a strategic context. Therefore, it seems that elements from positive psychology might be more beneficial than an elaborate focus on positive design framework alone. That does not mean it should not be included in some shape or form, since the participants did refer several times to the framework cards for inspiration. It seems wise to include the strategic design elements as aspect in the following development of a solution, since these offer a tangible frame of reference that goes beyond product design.

From search areas towards design directions

The creative session finished with a set of search areas in which future ideas could be formulated and later developed. From these search areas the tools and methods were interesting in a sense that they can add value to the design directions, since the designers/design students proposed these themselves. While the other areas offered insightful information, these were more focused on the business aspect of the matter. This was still something to keep in mind for the continuation of the project, but less vital to the solutions success as the focus is on the inspiration of design students. To connect the domain of education and business they perhaps could come in handy.



Figure 9, participants create search areas by combining ideas and associations from the first two diamonds in the CF process

3.3. General discussion & conclusion

From the user research multiple interesting insights emerged. The interviews indicated that even though the design agencies themselves have a design approach on each strategic level of their business, they have less focus on communicating the value of design throughout an organization towards their clients. Reasons for this can be two-fold. At the client side it can be because of impatience or lack of knowledge regarding design outside of a product/service context. At the design agency's side this can be because of focus on product/service, and therefore less focus on organizational components if not explicitly requested by a client. The reason for this could be explained by lack of design capacity in a company and outsourcing the components that are not part of their core solution, as discussed in "*The coming of service- and information focused design*" (p. 16) of the literature review. This could be a harmful development if there is no consideration of pragmatic problem solving on different strategic levels, something that design could offer business. Therefore, cultivating design capacity could benefit a company and its stakeholders to begin with, let alone when there is theory regarding solutions that increase their subjective well-being. The creative session offered insight in how this could be done, by proposing a set of search areas to look for solution for business that might benefit them solely based on a design approach to their activities and organization. As already proposed, these could be beneficial in a later stage of the development of a solution to create additional value that might attract businesses to choose for a positive strategic design approach. The main conclusion from the user research is that the developments in the design domains as discussed in the literature review, like the upcoming of service-design, how design is evolving to be more human-focused, and how leadership plays a crucial role in design solutions being effective, seem to be a natural development for designers and design students. Finally, solutions that turn into product-service systems seem to grow and thus require different takes on usual product- or service strategies. This development means that touchpoints require updated strategies and education to be optimized to fulfill the needs of users and employees. At the same time, designers require an up-to-date take on the ins and outs of these developments. Taking into consideration the science behind each aspect and incorporating that along the way of designing a solution was advisable. The insights from both literature and user research were taken into account during elaboration of the design challenge in the first part of the solution development.

Solution Development

Summary of Solution Development

With the additions from user research a more concrete design goal was formulated: develop a design tool that translates the theory regarding developments and findings in design, business and positive psychology into actionable knowledge that motivates and enables people to use positive strategic design.

Based on the design goal, several ideas for possible solution variations were elaborated. These ideas were assessed for their viability, feasibility and desirability in the context of the project. The choice was made for a solution that combines two ideas for further development into a tool, a website and card set.

An MVP was formulated to define the minimum requirements the tool had to include for it to be sufficient for usage. With these requirements in mind the two components were developed into working prototypes.



4. Design Challenge

Before engaging in ideation, it is worthwhile to revisit the project's goal: design and develop a tool or method that integrates positive design knowledge into strategic design processes. Desk research and user research indicated a lot of valuable options to achieve this goal, through a variety of tools and methods. After further elaboration it can be concluded that there seems to be two latent yet perhaps obvious needs that have to be fulfilled: (i) active user involvement in positive design to strengthen adoption of designers and (ii) building positive design capacity regarding strategic design contexts.

4.1. Context

Widespread integration of positive design is dependent on the users being inspired to engage with this rather new discipline. Furthermore, to take it beyond inspiration they require the right handles to apply it in their research and development. Theory offers a lot of opportunities from research in the fields of business and positive psychology regarding the usefulness of positive design for individuals and society. Yet a structured translation of these findings into actionable (strategic) design knowledge is scarce. Practice indicates that there is again a lot of interest for scientific and pragmatic design approaches, but widespread application has yet to be achieved. Reason for this can be due to the lack of time in commercial projects, the different kinds of focus in current business development and the scarce availability of actionable knowledge. Focusing on the latter can overtime tackle the former two.

4.2. Target group

The solutions that was designed is meant predominantly for design students but strives to engage with design practitioners and researchers as well. It was of interest to take the context in which they are active into consideration. Therefore, current developments and trends that influence the design students and their future paths were taken into account. The trend of human-centered focus within the business environment indicates that methods and skills that already incorporate this focus were of interest to incorporate in the ideation process. This to bridge the gap between design that is human-centered and design that focused on improving users' subjective well-being.

4.3. Design Goal

The refined design goal was to develop a tool that translates the theory regarding developments and findings in design, business and positive psychology into actionable knowledge that inspires and enables people to use positive strategic design during their design activities. Considering the context, it is desirable to stimulate and accommodate positive design application to research and develop solutions that assist the development of knowledge in the domain of strategic design. For a product-service system to optimally add value to the subjective well-being of a user it is wise to consider positive design on all strategic levels of a company. Moreover, that besides knowledge about positive psychology being important, strategic design knowledge will also be necessary to take into consideration.

4.4. Initial Requirements

As of this point in the project there were two requirements for the solution to incorporate. Firstly, the knowledge from the literature review, as described in Appendix I, is to be included in the solution for the importance of educating and informing users with as much knowledge as possible. Secondly, the solution should incorporate developments that makes using it easy and accessible for the target group. Taking into account contemporary methods and tools from design education and application.

5. Ideation

To start ideation, it was of interest to explore the solution space. Moreover, before progressing to concept development it was necessary to narrow the scope in which a solution can be defined. This was needed to be able to specify concrete requirements during development, aside from the required knowledge and tools to transfer. Doing so will strengthen the overall value of a designed solution and increase its usability.

The second sub-research question plays a central role here. This regarded which tools, methods and knowledge from both domains could assist in designing for increased subjective well-being in a strategic design context. A lot of knowledge and several tools were already defined throughout the research, as defined in Appendix I. Thus, the focus during ideation was on the methods and tools that might be useful and appealing to the design students to inspire them to use the solution during their design projects.

5.1. Idea directions

A variety of tools and methods is available with which design students are familiar and pose potential benefit for using as basis for a solution. These tools were derived from the creative session and the desk research so far, and it was concluded that a pro-active tool or method was the preferred option.

5.1.1. Chosen directions

From the considered tools and methods, a variety of idea directions was defined, from which the most potential ones were chosen. These directions were chosen as they make it possible to engage in a bigger group of students or designers, and therefore increase the impact of the solution. Furthermore, these directions take on developments in the IDE Masters that play a role in the education and application of the students' knowledge.

Creative Facilitation Techniques

This practice is used for design activities that revolve around research and development phases that require creative problem solving (Tassoul, 2009). A course in this specific practice is available in the IDE Master electives and makes it possible for anyone in any context to be creative and comfortable with problem-solving techniques. This indicates a potentially useful aspect, making stakeholders actively involved in the development process of solutions. Co-creation is an increasingly important aspect of design, thus a solution which facilitates that would be appealing.

Context Mapping Skills

A creative exploration method that is a standard education component in the Masters of Design for Interaction and Strategic Product Design. It is used during generative research to uncover knowledge from stakeholders in specific contexts (Sanders & Stappers, 2012). It consists of setting up a research approach, creating sensitizing materials, letting the stakeholders familiarize themselves with the context that is being researched through the sensitizing materials, holding a context mapping session in which participants go through a series of activities or discussions, and ultimately analyzing the data that has come from the sensitizing materials and the session. The goal is to uncover knowledge which can be translated into design theory. This method is useful because it strives to include stakeholders and create theory, two things important to the design goal.

Design Roadmapping

An exploration and planning technique for future strategies of a company and its business-units (Simonsen, 2017). An approach that is commonly applied by strategic design students. It incorporates a variety of methods and tools to explore and generate information that can be translated into strategies. This approach can be valuable to consider for a solution for this project since it strives to incorporate stakeholders. Moreover, active stakeholder involvement can focus efforts of the business or organization on improving their well-being.

Knowledge storage medium: Card-set

Besides these methods and tools, it became apparent that collecting knowledge in a central place would be useful to have. When structured and simplified this could be a tool valuable tool for any design process. The proposed format of a card-set would offer a low-tech physical solution which can be applied in a wide variety of situations. There are several design card-sets available already, but one with the specific focus of this project has not yet been uncovered by research. Therefore, this can be a useful and valuable addition and if executed correctly offer an easily accessible solution for design students and designers.

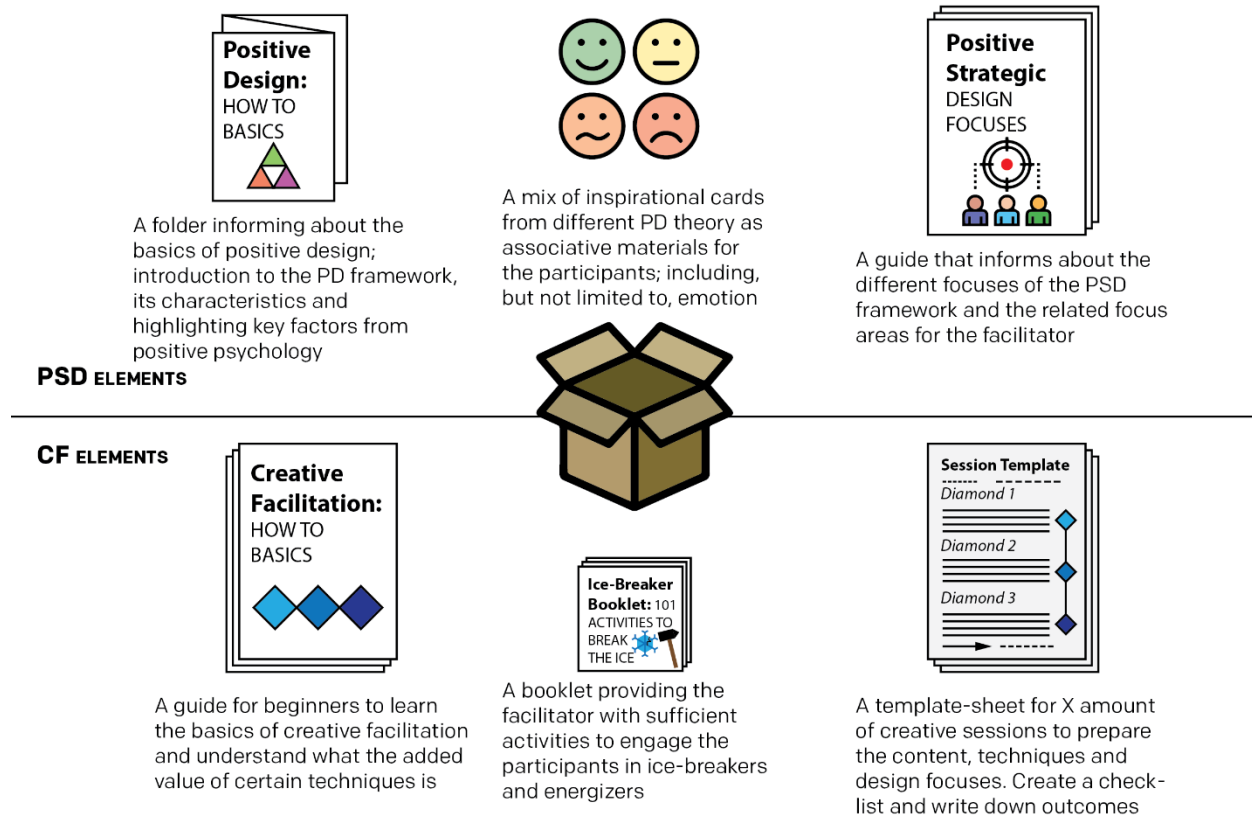
Knowledge storage medium: Website

Another approach to collecting knowledge in a central place: a website. Usually, websites promoting design are commercial companies that offer design solutions. They foreshadow a portion of what they can do for the company, yet this is just an indication of what design has to offer and gives the inexperienced practitioner little to work with. This hinders the people interested in design in general or a specific design approach to expand their knowledge without involvement with said companies. This is rather obvious, as commercial solutions need to generate profits. Currently there is a small number of separate websites that promote positive design from a certain perspective, most of these are centralized and presented on the DIOPD website. These separate websites offer the user insightful information regarding a variety of specific research topics, educating the user along the way of scrolling/clicking through the website. Unfortunately, some of these websites are broken or miss usability to inspire and engage the user. This is an opportunity to propose a way of developing a website that has up-to-date functionality and usability for both the user and the developer. Furthermore, a website is a contemporary medium that offers valuable possibilities beyond storing knowledge, which was an interesting take on the development of the solution. Moreover, it is an increasingly easily accessible medium, even at remote places. This direction posed several valuable aspects that would benefit the design goal.

5.2. Ideas

The following pages elaborate the ideas that were created from the chosen directions. This was done through a visualization, a brief description and pros and cons. Following the idea elaborations, the selection criteria were defined, the ideas were discussed and one of the ideas was chosen to continue development into a concept.

5.1.1. Creative-Sess-in-a-Box (CSiaB)



Concise description

This is a physical toolbox based on the research and ideation technique of creative facilitation with the potential to enhance creative problem solving. It offers a variety of products to assist creative collaboration efforts with a focus on strategy and well-being. It adds value to the traditional creative facilitation techniques by incorporating a small knowledge vault that inform the facilitator. Moreover, it has standardized elements to simplify and guide focus on the stakeholders from the PSD framework. The creative-sess-in-a-box's use is multifaceted and focuses on exploring and generating data with stakeholders.

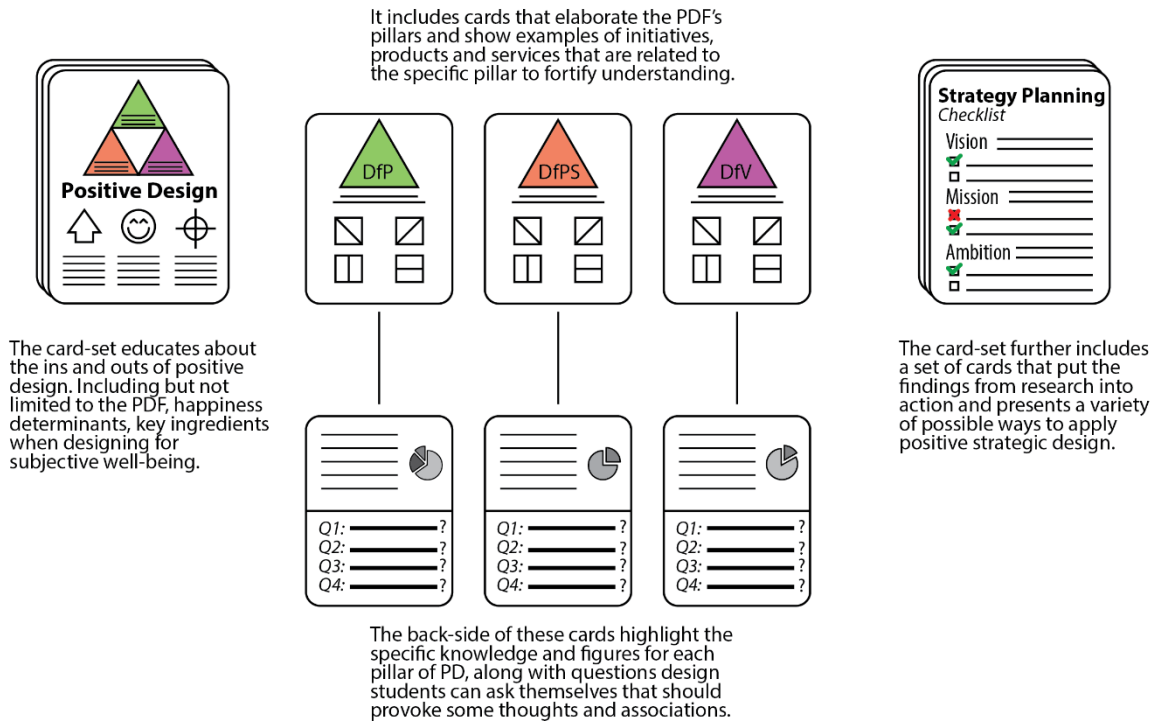
Pros

- + A tool which has the power to learn to be creative
- + Can be used in a great variety of contexts of user research and ideation
- + Enhances existing proven techniques for creative problem solving
- + Besides educating about the effects of positive design and how to apply these, it gives the users an opportunity to get familiar with an innovative exploration method

Cons

- Requires extra items for each session; pencils, Post-It's, flip-over sheets, stickers, etc. are not included
- Prior knowledge about creative facilitation is advisable to improve session course and results

5.1.2. Strategic Happiness Card Set (SHCS)



Concise description

The strategic happiness card set is a deck of information and action cards. These will guide the user to analyze and define key subjective well-being indicators for a specific project by the means of questions and checklists. The card set would furthermore elaborate on the valuable basics of positive design and on its usefulness in strategic design contexts.

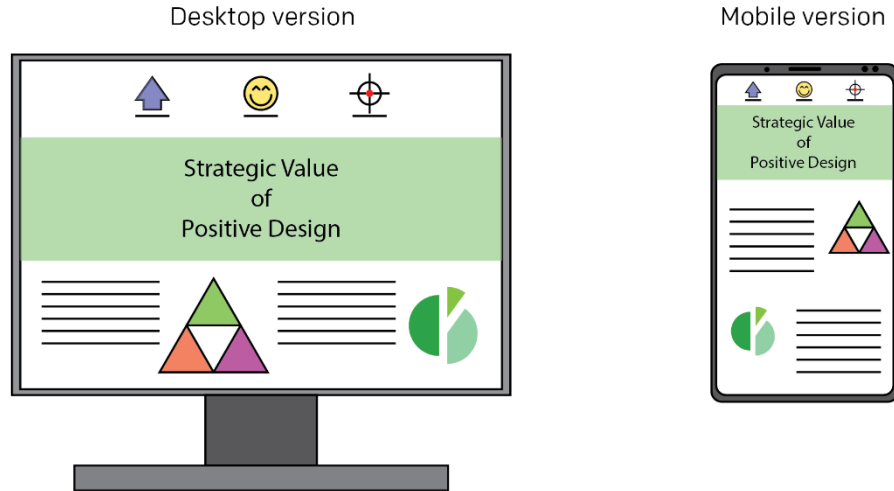
Pros

- + It requires little to no extra effort to use
- + Easily accessible if offered as printable format
- + Can be used in a wide variety of project phases and strategy levels
- + Besides holding knowledge can guide through questions or activities

Cons

- Would require usage elaboration before value can be determined
- Without adequate use definition it might not be as effective

5.1.3. Educative Website: The Strategic Value of Positive Design (SVoPD website)



The website is an attractive collection of information that guides the user through an educative environment, presenting facts and figures alongside the way these can be interpreted for design usage. Moreover, the website includes basic information from positive design, positive psychology and strategic design to get a grasp on the topic that is being discussed. It also highlights in which situations each domain can be applied and how this is done best. With interactive visualizations it should inspire to look further and learn the ins and outs of positive strategic design.

Concise description

A website that acts as knowledge vault for positive strategic design. It emphasizes positive design as a tool for strategic decision-making in a product-service system and should educate design students and designers about the value of subjective well-being in strategic design. Furthermore, the website lays out possible ways to combine positive strategic design in a company's activities and stakeholder management.

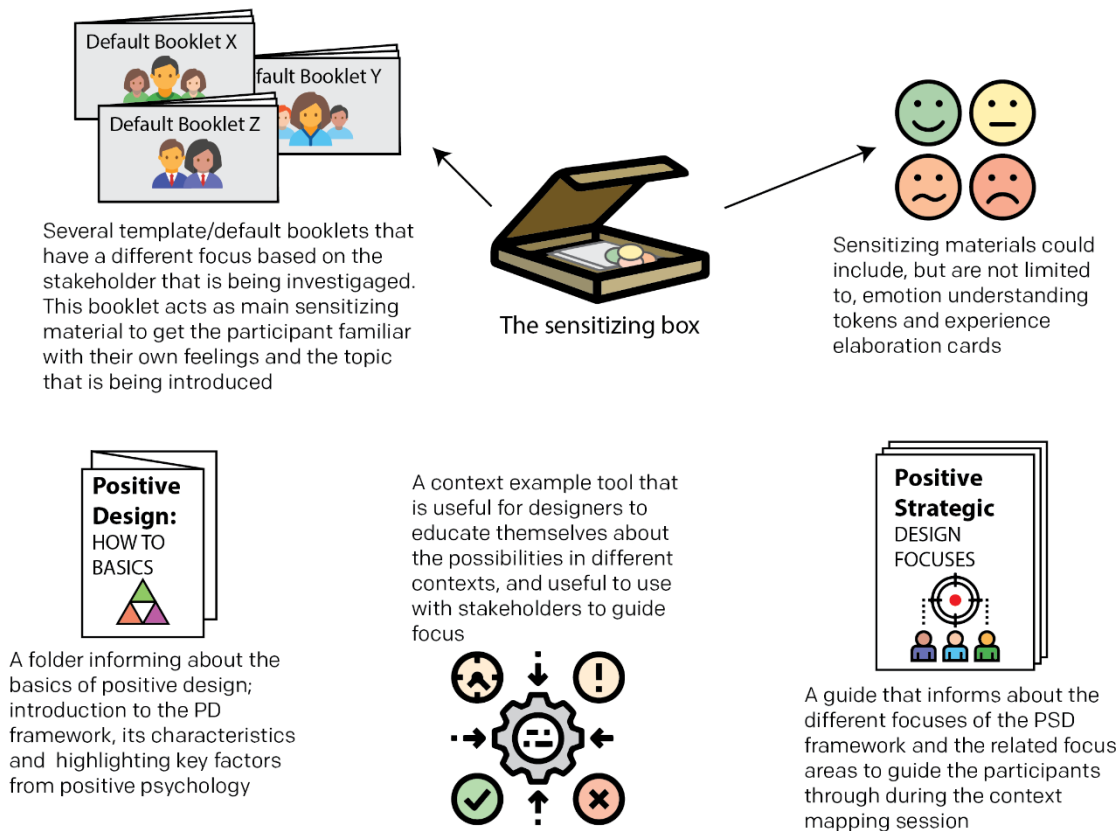
Pros

- + Usable individually to gain understanding or in groups to discuss value of certain topics
- + Presentable on a big screen during design activities
- + Does not require a physical product
- + A lot of freedom in possibilities to design

Cons

- Requires a device with internet connection for usage
- Development might require web design/programming knowledge that is not yet present
- If only informative maybe not so effective

5.1.4. Stakeholder Context Mapping toolkit (SCM toolkit)



Concise description

This is a tool to help design students and designers to collaborate with stakeholders and focus not only their own efforts on designing with strategy and well-being, but also those of the stakeholders that participate in the context mapping activity. It consists of a default booklet that incorporates general context mapping aspects and adds subjective well-being focused journey maps, journals, and emotion understanding exercises. Furthermore, it includes a guide on how to prepare for a context mapping session. The context mapping session makes it possible for different stakeholders to engage in a safe environment in which they can level which each other and their shared or contradicting emotions. It is a measurement and exploratory toolkit that should assist in unearthing the feelings of participants for strategy formulation and possibly for development.

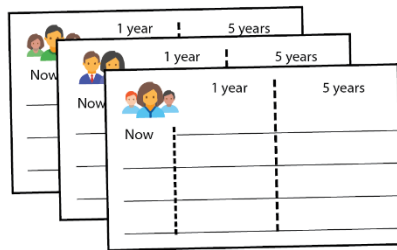
Pros

- + Incorporates a practice from design education which design students are familiar with
- + Beneficial practice for generative research in front end development processes
- + Can be used in evaluating use and experience with a product or service as well, especially for internal use

Cons

- If packaged as all-in-one product not easily accessible
- Items in sensitizing box will probably deteriorate during usage
- Specialized creation and facilitation require more experience with the practice

5.1.5. Organizational Happiness Roadmapping tool (OHR tool)



The different stakeholder roadmap templates make it possible to start a conversation between each stakeholder and visualize their thoughts, values, and feelings



A guide that informs about the different focuses of the PSD framework and the related focus areas for the facilitator



To make roadmapping accessible and well-being focused, a booklet with roadmapping methods and approaches, including SWB focus areas



Expression and association materials could include, but are not limited to, emotion understanding stickers and experience elaboration cards



A folder informing about the basics of positive design, introducing the PD framework and characteristics

Concise description

This is a tool that would assist users in getting to know the stakeholders of a company and place this knowledge into a roadmap that lays out possible focuses that pose potential benefits for the organization and its stakeholders' subjective well-being. It would consist of a template and an informational folder that educates about the necessary knowledge from positive design and strategic design. Furthermore, it guides the user to emphasize several topics that are key in sustaining and improving subjective well-being during research. It also incorporates a guide to help translate certain information into valuable findings that relate to literature from positive psychology. It acts as measurement and exploration tool for future strategies of the company's internal and external activities. Furthermore, it should assist in decision-making with a focus on subjective well-being of stakeholders.

Pros

- + Incorporates a contemporary method and tools from strategic design education
- + Makes it possible to involve stakeholders and align their focus
- + Has the potential to take different strategy levels into consideration

Cons

- Mainly focused on future planning rather than current design, effect is therefore difficult to measure
- Relatively little applicability of solution format

5.2. Selection Criteria

Each beforementioned ideas had the ability to fulfill the project's design goal in some shape or form. The main criterion was the extent to which an idea has the potential to fulfill the design goal of this project. This was measured by the conditions which are stated below. For each conditions a score can be given. If the overall score of an idea on all conditions was high it has potential to achieve the intended goal. These conditions assisted in choosing an idea with the most potential to continue concept development with. The measurements for the conditions were defined based on an adjusted *Weighted Objectives Method* (Van Boeijen, Daalhuizen, van der Schoor, Zijlstra, 2014, p.151). The evaluation was in an adjusted form as it does not rank the scores of each criterion from 1 to 10. Each condition was weighted for its importance for the solution, distributed over in total 100 points for all criteria. This evaluation method will not only aid in defining the value of each idea, but also in recognizing which features could be transferable. Below the 5 conditions are ranked from most- to least important and are elaborated to give an understanding of the method applied.

Feasibility (weight: 30; in comparison to the other criteria this is the most important for the time frame of the project)

The degree to which the solution can be developed based on the project's time and with the designer's experience.

- 0: Time and experience do not allow for this to be achieved*
- 4: Time allows for this to be achieved but required experience is out of reach*
- 7: Time allows for this to be achieved but additional experience is required*
- 10: Time allows for this to be achieved and additional experience is not required*

Usability (weight: 25; in comparison to the other criteria this is important because the solution should not overwhelm or discourage users but inspire with ease and intrigue)

The degree to which the solution will be able to be usable by a designer or design student without prior knowledge about or experience in a certain topic.

- 1: Prior knowledge or experience is mandatory*
- 4: Prior knowledge or experience is advisable*
- 7: Prior knowledge or experience might enhance the solution but is not necessary*
- 10: No prior knowledge or experience is necessary*

Flexibility of design (weight: 20; an important criterion is that the solution lends itself to be designed flexible and is not limited by its purpose)

The degree to which the solution is limited by the purpose of the idea direction to incorporate certain information or change aspects

- 1: The idea direction entirely defines the outline of the design*
- 4: The idea direction has guidelines to keep in mind for the design*
- 7: The idea direction has guidelines that could benefit the design*
- 10: The idea direction offers full freedom for the design*

Freedom of use (weight: 15; a favorable factor would be to have the solution usable in several design activities, and can be used in both theory and practice)

The degree to which the solution is possible to use in a variety of project phases

- 4: Can be used in a single phase or activity*
- 7: Can be used in multiple activities but mainly for theory or practice*
- 10: Can be used in multiple activities regardless of focus on theory or practice*

Balanced usage (weight: 10; it's less important than other criteria yet still preferred to have both)

Possibility to use the solution in collaboration and/or individually and experience the full value of the solution in each situation.

- 5: Collaboration or individually*
- 10: Collaboration and individually*

5.3. Concept selection

The design goal was to design and develop a tool or method that integrates positive design knowledge into strategic design processes. Be this to experiment, research and develop with positive design in any kind of context that requires strategic decision-making. The domains of positive design and strategic design are going to play important roles in the future of business and design, thus a solution should include components that are prone to remain viable or increase in viability over time.

5.3.1. Discussion and conclusion

Each idea could have been beneficial to develop and has reasons why it could have been a suitable solution for this project. But each idea also has reason why it would have been challenging. Table 1 presents an overview of the scores awarded per condition for each idea and gives an indication of the to be chosen direction to continue with. Before getting there the ideas were discussed briefly.

The CSiaB would make holding creative sessions more accessible and fun, incorporating this practice would be valuable for students to improve their creative problem-solving capabilities. Even though creative facilitation requires building experience and comfort over time, the tool can potentially lower the barrier for students and designers to engage with the practice.

The SHCS would be a tool-format that is widely applicable, if executed correctly, and does not depend on a specific design activity, tool, etc. to use. It therefore has potential to be used during any kind of design activity independent of the strategic level this occurs. This makes it a very appealing choice to begin with. If this direction was chosen it is important to keep in mind that its success will be highly dependent on how the usability is communicated.

The SVoPD website would have a similar kind of freedom of use and flexibility of design as the card-set. If it was chosen to be developed into a suitable solution it would come with another challenge. It would namely require skills in programming and web-development that are not yet part of the current skillset of the writer. As this is a contemporary medium that becomes increasingly important in the representation of a company, choosing this idea to continue with might offer value beyond this project as it could highlight the accessibility of creating and maintaining a representative website for the DIOPD as well.

The SCM toolkit would offer room for another stakeholder inclusive methodology from design education. The value of such a method is known, as is the background information. If this idea would be developed into a solution it would be accessible, but the usage would really be dependent on the focus of a project. This could be guided by clearly describing the usefulness and transferable components from the default kits, an extra translation-guide would extend its value for example.

Lastly, the OHR tool would be useful for choosing future strategies and defining the necessary steps to get there. By combining this strategic design tool with positive design characteristics and focus areas it could assist in uncovering the strengths and weaknesses of a company with regard to happiness. Furthermore, it could aid the student and company it is designing for in configuring how to maintain and overcome these. Even though this tool would be possible to use in an early stage of a design project it would still be dependent on the focus of said project if this could be applicable along the way.

	Weight	CSiaB		SHCS		SVoPD website		SCM toolkit		OHR tool	
		Score	Total	Score	Total	Score	Total	Score	Total	Score	Total
Feasibility	30	10	300	10	300	7	210	10	300	10	300
Usability	25	4	100	10	250	10	250	7	175	7	175
Flexibility of design	20	4	80	10	200	10	200	7	140	7	140
Freedom of use	15	7	105	10	150	10	150	7	105	4	60
Balanced usage	10	5	50	10	100	10	100	5	50	5	50
TOTAL SCORE	100		635		1000		910		770		725

Table 1, The adjusted Weighted Objectives Method (WOM) (Van Boeijen et al., 2014)

The CSiaB, SCM toolkit and OHR tool take on interesting developments from design theory. They incorporate tools and knowledge from human-centered exploration methodologies that are currently being used in education at the IDE faculty. Furthermore, they make it possible for stakeholders to be involved in the design process. These were important aspects that could benefit the solution. Yet these ideas were perhaps too focused, and therefore potential users might be less compelled to work with them to begin with. Furthermore, these ideas would also depend on the kind of project and focus of the project's organizer, which will most likely be a company with a commercial focus. This dependence made it less likely that these ideas were appropriate to achieve this project's design goal.

In the adjusted WOM the SHCS and SVoPD website were the options with most potential in achieving the project's design goal. Their value is independent of a design project's focus, methods or process. Moreover, these ideas would strive to educate, inspire and guide without being attached to a necessary step-by-step plan. However, it was difficult to say that the total score they received was a good representation of their use being used in practice, that is if one of the ideas was chosen. The card set alone would perhaps not reach as much students as desired to improve engagement with the domain of positive design. A website on the other hand was a valuable option that can reach a lot people with little effort. To improve the website's usability, a combination of these two ideas potentially offered the most benefits towards achieving the desired design goal. By doing so, the strengths of each idea were exploited which improved the value of the overall solution.

Thus, the website / card set combination was chosen to be developed into a concept that can achieve the design goal by adding value in three places. Firstly, by centralizing general knowledge from the domains of positive design, positive psychology and strategic design. Secondly, by centralizing specific knowledge from unearthed happiness interventions. And thirdly, by presenting this in an attractive layouts that inspires students to use it during design activities, preferably ones that focus on positive design. Before continuing concept development, a set of initial requirements was defined that were used as starting point.

6. Solution Requirements

A suitable solution would achieve increased engagement of positive strategic design from design students. In doing so it would generate interest and application of both positive- and strategic design principles. A solution would therefore be acceptable if both domains were presented to educate about their value and application for product-service system development. Furthermore, theory and user research presented a set of initial requirements regarding the knowledge that is to be transferred. These are discussed in *Appendix I* and implementing these was vital to the solution's success. The solution was developed using a minimum viable product.

6.1. Minimum viable product

The MVP defined the minimum requirements the solution had to fulfill to be sufficient for implementation. The core features of the solution were developed while additional requirements were unearthed by simultaneously developing and testing. The most important requirement was the knowledge transfer. It was vital to the solution being useful for the designers. To increase the use of the tool, it was necessary to add directions in which the knowledge can be put into action, and to design the tool in such a way that it facilitates several usability aspects. These necessary features are presented in Figure 10, and with those in mind the concept development was initiated.

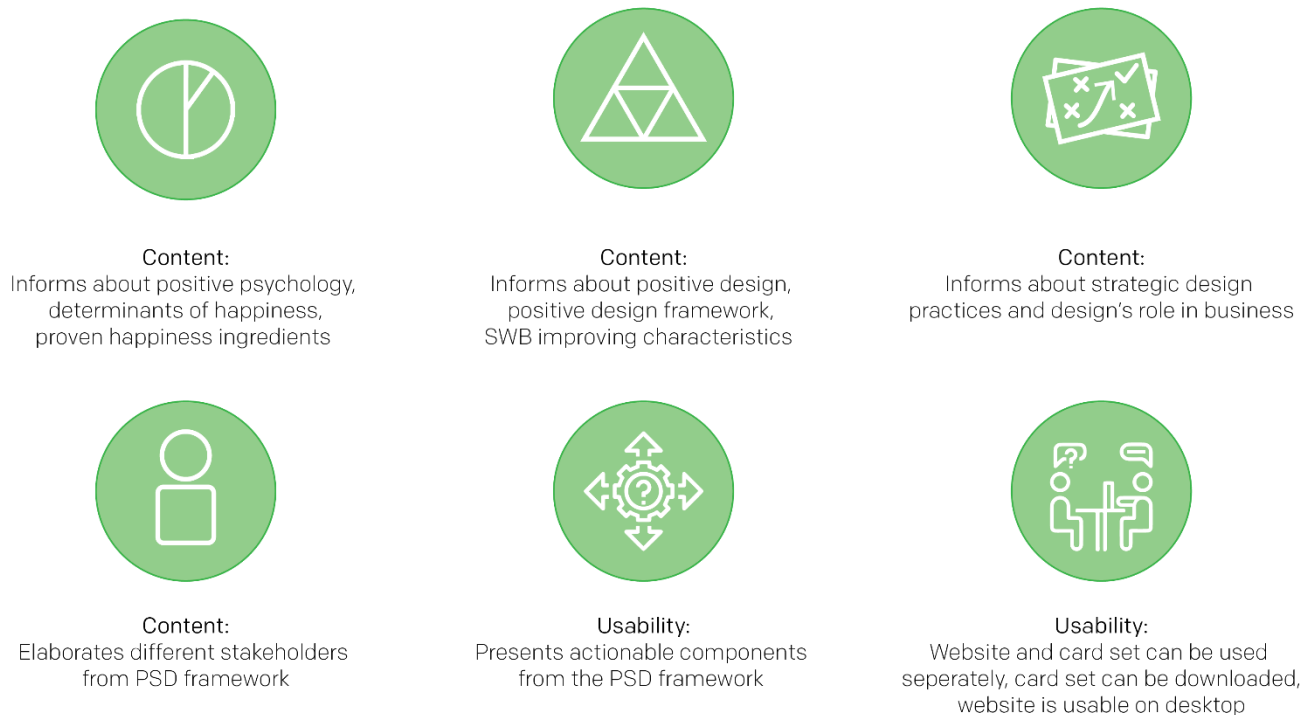


Figure 10, The features that must be incorporated in the MVP to be satisfactory

7. Concept Development

The concept development phase started with just the website as starting point, a choice made based on the appeal of a digital medium; virtually limitless accessibility and with the possibility to create a guided interaction. The accessibility was important for ease of use, free of charge usability, and possible wide-spread reach of target group. Creating a guided interaction seemed important at first, to have control over the educational part of the solution. After a while, though, this push for control made the development rather anti-possibility-driven and it felt like an interactive part was missing. To solve this apparent problem, the card set was split into a virtual and physical variation. The process towards the solutions that were created is presented in the following parts.

7.1. Concept iterations

The development process was focused on first elaborating core features from the MVP after which the requirements expanded along the way of testing the concept. This approach facilitated elaborating and sketching iterations whilst simultaneously creating low-fidelity rapid-prototypes of these in the appropriate environment, while a high-fidelity prototype was built towards the end. Doing so added value to the designed solution by improving functions and usability aspects. For the website this was done via a web-development platform, Squarespace, to experience the proposed iterations first hand and distinguish valuable features or conflicting components. For the card-set this was done through paper prototypes, first drawn by hand and later digitally illustrated to get a more representative feel and valuation of the proposed cards.

7.1.1. Website evolution

The website set off to be an overall informative and inspirational tool, educating its users about the background and details of positive design. Textual in nature but accompanied with a set of associative visualizations of actionable knowledge to make the general image of the website more appealing. This was the starting point for the development process; a basic website acting as knowledge vault for positive strategic design.

The 5W-H iteration

What, why, where, when, who (or 5W's) were important questions that needed answering for the user to grasp the value and usefulness of the information they are absorbing. Adding "how" would give them direction in using the information handed to them. Each question was to be answered on a specific page, structuring the information in a clear and obvious manner.

What defined what positive design was and how it could benefit strategic design. *Why* explained the reason for positive design being necessary giving insight in the background information. *Where* presented the strategy layers in an organization and how each affects a business. *When* presented the various phases of a development project and how positive strategic design could be applied. *Who* presented the stakeholders that could be affected through application of positive strategic design. *How* explained a framework of stakeholders and how these influence each other. Figure 11 presents the visual representation of the basic website set-up. It started with an appealing introduction page, kind of a virtual box that must be opened, bringing the user to the *What* page. This was the home page since it presented the most important information; what is the tool and what is it for.

This variation was dismissed as it did not create an easy interaction, meaning that it did not concisely inform and inspire. It did offer an extensive overview of the useful information and with that could inspire, but also created an overwhelming amount of knowledge to absorb while the design directions that were elaborated at the *How* page would be separate and thus the focus on the actual inspiration material would diminish.

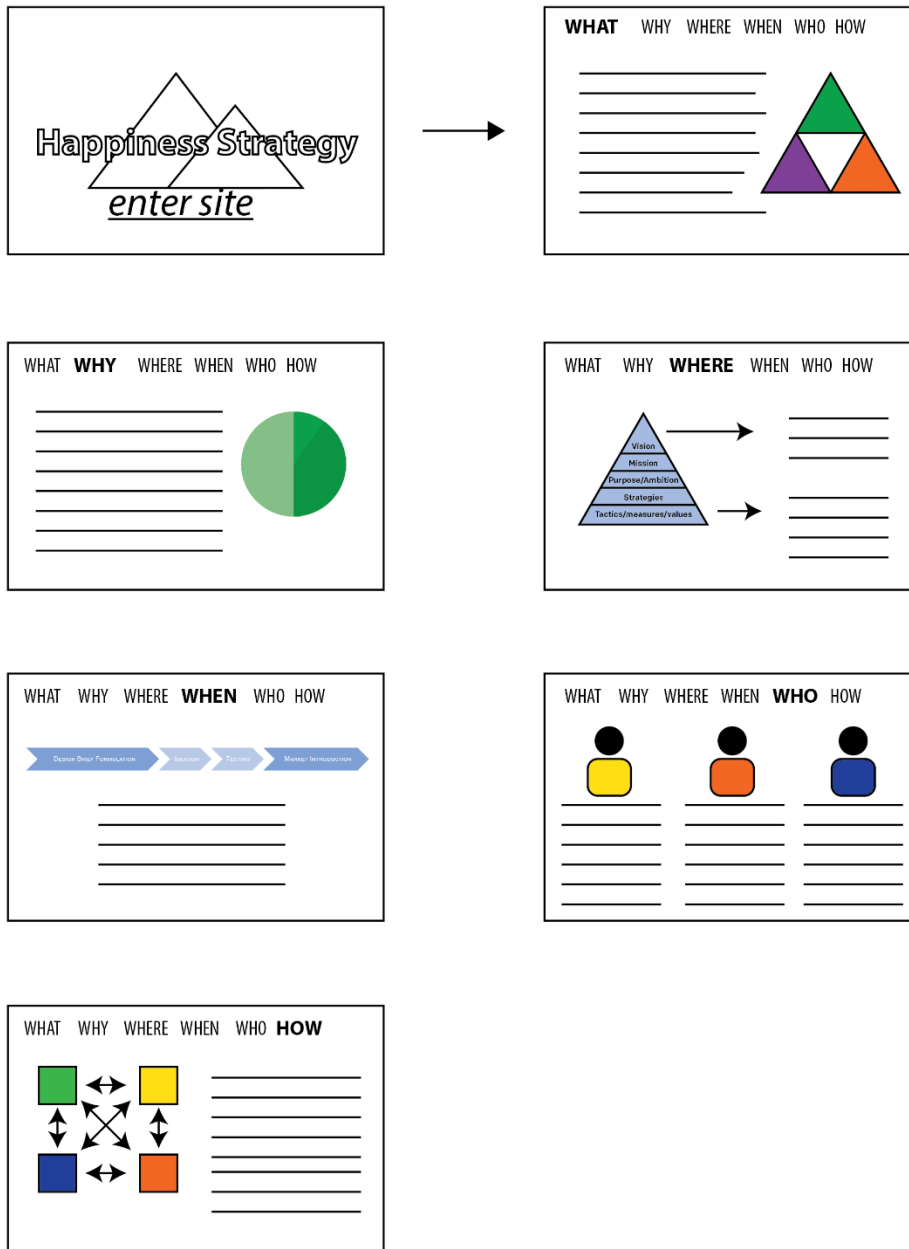


Figure 11, The 5W-H concept iteration

The One-Pager iteration

A one-page website adaptation was the second iteration of the concept. This was to bring things together, yet still present the user with a holistic overview of the to-be-transferred information. This described each important topic in a concise manner and gradually guided the user towards the design directions. The tool was still introduced to the user through an attractive introduction page and entering the main website would bring them to the one-pager, as pictured in Figure 12.

The website introduced positive design in the context of strategic decision-making, after which the user was presented with background information from positive psychology. The strategy layers of a company were discussed and their importance for positive strategic design elaborated, followed by the design phases in which it could be applied. Finally, the stakeholders were introduced and their interaction in the positive strategic design framework elaborated. Each interaction was a possible design direction for the user.

The one page was cause for information to be less spread out and if formulated into a coherent story would create an easy to follow tool, finishing with the information for designers to actually focus on when designing. Even though this iteration brought together all components, due to limited programming experience this was not the best choice for a final concept direction. There was no possibility to create a link in for example *Strategy Definition* to jump down the page and present the related interactions in the *Design Framework*. This made for a lot of scrolling up and down, or to elaborate more and create a text-heavy page.

Furthermore, it was missing an interactive component which would bring the solution to live, so to say. Thus, for the next iteration to be satisfactory it was necessary to (i) define the most valuable knowledge to focus on and (ii) implement an interactive component.

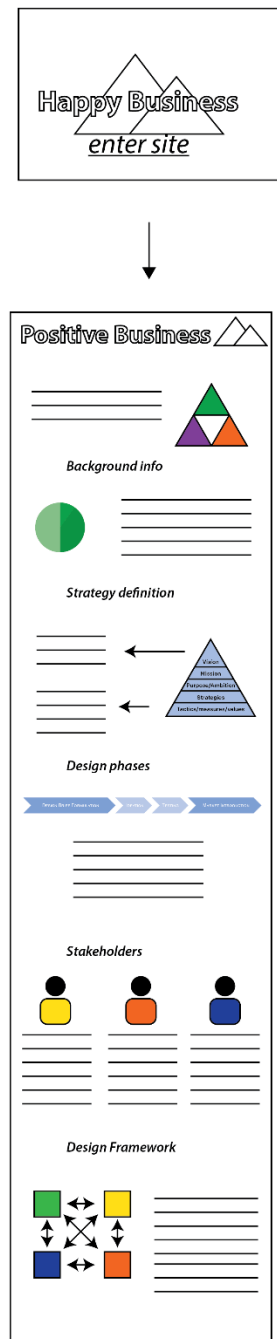


Figure 12, The One-Pager concept iteration

The Focused Information iteration

To adhere to the conclusion of the one-pager iteration, the solution was taken into the real world to add an interactive component (see *Card-set evolution* on the following page). After careful consideration of the necessary components, the following website layout was concluded, as presented in Figure 13. The introduction page was a concise formulation of the topic of positive strategic design and what the rest of the tool offered the user. Split in three sub-pages the tool was elaborated and presented in the shape of 2 categories of cards.

The first category were the rules of thumb, design principles to keep in mind when applying positive strategic design and are presented on the Positive Design page and the Strategic Design page. Moreover, the Positive Design page briefly introduces the domain of positive design and background information from positive psychology, while presenting the user with proven principles to keep in mind when applying positive design. The Strategic Design page briefly introduced strategic design as design for a product-service system and presented the user with practices from strategic design that amplify positive design application in all levels of strategy of a company and its business.

The second category of cards were the design direction cards, which are presented on the *Design Directions* page. These regard possible strategies to implement positive strategic design. The topics were derived from the PSD framework. Later, the *Design Directions* are referred to as *Happiness Interventions*, as this was a more suitable title, which was to exemplify possible aspects of a business in which happiness can intervene to make stakeholders and business flourish. This iteration was decided as final concept direction and to be optimized into a working tool.

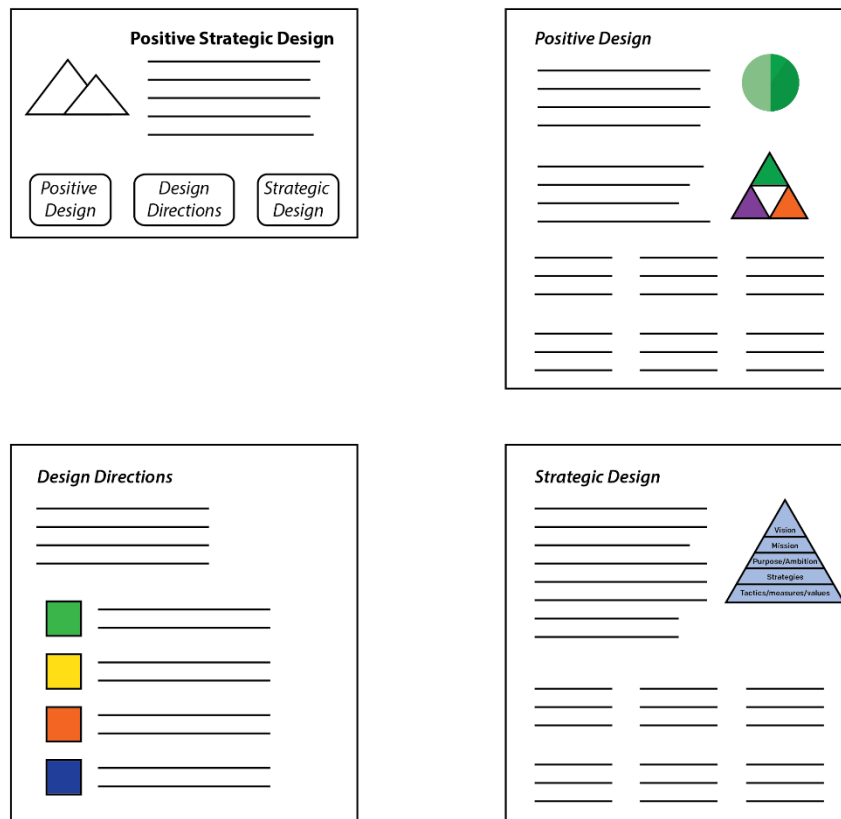


Figure 13, The Focused Information concept variation

7.1.2. Card set evolution

The card-set was first designed as a one-on-one representation of the information on the website that would also be possible to print for non-digital use. It acts as a means of translating the knowledge that has to be transferred into happiness interventions that would be usable for inspiration. The theme of the card-set is focused on the positive strategic design framework, with the stakeholders being the central point of attention. After some time, it was recognized that incorporating a physical aspect could be a useful and wise addition to enhance the potential value of the tool. This would extend the tool's usability and make it possible to be used in the real world, separate of a digital device. This low-tech variation coincidentally creates an opening for easier use during meetings, creative sessions and other development processes that would not require any digital devices. The card-set would then be split in two categories of cards, namely: stakeholder cards and guidance cards. Following, the development of each category of cards will be elaborated in the order mentioned.

Happiness intervention cards

As stated before, the happiness interventions were first regarded to as design directions, but for the sake of continuity these are regarded to as the final title they were given. That being said, the first happiness intervention cards that were designed were basic square cards, as presented in Figure 15. They were based on the PSD framework and defined as the well-being of the specific stakeholder in the framework. The definition 'well-being' was chosen because it indicated that the well-being of the stakeholder is influenced by the described happiness intervention. The business stakeholder was defined as happy business, since the way a business' focus is on the 'happy' of its stakeholders makes for the well-being of a business to increase. The cards were one-sided, presenting an image of the stakeholder, their title followed by a title of the happiness intervention and a description. This was the starting point of the card set.



Figure 14, example of first iteration of cards

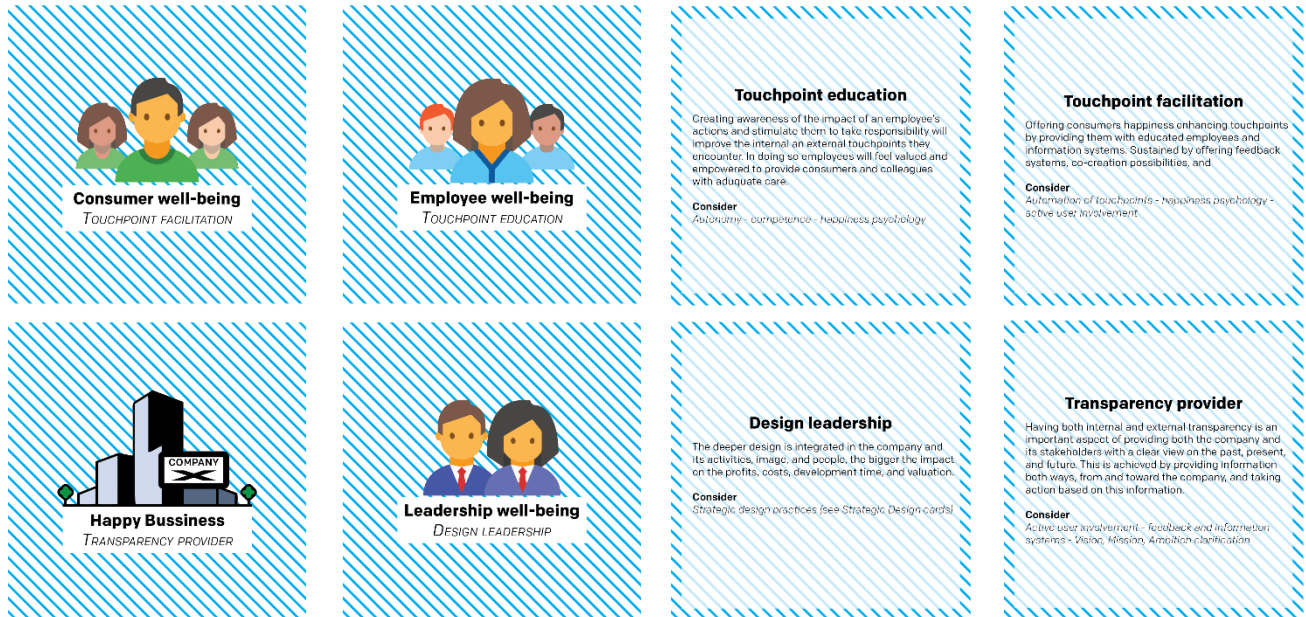


Figure 15, example of second iteration of cards

The second iteration of the card set was a double-sided variation, with a colored background. Adding a colored background made it easier to distinguish different kinds of cards of the same size. The happiness intervention cards themselves also got a consideration section added, this was to communicate possible action points for the user to consider. These considerations were validated at a later stage. This added value in finding a balance between presenting information that was too in-depth and too concise. The user should not be overwhelmed by the information, but on the other end they should not be uninspired by the lack thereof.

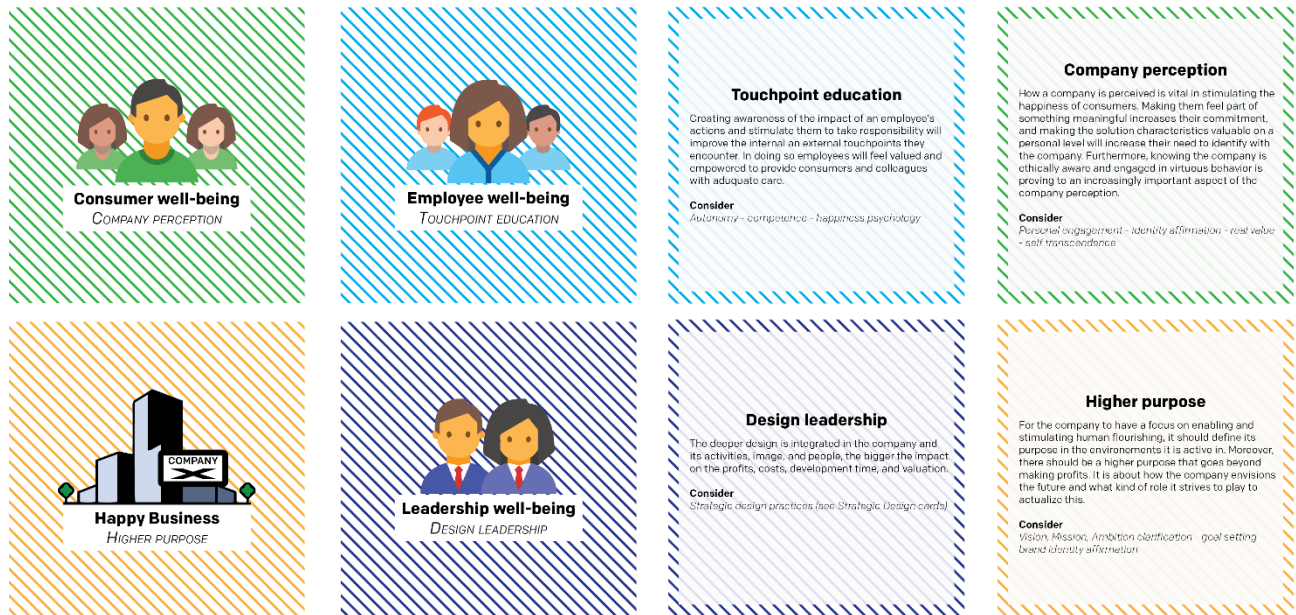


Figure 16, example of third iteration of cards (digital final)

The third iteration of the card set was based on feedback from a couple of students and designers whom experienced the cards set. The stakeholder cards each got their own color as well, to improve recognition of the different stakeholders. Furthermore, the opacity of the white block on the back-side of the cards was changed from 80% to 90% to improve readability of the cards.

The final iteration was created as additional variation for the physical card set. The former iteration was nice to have as the front and back make the cards less text heavy at first sight. Unfortunately, this format made easy printability not possible. This one-sided and rectangular variation made printing the cards easy. Another noticeable change was that the title used for the company's presence is referred to as *Business well-being* instead of previously *Happy Business*. Reason for this change was that the previous title had a rather ambiguous definition, whereas the latter had a definition that is clear to grasp; it regards strategies that influence the business's well-being. Furthermore, the opacity of the white block behind the text changed from 90% to 100% to improve readability and cleanness.

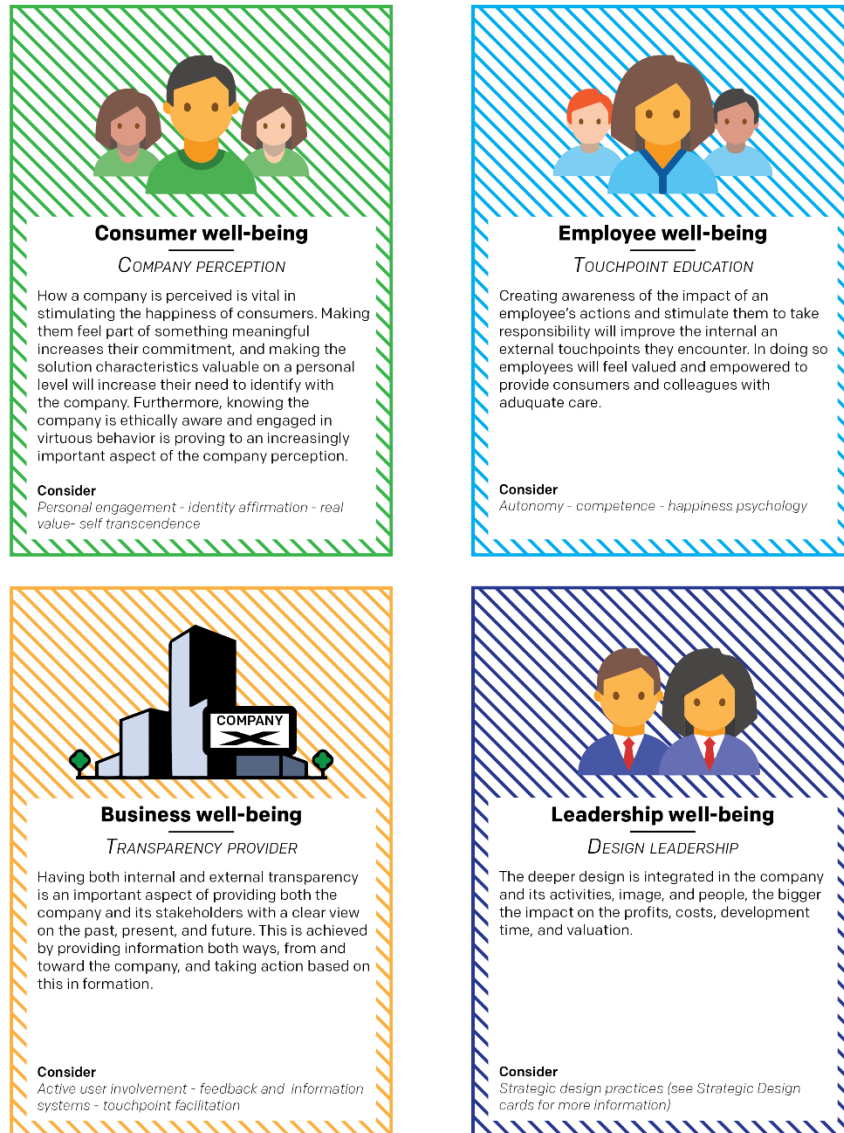


Figure 17, Final card-set as to be used in the prototype testing

Guidance cards/booklet

Aside from the *Happiness Intervention Cards* the card set required a series of cards that assist the user during usage. The guidance cards helped the user get an understanding of the context the strategies can be applied in. Furthermore, these presented background information and context components that are worthwhile to consider for focus on the desired strategic- or positive design aspects.

Taken from earlier elaboration of the content that was to be created, an initial booklet with principles from positive design, positive psychology and strategic design was created. These were inspiration for the guidance cards.

The first take on these guidance cards elaborated rules of thumb to keep in mind when using the stakeholder cards. These Rules of Thumb cards, as presented in Figure 18, highlighted important information that made it possible to get an in-depth understanding of each important factor influencing the PSD framework. These were interesting yet a bit too in-depth as they grew in number and detail. For the guidance cards it was important that a base of knowledge was created, rather than each individual aspect elaborated in-depth. Moreover, the knowledge base had to incorporate the content features discussed earlier. The focus was to remain on the happiness intervention cards. To achieve this, the guidance cards were revisited.

The figure displays eight guidance cards arranged in a 2x4 grid. Each card has a title, a thumbs-up icon, and a thumbs-down icon. The cards contain the following content:

- Rules of Thumb Introduction to Happiness:** Discusses design becoming more human-focused and the evolution of design from materialistic to human needs.
- Rules of Thumb Introduction to Happiness:** States happiness is a universal goal and science has given us handles to strive for.
- Rules of Thumb Positive Design:** Explains why happiness for business is well for everyone, citing productivity and effectiveness gains.
- Rules of Thumb Positive Design:** Describes an interactive framework for the happy business, focusing on research and design for happiness.
- Rules of Thumb Layers of Motivation:** Defines motivation and lists layers: Behavior, Thoughts & feelings, Values, and Needs.
- Rules of Thumb Fundamental Needs:** Explains design as satisfying needs and lists Maslow's hierarchy: Self-actualization, Esteem, Social, Safety, and Physiological needs.
- Rules of Thumb Happy Business Framework:** Describes a business framework for human flourishing, involving company, leadership, consumers, and employees.
- Knowledge Base: Strategic Perspective:** Explains why happiness for business is well for everyone and describes an interactive framework for the happy business.

Figure 18, the initial guidance cards: Rules of Thumb

The second iteration of guidance cards was in the same layout as the stakeholder cards, as per Figure 19. They described just the basic principles of strategic design and positive design and the more focused rules of thumb were merged into concise considerations in the stakeholder cards. The guidance cards were based on the preliminary inspiration cards that were used during the creative session. To get to the features defined in the MVP, the strategic practices and positive design framework were communicated in a more attractive manner. They were given a separate color to make it easier to distinguish them from the stakeholder cards.



Figure 19, the second iteration of guidance cards

The content of the guidance cards was not yet satisfactory. The website was able to translate the necessary information through elaborated text without being too text heavy but incorporating the core principles from SD and PD into the cards required more focus. The third iteration added different colors for SD and PD principles, as seen in Figure 20. The PD principles were also changed to focus on the PERMA happiness ingredients, which were more indicative of possible focus areas. These could be used alongside the PDF and the PD ingredients, which were elaborated into a folder like introduction in the last iteration of guidance cards.



Figure 20, the third iteration of the guidance cards

The final iteration of guidance cards was the variation that was created for use as physical version. The PD and SD principle cards were transferred into the easier printable shape, same as the stakeholder cards. The striped background was also reflected to point in a different direction as the stakeholder cards which made distinguishing them even easier. Furthermore, the guidance cards got two kinds of extra cards added. The introductory cards introduce the card set, the PDF and PD characteristics to keep in mind when designing. The different kinds of cards were elaborated, and their usage explained. The second new kind of guidance card acted reference guide, to overview the literature that was used as background information in building up the card set. This gave the interested user easier access to more in-depth information.

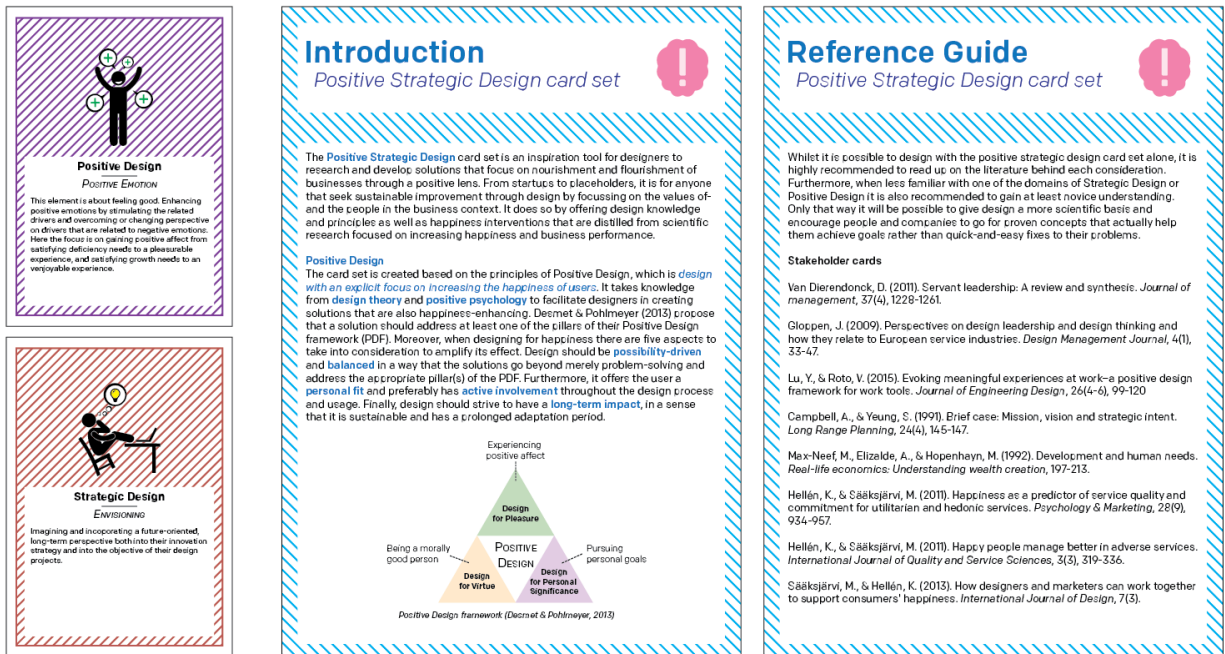


Figure 21, Final iteration of prototype guidance cards

7.2. Final prototypes

The following prototypes were developed as parts of the concept. The concept brought together knowledge for design students that want to engage in research and development projects that include positive design. It did so by presenting them happiness interventions that focus on aspects from a product-service system that are worthwhile to consider for gaining unique strategic advantage. The additional knowledge acted as inspiration to put the interventions in a positive and strategic context without getting too in-depth about the background information. The prototypes were to be tested and optimized after which the final concept was concluded. Before getting into that, the concept parts are elaborated briefly to give an understanding of the content and functions of both prototypes.

Website prototype

The website began with an introductory page that informs the user about the goal of the website as a source for inspiration. The bottom presented 3 options for the user to choose from. The positive design page informed about the basics of positive psychology and the determinants of happiness. Furthermore, it presented the positive design framework and elaborates each pillar briefly. At the bottom of this page the PERMA happiness ingredients were presented, these assisted the user to easily identify possibilities with the proposed happiness interventions. The strategic design page presented a brief description of design in strategic contexts and its role in development of product-service systems. At the bottom the strategic design practices were presented, which assisted in finding different approaches on tackling a happiness intervention in different strategic contexts. The happiness interventions page presented an informative description of the most valuable possibilities that were derived from theory. The cards displayed were all in the square format of the third iteration discussed in the previous part. The most important focus for validation was the usability of the website.

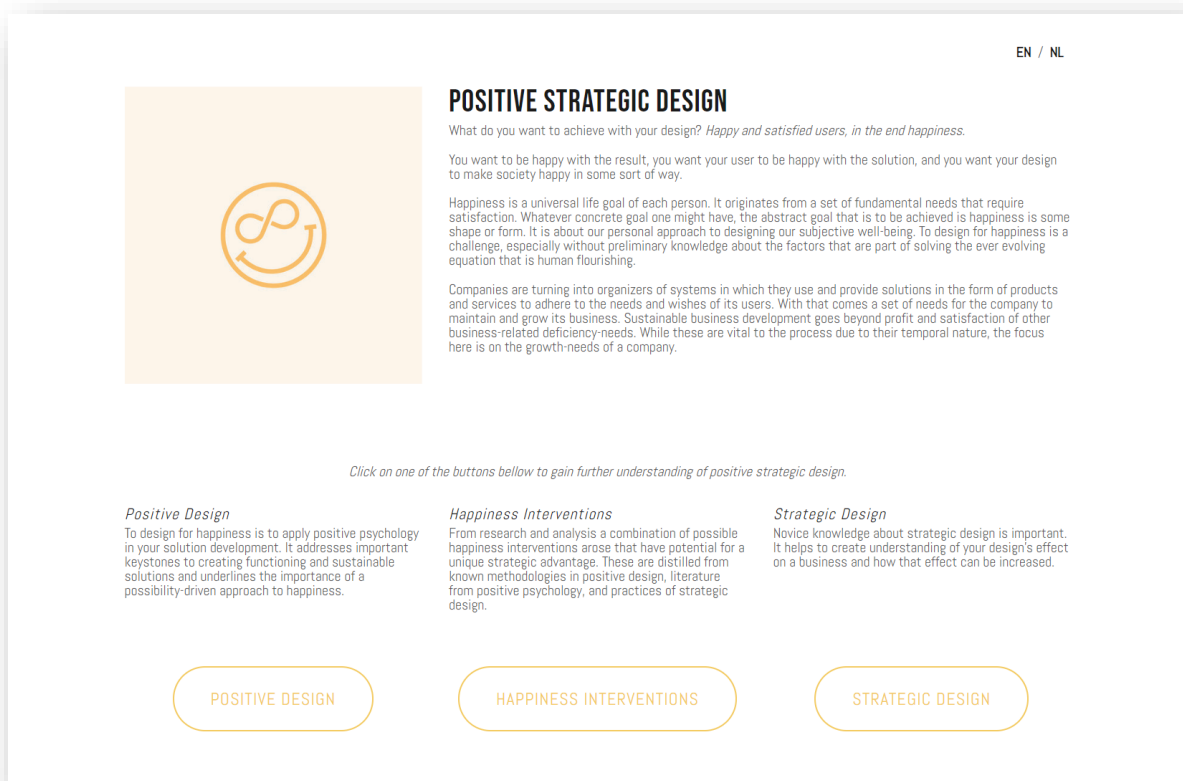


Figure 22, The PSD website final prototype (<https://omarvanderheijden.com/psd>); note that this prototype does not have all images present, as the website's storage capacity is limited.

Card set prototype

The card set prototype was developed into a physical format that had the desired layout and usability. The cards were printed on thick paper to improve the experienced quality and cut in the appropriate size. Note that downloading and printing the card set would result into differently sized cards that were dependent on the user's wish to cut the cards in smaller sizes or not. The cards could be used on A6, as strived for in the prototype, but were also as usable in A4 when printed without adjustment. This might even improve usage during design activities with multiple people, since the bigger cards give a better view to centrally discuss them. The overall card set consisted of 14 stakeholder cards, 9 strategic design cards, 5 positive design cards, 2 introductory cards and 3 reference cards. The card set was to be validated mainly on clarity of content.



Figure 23, the PSD card set prototype

Finalization

Summary of Finalization

After ideation was concluded, the prototypes were tested and evaluated. This was necessary to indicate if the current solution upheld the requirements defined in the MVP. Furthermore, the solutions features were expanded beyond the minimum requirements to improve its viability. These were based on findings from desk- and user research that were established before or during ideation.

The final product of this project is a tool consisting of a website and printable card set. The tool presents 14 strategies that are focused on stimulating happiness within a product-service system and are accompanied by design principles that users should keep in mind and a guide on how to use tool. The choice for a website was made since it is an easily accessible format in which the tool offers equal value, while the card set makes it easier to use the tool in group activities.



8. Optimization

With the prototypes finished it was necessary to validate the current features. This was necessary to establish in which areas the concept needed to be optimized to enhance its overall value. Besides this evaluation, optimization also included implementation of additional features to increase the quality and effect of the solution. Both these activities added up to the optimization of the solution and were carried out simultaneously.

8.1. Product viability expansion

Even though the product had been enhanced beyond the initial features described in the MVP through several iterations, it was wise to contemplate a variety of options to extend the viability of the solution. This increased the potential impact of the solution in general and improved the usability- and quality of the solutions content. Multiple features were proposed to incorporate in the solution for optimization alongside their added value to the solution. The summary of this expansion is overviewed in *Appendix VIII*. The most important addition was to add a personalized domain, namely <https://positivestrategicdesign.com>. Having a separate website for the tool is vital to promote and engage people who might use it, rather than a page on a different website.

8.2. Product evaluation

The developed prototypes were tested to establish if they upheld the intended features as per the MVP in its the current shape and to get insight in possible points of improvement. It is important to note that the website prototype used for evaluation was on the new domain as presented in the previous section. Testing was done by letting users experience the prototypes and letting them evaluate how successful the required features were implemented. For an elaborated overview of the product evaluation see the data collection plan in *Appendix IX*, the results in *Appendix X*, and the analysis in *Appendix XI*. In total 8 people evaluated the prototypes, giving feedback through a digital survey in combination with additional verbal commentary in an informal setting after finishing the evaluation.

The evaluation presented valuable insights. Moreover, as the participants came from different specializations their insights differed yet were all worthwhile to take into consideration. The evaluation pointed out that the current prototype was appealing and experienced as viable for design activities. There were several aspects that required improvement or elaboration for users to fully grasp the usability and value of the solution. Firstly, the screen readability of the cards was experienced as tiresome due to the high contrast with the white background. Furthermore, several participants stated that the language used was sometimes unnecessarily difficult or design slang that might be difficult to interpret as layman. An important observation as the cards would also be necessary to be used with non-designers. Lastly, perhaps the most important conclusion, the solution was missing a guide on how to use the cards. The participants were able to estimate the usage of the cards, yet an explanation and purpose description would clearly make the solution more valuable.

8.3. Conclusion

Optimizing the solution was an important and necessary step to improve the value it would offer the users. The insights from the user tests pointed out several points of improvement. These were taken care of accordingly, again for an elaborated overview see *Appendix XI*, with the most important improvements described below.

In a research about screen readability, warm background colors like orange, peach and yellow were indicated as beneficial for reading performance (Rello & Bigham, 2017). The first two were colors already present in the color scheme of the website. These were chosen and implemented on locations with colorful images to improve readability. Besides changing the background, the cards on the website got an adjustment color as well. This was necessary to overcome the tiresome contrast caused by the stripe-pattern that was present on the cards. However, the stripe-pattern was experienced as a good way to make the cards less plain. Thus, to keep the stripe-pattern but improve the readability, the opacity

of the stripes was reduced to 25% and the cards also got a background color added. The background color was adjusted to a light-tinted version of the color of the stripes on the card, to keep recognizability and reduce contrast.

The physical cards were not experienced as tiresome with a white background. Therefore, these were not adjusted. This would keep printing costs low and would be more sustainable in the process. Furthermore, when printing in black-and-white the colors could even make it more difficult, depending on the printing quality. Thus, not using a colored background could actually improve readability in this case.

Overall, the solution needed some adjustments to make usage more self-explanatory. The current how-to guide was not powerful enough to make the solution clear to laymen, and even designers stated that they would find this valuable to assist them along using the cards. This called for a revamp of the guiding information and an addition to the how-to guide. First, the *Consider* section was adjusted and split into two sections. At first, the considerations mentioned on each card linked to a related reference from literature, but a link to each reference was missing. The two sections were now divided into *Reference* and *Consider*. The Reference section stating the numbers of the references used for a card. These linked to the *Reference Guide* in which the full reference was presented. The Consider section was changed to present one or more of 6 topics that should be kept in mind when using a specific happiness intervention. This makes it easier to transfer certain reasoning from one intervention to another, yet still present specific references if the user requires more in-depth elaboration of the chosen intervention. As extra information, the experience needs mentioned by Hassenzahl et al. (2013) are added. These should give the user guidelines regarding the needs that are effective in designing experiences for subjective well-being.

Besides the improvements from the evaluation and viability expansion, an important adjustment that was made to the happiness intervention cards was a change in title of two main topics. Namely, *Business Well-being* was changed to *Business Competence*, and *Leadership Well-being* was changed to *Leadership Capabilities*. These changes were necessary as these titles better described what the happiness interventions for these topics encompassed. These differences were already described within the conclusion of the literature review, but during the project given different titles because the writer could not find consensus in the appropriate title.

These changes among additions from the viability expansion and adjustments in language made for a successful final iteration to come to a final product that would suffice for real-world application. This result is presented in the following chapter.

9. Final Product: Positive Strategic Design tool

This project set out to develop a solution that equips designers with a practical implications to design for happiness from a strategic point of view. The resulting solution was the Positive Strategic Design (PSD) tool.

The PSD tool is an approach meant for early stage design and research of happiness enhancing solutions. It is meant for people that seek strategies for business and organizational components that incorporate a focus on happiness. It does so by offering knowledge from design theory and positive psychology while addressing the underlying strategical aspects. The tool identifies 14 strategies for happiness-focused design in 4 different contexts of a product-service system, called happiness interventions. The strategies are referred to as interventions for a good reason. Some of the strategies might already have existing solutions or definitions, thus not being a new addition to a company per se. If that is the case, they should inspire to intervene and produce adjusted or new solutions that take into account happiness as part of the strategy.

What makes the PSD tool powerful, is that it can be used in a variety of situations, offering important guidelines besides the happiness-focused strategies that are elaborated. It is available in a digital format via a website, making it accessible on any device, and as physical variation, making it useful in meetings and creative activities. It can be used in early stages of design process, for strategy formulation, problem framing or conceptual design, but it can also be used to define research opportunities. Another beneficial quality of the PSD tool is that it offers value to any user. Be this to someone in a startup or a mature company, or when it is used by an individual or a team. The tool can be used for smaller specific projects or bigger projects that require organizational change and business reformulation.



Figure 24, PSD tool components

The PSD tool's features are concisely elaborated below. The number of features is expanded and are elaborated more in-depth than the earlier versions of the tool to broaden the possibilities for usage. The tool offers a variety of educational components and guidelines to put the happiness interventions into action.

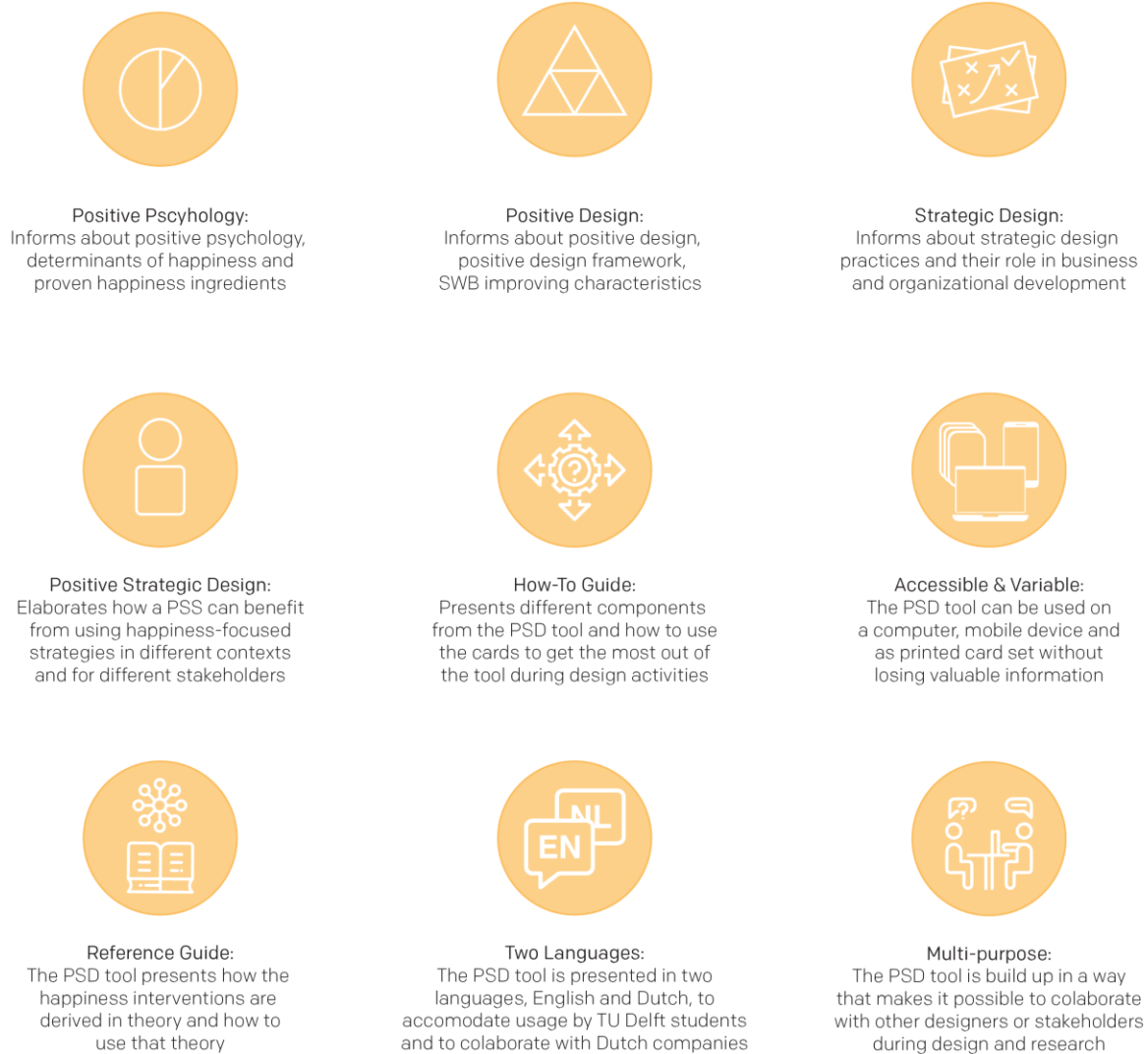


Figure 25, The features of the PSD tool

The PSD website was chosen to offer the PSD approach in an appealing and modern communication format. It is a great channel to provide users with visually attractive and interactive content. Moreover, it makes it easier to reach people that are interested in design, strategy, positivity/happiness without them specifically knowing of the PSD tool's existence.

The website's landing page introduces the user to the concept of PSD and briefly elaborates its intention. Without scrolling the user is presented with a menu-bar that indicates the different pages of the website. Furthermore, it presents them with the options to first learn how to use the website or to download the card set for printing or offline usage. When scrolled down, the three topics of the website are concisely presented to give a hint of their purpose. The topics being: positive design, happiness interventions and strategic design. The user can choose which topic to take and will be redirected to the linked page. Having a How-To Guide available is a useful addition as it helps the user to better understand the tool and to make more valuable use of the cards. Each component of the cards is contemplated and presented in a way a user will make most use out of the website.

The PSD website centralizes the content of the tool in a digital medium, making it accessible for any person who is in search of knowledge regarding positive design, strategic design, or a combination. Namely, with careful search engine optimization (SEO) the website will appear more often or prominently when people use certain search terms. Each page has its own SEO which is set up accordingly, with specific keywords that fit the page. Having the tool on a website is also a great way to promote the card set, as it would otherwise be more difficult to get a hold off if it would only be present in the TU Delft Repository or on the DIOPD website.

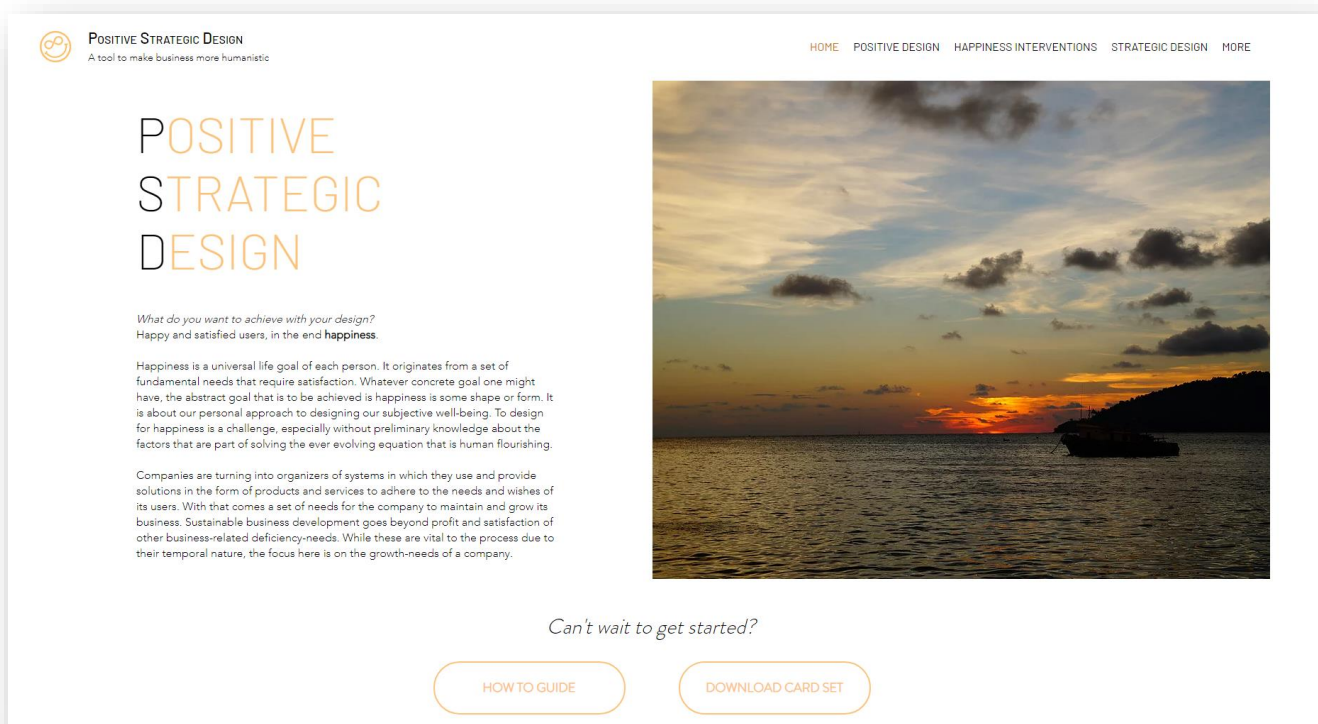


Figure 26, The PSD website on <https://positivestrategicdesign.com>

The card-set is available digitally on the website and as separate download to be used as low-tech option. The card-set consists of an introduction folder, Rules of Thumb and Happiness Interventions.

The introduction folder introduces the purpose of the card set along with the fundamentals from positive design, including the Positive Design framework and positive design characteristics as introduced by Desmet & Pohlmeier (2013). Followed by the How-To Guide, which elaborates the usage and setup of the cards step-by-step. The folder finishes with the Reference Guide, a structured overview of the literature used for each of the Happiness Interventions along with references to the literature behind the Rules of Thumb. This guide can be consulted in the process of using the card set if the user is interested in the background information.

The Rules of Thumb are split into 5 positive design ingredients, derived from the PERMA model (Seligman, 2011), and 9 strategic design practices, derived from the Strategic Design book (Calabretta et al., 2016). These Rules of Thumb are practical guidelines for users to keep in mind when using the card set during design activities.

As stated earlier, the Happiness Interventions are strategies for happiness-focused design. The 4 contexts on which the strategies are focused are as followed. The business competence, which focuses on the intentions and actions of the company that are valued by the people in its business environment, be this internally or externally. The leadership capabilities, which describes several capabilities that focus on incorporating design knowledge and considering employees' subjective well-being. Employee well-being, which explores a variety of organizational and business aspects which influence the employees' happiness. And consumer well-being, which regards how the company can focus business efforts on providing valuable solutions that stimulate the consumers' happiness. Figure 27 overviews the layout of a Happiness Intervention card. This layout is further explained in the How-To Guide, in both the website and card set.

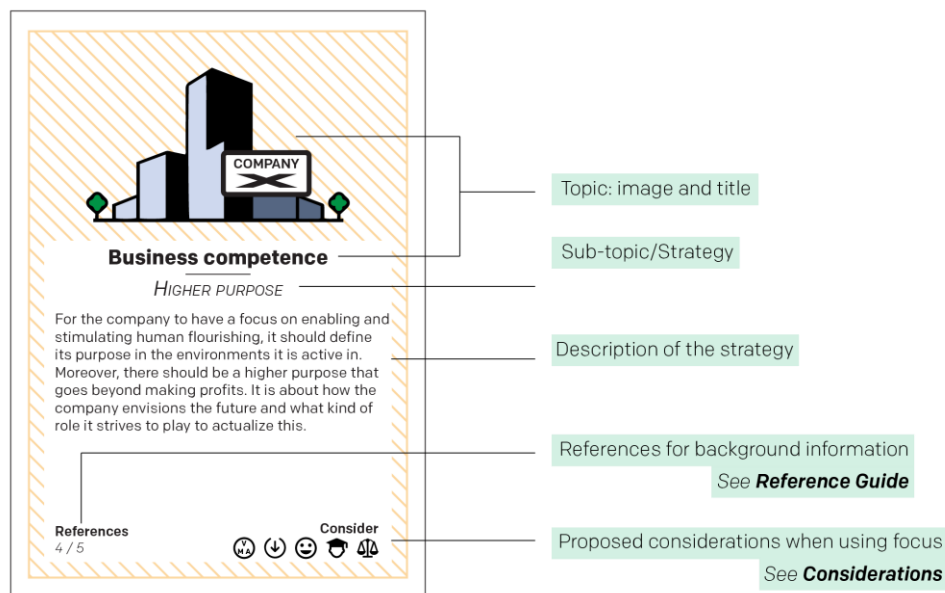


Figure 27, The layout of a Happiness Intervention card

The low-tech variation of the card set was valuable as it makes it easier to use the tool during design and research activities, especially in groups of people. Moreover, the cards can be used as extra inspiration or association means during (co-)creative activities. It is not necessarily the goal to make people who will use a design solution aware of its effect on their happiness. Rather, the main goal is to make people who provide design solutions aware of how their choices in design affect the happiness of their target audience.

Project Evaluation

Summary of Project Evaluation

The developed tool combined principles from strategic design and positive design, achieving the project's goal. Yet, there is more research to be done (i) to uncover additional possibilities to further develop opportunities for positive strategic design and (ii) to add to the development of positive design knowledge in general, to which the tool strives to contribute.

Along the way of working on this graduation project several aspects could have been approached differently or gone better, to come to an even more valuable conclusion. All-in-all, the result of this project is satisfying and presented a challenging experience to express design skills and ambitions.



10. Recommendations for future work

This project set out to understand how positive design could be integrated into strategic design. Moreover, to unearth the added value of positive design for strategic design processes and how to communicate this value. To translate this theoretical value into a practical solution, a multitude of tools, methods and knowledge from both design domains were considered to find a suitable combination. The design goal of this project was to design and develop a tool or method that integrates positive design knowledge into strategic design processes.

Evaluating the project's process and solution, it can be said that there is indeed a lot of value that positive design knowledge and tools can add to strengthen strategic design. In the limited time of the project and with its scoped focus, a variety of implications were uncovered and translated into actionable strategies that can be used during strategic design processes to formulate opportunities for further research or development.

Altogether, the developed tool offers a variety of strategies to integrate positive design into strategic design. But as stated, the focus was scoped, meaning that there is still a lot of work to be done before all perspectives and options are considered for specific strategies. Besides that, it will be necessary to conduct further research into each strategy regarding the practical consequences and to have assessment tools to evaluate designed solutions.

10.1. Future research

Although the project started as design graduation project, it became apparent that a lot of research was necessary to uncover the right information. The conclusion of the literature review indicated that there was still valuable information to be uncovered. The more topics arise with both potential for positive design and strategic design, the better of an understanding can be created of the relationship and influence of people on business development. It is therefore highly recommended to keep researching literature and conduct user research to unearth connections not yet found or taken into account that could strengthen future strategic takes on positive design.

10.1.1. Project specific

It is important to get a scientific understanding of the effects that psychological components of people have on a company's organization and business and vice versa. With regard to research into a company it is recommended to know how those components affect the functioning, performance, perception, and revenue. Further, it is valuable to research how people choose their circumstances to fit their personal definition of happiness in the context of a company.

The happiness interventions of the PSD tool require further analysis and research as to how these affect the company and people in practice. Since these are currently just theoretical strategies they must be tested in a controlled environment to understand their effects on the subjective well-being of people and on the company's well-being in general. Besides researching the effects of the interventions, it is wise to expand the research into additional contexts and interventions that might not have been taken into account. Moreover, further analysis of the already established interventions is wise as well to improve the value that they can offer designers, more on that in *Future development*.

10.1.2. Tools and methods

The solution that is developed is one of multiple possible outcomes of this project. It is worthwhile to take other tools, methods and knowledge into account to find solutions that fit in different contexts where strategic design development or research is required. Here it would be advisable to consider the tools and methods that take on current developments in the (strategic) design education and practice. This would make implementation easier as it is more in line with what designers know and are familiar with. Creative facilitation and context mapping techniques are two approaches that are recommended for measuring and understanding users, perhaps to co-create with them.

10.1.3. Socio-cultural context factors

This was a recurring topic of exclusion in research, meaning that researchers chose specifically to exclude possible socio-cultural factors from their analysis. Be it cultural or social aspects, these are important and should not be put aside as too controversial or too difficult to grasp. Rather, due to current socio-cultural developments it is valuable to research these aspects and theorize solutions that assist in coping with certain developments. Therefore, it is recommended to perhaps dedicate specific research to understanding these topics in a positive design context.

10.1.3. Nudge theory and design for behavior change

Through research and analysis of related papers there have been a lot of interesting topics that were taken into consideration. Unfortunately, the information was too extensive to all take into account for this project, which was cause for prioritization of certain topics above others. Among other topics, nudge theory and design for behavior change were unearthed later in the design process. After a brief analysis of these subjects, it can be argued that they can be valuable for positive design that focuses on guiding or changing intentional activities. Suggested is research into the effects of both subjects on the well-being of users and how to strategically apply them to aid a company while also improving the subjective well-being of people affected by that company.

10.1.4. The business of happiness

How can an increase in subjective well-being of users be cause for an increase in the well-being of the company as well? As more measures are developed and validated this question will become easier to answer. Along the way it would be advisable to research and formulate a way to measure the latter. Perhaps in the form of key happiness indicators for performance, just like key performance indicators, and relate these to outcomes of measurable business performance.

10.2. Future development

There were several recommendations that arose regarding future development with positive (strategic) design. Some came about based on the final product of this project while others came up along the way of working on the project.

10.2.1. PSD tool

The development of the tool might be concluded, but that does not mean that the tool is finished. Besides research into new topics to expand the happiness interventions, there are development aspects that require further investigation and elaboration. The content of the cards and website can be further optimized; meaning that the language, wording, and text/visualization balance should be tested with more users to refine these aspects. Moreover, letting them use and evaluate the tool can give additional insights that can enhance the positive strategic design approach. This can be done by controlled experiments or by letting students use the tool during design projects. This could be done in a similar way how tools and methods were tested on IDE Master students during the elective course Design for Happiness. Besides the English version of the tool that requires a refinement, the Dutch version also requires more iterations before all language and wording is optimized. Even though this was not the main goal during development, the option was added to facilitate the usage of the tool by IDE students in design projects with Dutch companies. Translating the tool into the Dutch language proved to be more difficult than expected, since some important terms in English do not have a Dutch variation. Yet translation of this tool, and other positive design tools for that matter, require translation into different languages for them to be used in practical contexts.

10.2.2. Development of the positive design domain

For future development of the positive design domain, it will be necessary to encourage organizations, institutions and companies to build bridges between theory and practice. In this case, the TU Delft and

with that the DIOPD are important entities to promote this. They offer students and researchers a platform to build design knowledge, awareness and solutions that revolve around positive design, whilst not being bound to the practical limitations that companies carry with them. They will be the key players in facilitating research development. This will also be necessary to further understand the possibilities of positive strategic design, but this is of importance beyond this project's goal.

10.2.3. DIOPD

Besides focusing efforts on stimulating engagement with the positive design domain, there were several recommendations that came to mind during research and ideation that concern the DIOPD. Due to the focus of the project and nature of the intended solution these could not be included in the solution.

Up-to-date websites and accessible toolsets

After researching several positive design websites and tools, it became apparent that it can be rather difficult to get ahold of some of them. Most of these websites and tools are mentioned on a separate page on the DIOPD website and have a link or contact person attached to that page, which is good. But along the way of trying to retrieve some of the links to a website or tool, that link was broken. A website was no longer in use or the tool no longer available via the link. Considering the possibilities of data storage that are available, transferring these to a TU Delft controlled environment would be advisable to prevent loss of valuable information over time. Besides not being able to reach some of the websites, there were a couple of them that did not work correctly. Valuable information was still present, but the websites themselves were not as usable as presumably intended. Some websites, like emotiontypology.com, do offer good usability and seem to be kept up to date as there is a 'Copyright 2019' stamp present. This up-to-date intention can be adopted for other websites and tools as well. The information about certain contact persons was outdated, preventing interested parties to request the tool or information from a certain project. If engagement with companies and students is to be increased, these aspects are recommended to be improved as well. This will make people more enthusiastic rather than discouraged by the difficulty or inability to get to valuable information.

DIOPD website

A website is like a modern business card and can be a reason for people to feel more stimulated or discouraged to carry on their interest. To keep the possibility-driven mindset of positive design, the website of the DIOPD could use an upgrade to take on the possibilities offered by current website building platforms or web-design companies. If the copyright stamp on the website is correct, the website still uses the same layout from 2012. There are a lot of possible updates and adjustments to make the website more visually appealing and engaging. Website builders like Squarespace or Wix offer beginner web-developers the tools to make it easier and accessible. Thus, it can be an interesting opportunity to give it a new look and functionalities, like how the TU Delft website also keeps updating the presentation of its content.

Furthermore, even though it is stated in the *Product Viability Expansion* that a personalized domain is the best way to promote and engage people into using the tool created in this project, it is advisable to centralize all outcomes of projects on the DIOPD website. This makes them more accessible and makes it possible to eventually translate it into a single style, just as how different tools and methods are centralized in the *Positive Design Reference Guide* (Jimenez et al., 2015).

Positive design promotion campaign

Initially this was an idea direction for the project but was later removed due to the dependency on the TU Delft, the DIOPD and other parties that would have to get involved to make this happen. Nonetheless, it would be a recommended strategy to promote positive design within the IDE faculty for inspiration and outside for a demand of application. This consists out of an elaboration of how current positive design tools and methods can be applied in (strategic) design contexts and an analysis of potential benefits for business. This can be in the form of several products: a promo-video, a booklet, and an

infographic poster. These products would refer to current materials, tools and methodologies that already inspire to design for happiness to strive for more engagement and better understanding of their value for design in general. Students showed great interest in the positive design approach and stated that they would have been interested to learn more about it during their education. The TU Delft service department also showed interest after discussing this project with a supervisor of that department. This can be an interesting party to collaborate with so that research and development are internally executed. Moreover, this would be beneficial for both the DIOPD and the service department, and the TU Delft in general. Ultimately, more engagement with students and companies will bring the development of positive design knowledge, methods and tools to the next level.

10.3. Final remarks

There are a lot of points to take into consideration for future research and development of positive design, especially in strategic context. This will not be solved in a short period of time, rather it will require long-term dedicated research and develop collaboration to achieve this. Doing so is important as people are looking for more personalized solutions that help them satisfy higher level needs. The tool developed during this graduation project strives to contribute to engaging more design students, practitioners and researchers with the positive design domain.

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Appendixes

Appendix I: Information elaboration and usage

Here the information that is ultimately used as content in the developed concept is elaborated. The first table presents the format that is used in elaborating the knowledge.

Topic (+ applicable stakeholder focus)	<p>Meaning (information description)</p> <p>Purpose (importance for project),</p> <p>Use: "Direct" takeaway or interpretation, and why that way.</p>
	<p>Inspiration taken from:</p> <p>Statement of source(s)</p>

Positive Design	<p>Meaning: The Positive Design Framework and positive design characteristics</p> <p>Purpose: These are important principles for positive design to keep in mind during use of the final product</p> <p>Use: These are rather clear takeaways of their description in mentioned literature to keep content as close to theory as possible.</p>
	<p>Inspiration taken from:</p> <p>Desmet & Pohlmeier (2013)</p> <p>Jordan (2000)</p>

Positive Psychology	<p>Meaning: The Determinants of Happiness and the PERMA model are components from positive psychology that have proven basis</p> <p>Purpose: These are important principles for the positive strategic design framework to keep in mind during use of the final product</p> <p>Use: These are rather clear takeaways of their description in mentioned literature to keep content as close to theory as possible.</p>
	<p>Inspiration taken from:</p> <p>Lyubomirsky (2007)</p> <p>Seligman (2011)</p>

Product-service system & design	<p>Meaning: Evaluation and statement of the developments in design and business. Describing strategic design as design for a product service system.</p>
	<p>Purpose: Briefly addressing this topic is useful for users to grasp the status quo of both domains to better understand the value of the other elaborated components</p>

	<p>Use: This is a concise interpretation of the literature.</p>
	<p>Inspiration taken from:</p> <p>Meroni (2008)</p> <p>Giacomin (2014)</p> <p>Calabretta et al. (2016)</p> <p>Zhang (2007)</p> <p>Zhang & Dong (2009)</p> <p>Oswald et al. (2015)</p>

<p>Strategic design practices</p>	<p>Meaning: The essential strategic design practices that are distilled from research and analyses</p> <p>Purpose: Important for understanding which practices are important for the best results in increasingly strategic context. Furthermore, grasping how these can be separately considered and used during certain activities or phases</p> <p>Use: These are rather clear and concise takeaways of their description in mentioned literature to keep content as close to theory as possible, mainly from Calabretta et al. (2016)</p>
	<p>Inspiration taken from:</p> <p>Calabretta et al. (2016)</p> <p>Porter (2001)</p> <p>Porter & Millar (1985)</p> <p>Barney (1986)</p> <p>Zhang (2007)</p>

<p>Transparency provider (Business; affects all other stakeholders)</p>	<p>Meaning: Having both internal and external transparency is an important aspect of providing both the company and its stakeholders with a clear view on the past, present, and future. This is achieved by providing information both ways, from and toward the company, and taking action based on this information.</p> <p>Purpose: This is an important factor because it assists in efforts that regard information gathering for development reasons and for communication of information towards the stakeholders to give them a sense of control over their situation. In other words, the company is not blind for developments in its environment and does not withhold motives or value from the stakeholders.</p>
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	Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Zhang (2007) Slavin (2012) Campbell & Yeung (1991)

Higher purpose (Business; affects all other stakeholders)	Meaning: For the company to have a focus on enabling and stimulating human flourishing, it should define its purpose in the environments it is active in. Moreover, there should be a higher purpose that goes beyond making profits. It is about how the company envisions the future and what kind of role it strives to play to actualize this.
	Purpose: Having a mission and vision that goes beyond making profits is important for the core focus of a company’s business and its identity towards the stakeholders in its environment. It is important because people experience this higher purpose as something valuable and something to get behind if their goals are in line with those of the company
	Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Aaker et al. (2012) Campbell & Yeung (1991)

Ethical awareness (Business; affects all other stakeholders)	Meaning: Increasing awareness of consumers calls for responsible company strategies. Sustainability and social cohesion are key aspects in maintaining control, while at the same time stimulating and providing engaging outlets and input channels.
	Purpose: The importance of spending time on ethics within a product-service system might improve the perceived intentions by all other stakeholders. This is a topic that regards contemporary awareness with design for virtue, important for the company’s identity and values.
	Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Boyd (1982) L’Etang (1995) Floyd et al. (2013)

	Silvius (2012)
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Design leadership (Leadership; business and employees due to commitment; affects employees and business)	<p>Meaning: The deeper design is integrated in the company and its activities, image, and people, the bigger the impact on the profits, costs, development time, and valuation.</p> <p>Purpose: A wishful development is extension of design’s usefulness within the business context. Providing leadership with the necessary skills will make them more capable and in control of applying design principles on higher strategic levels of a company. There are multiple ways to educate and inform about the strategic value of design for leadership. It has handles (which are presented through the strategic design practices) and with this topic it hopes to put focus on</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Calabretta et al. (2016)</p> <p>Gloppen (2009)</p> <p>Slavin (2012)</p> <p>Hassenzahl et al. (2013)</p>

Servant leadership (Leadership; affects employees)	<p>Meaning: Happiness improving leadership is about knowing when to lead and when to serve. It is about providing the resources necessary for employees to thrive while creating a work environment that enhances employee’s well-being.</p> <p>Purpose: This will improve the control and competence of leadership to facilitate employees in doing their activities.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Phillips (2014)</p> <p>Van Dierendonck (2011)</p> <p>Gavin & Mason (2004)</p> <p>Davis (2018)</p> <p>Yoon (2018)</p> <p>Hassenzahl et al. (2013)</p>

<p>Need focus (Leadership; affects employees, and possibly consumers)</p>	<p>Meaning: Improving happiness is recognizing behavior and the needs that are linked to that behavior. As leadership it is useful to overview the needs employees have and provide them with adequate care to satisfy those needs. In doing so it is important to periodically check if all needs are taken care of.</p> <p>Purpose: An important factor to consider since it is leadership that is part of facilitating a pleasurable and stimulating environment for employees. It can even affect consumers when involving this focus in research and design processes. Having adequate knowledge about this topic will improve the competence and sense of control of leadership.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Cuddy, Kohut, & Neffinger (2013)</p> <p>Max-Neef et al. (1992)</p> <p>Hassenzahl et al. (2013)</p> <p>Caza & Cortina (2007)</p> <p>Ivtzan et al. (2013)</p> <p>Jamieson et al. (2010)</p> <p>Yoon (2018)</p>

<p>Touchpoint education (Employee; affected by business and leadership; affects employees and consumers)</p>	<p>Meaning: Creating awareness of the impact of an employee's actions and stimulate them to take responsibility will improve the internal and external touchpoints they encounter. In doing so employees will feel valued and empowered to provide consumers and colleagues with adequate care.</p> <p>Purpose: Considering the internal motivations can affect overall well-being of those affected. Furthermore, careful consideration can uncover the most effective and defective touchpoints.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Gloppen (2009)</p> <p>Lyubomirsky (2007)</p> <p>Hassenzahl et al. (2013)</p> <p>Aaker et al. (2012)</p>

<p>Social cohesion (Employee; affected by employees and leadership)</p>	<p>Meaning: Fostering positive relationships between employees plays an important role in creating a work culture that has a positive impact on the individual and collective. Providing sufficient collaboration in a productive and innovative way is part of sustaining social cohesion. Moreover, offering fun and leisure experiences add to the collective happiness.</p> <p>Purpose: This experience factor influences other experiences at work and is therefore vital in considering the well-being of employees.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Kaplan et al. (2014)</p> <p>Cilliers & Greyvenstein (2012)</p> <p>Hassenzahl et al. (2013)</p> <p>Aaker et al. (2012)</p>

<p>Pleasurable environments (Employee; affected by business and colleagues if any)</p>	<p>Meaning: A comfortable and stimulating workplace is vital to support immersion and energy of employees. It is about an individual's direct and indirect interaction with the work environment, be this physical (office supplies, equipment, interior arrangement, etc.) or virtual (ICT services, storage accessibility, CRM systems, etc.).</p> <p>Purpose: The environment is cause for a big portion of the experience and valuation of their life circumstances at work.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Cilliers & Greyvenstein (2012)</p> <p>Hassenzahl et al. (2013)</p> <p>Lu & Roto (2015)</p> <p>Aaker et al. (2012)</p>

<p>Goal setting (Employee; affected by leadership and business)</p>	<p>Meaning: Aligning personal and company goals is a valuable way of letting employees identify with the company, and with that stimulating commitment. Having periodic evaluations helps them see concrete and measurable outcomes. Having employees' short-term and long-term goals aligned will improve their happiness and perceived impact.</p> <p>Purpose: Making employees aware of their importance for the product-service system will make them feel in control of their own actions.</p>
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	Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Kaplan et al. (2014) Aaker et al. (2012) Hassenzahl et al. (2013)

Company perception (Employee; affected by business, other employees, leadership, and if applicable consumers)	Meaning: How a company is perceived is vital in stimulating the happiness of employees. Making them feel part of something meaningful increases their commitment and making the job characteristics valuable on a personal level will increase their need to identify with their work. Furthermore, knowing that the company offers its consumers added value will improve their perceived impact. Purpose: Elaboration of how for the employee is important. How the employee perceives and experience the company contributes to their valuation of their circumstances and intentions. Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Chi et al. (2009). Campbell & Yeung (1991) Aaker et al. (2012)

Value communication (Consumer; affected by business)	Meaning: For a company to add to the happiness of a consumer is to focus the value on happiness enhancing aspects. Furthermore, it is necessary to communicate internally about the value that is proposed and actualized and align those when communicating this to the consumer. In doing so the value proposition will be more in line with the value consumers expect or look for. Purpose: It is important that strategies are developed with regard to the value communication, because otherwise efforts and costs to achieve intended value will not be received and in will not reach expectations of both company and consumer. It will improve the well-being of consumers and has potential strategic benefits. Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.
	Inspiration taken from: Campbell & Yeung (1991)

	<p>Hellén & Sääksjärvi (2011a)</p> <p>Hellén & Sääksjärvi (2011b)</p> <p>Sääksjärvi & Hellén (2013)</p>
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<p>Touchpoint Facilitation (Consumer; affected by business and employees)</p>	<p>Meaning: Offering consumers happiness enhancing touchpoints by providing them with educated employees and information systems. Sustained by offering feedback systems, co-creation possibilities, and automatization/personalization of touchpoints.</p> <p>Purpose: Correct facilitation of touchpoints can make for strategic advantage and influence the well-being of consumers at the same time.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Gloppen (2009)</p> <p>Sääksjärvi & Hellén (2013)</p> <p>Hellén & Sääksjärvi (2011a)</p> <p>Hellén & Sääksjärvi (2011b)</p>

<p>Company perception (Consume; affected by business)</p>	<p>Meaning: How a company is perceived is vital in stimulating the happiness of consumers. Making them feel part of something meaningful increases their commitment and making solution characteristics valuable on a personal level will increase their need to identify with the company. Furthermore, knowing the company is ethically aware and engaged in virtuous behavior is proving to be an increasingly important aspect of the company perception.</p> <p>Purpose: This is an important aspect in defining experience related factors that influence the consumers in the way the company wants to, be this for its products and services or via its brand identity.</p> <p>Use: This is an interpretation of the combined literature, to present a concise summary of this specific strategy.</p>
	<p>Inspiration taken from:</p> <p>Chi et al. (2009).</p> <p>Campbell & Yeung (1991)</p> <p>Hellén & Sääksjärvi (2011a)</p> <p>Hellén & Sääksjärvi (2011b)</p> <p>Sääksjärvi & Hellén (2016)</p>

Appendix II: Interviews - Data collection plan

Research method: *(Semi-)structured interviews*

To gather qualitative data an interview has the ability to give an in-depth and broad insight in the context and feelings/opinions of the participants. A semi-structured interview has an opening to continue with follow-up question when an answer to a structured question is of interest. Depending on the availability of the participant to meet up in person or not, the interview might be done via email, and will then be a structured interview. In this case, if the initial interview gives interesting results that spark follow-up questions there might be a continuation, depending on the availability of the participant.

Target group: *Strategic designer at design company*

Depending on the availability of the participant to meet up in person, the interview will be at the desired location of the participant, which will probably be at the design agency they work for. If there is no availability to meet up in person, the interview will be done via email.

Purpose: *Uncover insightful information about strategic designers that work for a design agency that has a focus on increasing end-users' subjective well-being. Furthermore, to uncover motives, challenges, and possible conflicts that occur when working with companies that are in search of design solutions.*

This information can be useful in a lot of ways, including but not limited to: characteristics of design directions, pitfalls, experience-based insights, opinions and views of businesses that have experience with design.

Confidentiality: *Confidential, if necessary anonymous*

Informed consent form will be used to make sure that anonymity will be maintained if participants deem this wishful. If quotes of these participants will be used in further analysis or use of research data, an abstract description will be applied.

Recording materials: *Memo-recorder, audio recorder on phone as backup*

Participant requirements:

To get insightful information from the interviews the designer should have a grasp of both the strategic design practices mentioned in Chapter 2.1. and have experience with the interactive/behavioral side of design. Furthermore, the design companies should be focused on providing solutions for product-service systems as that will be the focus of the project from the development phase onward.

Interview Setup

Introduction:

"Ik ben bezig met mijn afstudeerproject wat gaat over positive design in strategisch design. Positive design is een redelijk jonge kijk op design en heeft naast de standaard probleemoplossende eigenschappen als expliciet doel om het subjectieve welzijn van gebruikers te verbeteren. Het gebruikt kennis uit de positieve psychologie en design research om tools en methodieken te formuleren die het ontwerpen van producten en services met die expliciete focus stimuleert en/of faciliteert. Op het moment is er nog schaarse informatie te vinden over de toepassing van dit soort expliciete focus binnen strategisch ontwerpen."

Interview I questions set-up Livework – Anne van Lieren:

Zou je voor het belang van de audio-recording je naam is en bij welk bedrijf je werkt kunnen vertellen?

Zou je in het kort kunnen vertellen wat jouw bedrijf precies doet?

Hoe lang ben je al bezig als professioneel strategisch ontwerper?

Mijn onderzoek is gericht op strategisch ontwerpen met een human-centered aanpak. Als ik het goed heb begrepen past Livework strategisch design o.a. toe in de vorm van nieuwe servicestrategieën aanbieden aan bedrijven en services ontwerpen of verbeteren.

Wat is vanuit jouw oogpunt de waarde van strategisch ontwerpen voor de levensvatbaarheid van een bedrijf?

Wat zijn de belangrijkste beweegredenen voor bedrijven om bij jullie aan te kloppen voor oplossingen?

- *Wat zijn de voornaamste projectfasen of bedrijfsonderdelen waarvoor klanten jullie zouden inschakelen? (Is dit bij de opstart van een bedrijf, of voor een groeiend bedrijf, introductie nieuwe service, managementwijziging of reorganisatie, implementatie of afronding van een project)*

Tijdens een project wat voor invloed hebben de visie en huidige strategieën van een bedrijf op jullie werkzaamheden?

- *Hoe voorkomen jullie dat nieuwe strategieën of serviceindelingen conflicteren met de visie die het bedrijf heeft, of vice versa?*
- *Jullie bieden namelijk wel dit soort services aan, maar is er ruimte voor het herformuleren van visie of huidige strategieën als dit niet de directe vraag van het bedrijf is? Waarom?*
- *Is het meenemen van deze aspecten ongewoon of zie je dit eerder als de standaard of zelfs noodzakelijks?*
- *Wat zou de reden kunnen zijn een duurzame ontwerp visie niet geaccepteerd worden over een huidige visie van een bedrijf?*

Wat zijn voor jou de uitdagingen of conflicten waar je tegenaan kan lopen in samenwerking met bedrijven?

Wat zijn de uitdagingen of bottlenecks voor jullie klanten wanneer er adviezen voor nieuwe servicestrategieën door jullie worden aangeboden?

Wat voor aspecten die van belang zijn voor goede (strategische) oplossingen worden vaak over het hoofd gezien door de cliënt?

Om nu nog even expliciet in te gaan op mijn project, wil ik graag wat afrondende vragen stellen over positive design. Ben je bekend met positive design?

Positive design is design, design research, en design intentie die als expliciet doel hebben om het subjectieve welzijn van mensen te verbeteren. Subjectief welzijn is de mate van tevredenheid met de financiële en maatschappelijke positie, de woonsituatie, de vrijetijdsbesteding, vrienden en kennissen, de maatschappij en het huwelijk en gezin. Het heeft te maken met het persoonlijke gevoel, ervaring, en oordeel van een gebruiker. Het gebruikt kennis uit positieve psychologie en design theory om zo methodieken, tools, en producten en services te creëren.

Denk je dat het wel of niet van belang is om positive design al bij de beginselen van een bedrijf of product/service te betrekken, en hoezo denk je dat?

Hoe denk je dat focus op positive design voordelen kan hebben voor strategisch ontwerpen?

Op wat voor strategisch niveau denk je dat positive design de meeste invloed zal hebben?

Hoe denk je zelf dat design zal evolueren in de komende jaren met betrekking tot positive design?

afronding

Heel erg bedankt voor alle antwoorden, deze hebben mij nu al veel inzicht gegeven. Heb jij zelf misschien nog vragen? Of takeaways die misschien nuttig voor mij kunnen zijn?

Possible follow-up questions:

- *Wat bedoel je precies met X?*
- *Zou je daar wat meer over kunnen vertellen?*
- *En waarom is dat Y?*

Interview II questions set-up Fabrique – Quérine van Casteren:

Voor het belang van de audio-recording, zou je kunnen vertellen wat je naam is en bij welk bedrijf je werkt?

Zou je in het kort kunnen vertellen wat jouw bedrijf precies doet?

Hoe lang ben je al bezig als professioneel strategisch ontwerper?

Mijn onderzoek is gericht op strategisch ontwerpen met een human-centered aanpak. Als ik het goed heb begrepen past Fabrique strategisch design o.a. toe in de vorm van nieuwe visies, identiteiten, en strategieën aanbieden aan bedrijven en services/producten ontwerpen of verbeteren.

Wat is vanuit jouw oogpunt de waarde van strategisch ontwerpen voor de levensvatbaarheid van een bedrijf?

Wat zijn de belangrijkste beweegredenen voor bedrijven om bij jullie aan te kloppen voor oplossingen?

- *Wat zijn de voornaamste projectfases of bedrijfsonderdelen waarvoor klanten jullie zouden inschakelen? (Is dit bij de opstart van een bedrijf, of voor een groeiend bedrijf, introductie nieuwe service, managementwijziging of reorganisatie, implementatie of afronding van een project)*

Tijdens een project, wat voor invloed hebben de visie en huidige strategieën van een bedrijf op jullie werkzaamheden?

- *Hoe voorkomen jullie dat nieuwe strategieën of oplossing indelingen conflicteren met de visie die het bedrijf heeft, of vice versa?*
- *Jullie bieden namelijk wel dit soort services aan, maar is er ruimte voor het herformuleren van visie of huidige strategieën als dit niet de directe vraag van het bedrijf is? Waarom?*
- *Is het meenemen van deze aspecten ongewoon of zie je dit eerder als de standaard of zelfs noodzakelijks?*
- *Wat zou de reden kunnen zijn een duurzame ontwerp visie niet geaccepteerd worden over een huidige visie van een bedrijf?*

Wat zijn voor jou de uitdagingen of conflicten waar je tegenaan kan lopen in samenwerking met bedrijven?

Wat zijn de uitdagingen of bottlenecks voor jullie klanten wanneer er adviezen voor nieuwe servicestrategieën door jullie worden aangeboden?

Wat voor aspecten die van belang zijn voor goede (strategische) oplossingen worden vaak over het hoofd gezien door de cliënt?

Past Fabrique ook research toe, intern of in samenwerking met bedrijven?

Hoe zorgt Fabrique ervoor dat het up to date blijft met alle ontwikkelingen in de industrieën waar het in werkt?

Problem finding and solving?

→ Heeft een cliënt wel eens een probleem wat eigenlijk maar beperkt is ingevuld?

Hoe ervaar je de design capacity van de bedrijven waar jullie mee samenwerken?

Gedragsverandering, meetbaarheid en noodzakelijkheid?

Wetenschappelijke achtergrond nodig of aan te raden?

Om nu nog even expliciet in te gaan op mijn project, wil ik graag wat afrondende vragen stellen over positive design. Ben je bekend met positive design?

Positive design is design, design research, en design intention die als expliciet doel hebben om het subjectieve welzijn van mensen te verbeteren. Subjectief welzijn is de mate van tevredenheid met de financiële en maatschappelijke positie, de woonsituatie, de vrijetijdsbesteding, vrienden en kennissen, de maatschappij en het huwelijk en gezin. Het heeft te maken met het persoonlijke gevoel, ervaring, en oordeel van een gebruiker. Het gebruikt kennis uit positieve psychologie en design theory om zo methodieken, tools, en producten en services te creëren.

Denk je dat het wel of niet van belang is om positive design al bij de beginselen van een bedrijf of product/service te betrekken, en hoezo denk je dat?

Hoe denk je dat focus op positive design voordelen kan hebben voor strategisch ontwerpen?

Op wat voor strategisch niveau denk je dat positive design de meeste invloed zal hebben?

Hoe denk je zelf dat design zal evolueren in de komende jaren met betrekking tot positive design?

afronding

Heel erg bedankt voor alle antwoorden, deze hebben mij nu al veel inzicht gegeven. Heb jij zelf misschien nog vragen? Of takeaways die misschien nuttig voor mij kunnen zijn?

Possible follow-up questions:

- Wat bedoel je precies met X?
- Zou je daar wat meer over kunnen vertellen?
- En waarom is dat Y?

Appendix III: Interview – Transcripts

Transcription interview Livework – Anne van Lieren

Interviewer	Omar van der Heijden, hierna 'interviewer'
Interviewed	Anne van Lieren, hierna 'interviewee'
Date recording	07-01-2019
Location recording	Technische Universiteit, Delft
Duration	45 minutes

Interviewer [00:00]: Dan gaan we nu beginnen. Zou je voor de audio recording je naam en het bedrijf waar je werkt kunnen vertellen?

Interviewee [0:10]: Tuurlijk! Mijn naam is Anna van Lieren en ik ben service designer bij 'Livework Studio'.

Interviewer [0:14]: En wat voor werkzaamheden verricht Livework precies en wat biedt het aan bedrijven aan?

Interviewee [0:23]: Livework studio is een servicedesignconsultancy, dus wij werken met zowel publieke als private sectoren aan ook heel veel verschillende type projecten. Wat we voornamelijk doen is: we verbeteren dienstverlening vanuit een klantperspectief. Dus we kijken naar bestaande systemen en diensten die al worden aangeboden. We kijken van: kunnen we dat vanuit bepaalde klantinzichten verbeteren, optimaliseren. We doen ook veel met innovatie. Dus dan kijken we echt van: wat zijn de behoeftes van de gebruiker nu, maar ook in de toekomst. Hoe kunnen we dat vertalen naar een toekomstige dienst? Dus in die zin een stukje echt het ontwikkelen van een complete, nieuwe interactie of dienst. Dat is eigenlijk in de core wat wij doen.

Interviewer [1:06]: Ja, oké! Hoe lang ben je al bezig als professioneel strategisch ontwerper?

Interviewee [1:13]: Ik ben officieel in dienst gegaan in maart vorig jaar. Toen ben ik als fulltime service designer/strategisch designer begonnen. Maar ik heb tijdens mijn studie al als parttime ontwerper gewerkt. Ook in Livework. Dus ik heb daar dik een halfjaar parttime gewerkt en toen heb ik mijn afstudeeropdracht daar gedaan. Dus al met al loop ik daar al langer dan dik twee jaar rond.

Interviewer [1:40]: Oké! En daarvoor nog enige ervaring gehad (in strategisch designen) of is jouw ervaring daar begonnen?

Interviewee [1:47]: Wat betreft echt 'servicedesign' is het echt daar wel begonnen. Dus ik heb daarvoor wel meer onderzoek gerelateerde opdrachten gedaan als freelancer, maar dat was niet per se met het design stuk erbij.

Interviewer [1:58]: Oké! Mijn onderzoek is gericht op strategisch ontwerpen. Ook met een human-centered aanpak. Als ik het goed heb begrepen biedt Livework ook het ontwerpen van nieuwe servicestrategieën en nieuwe services of geïnnoveerde services aan. Wat is vanuit jouw oogpunt het belang van strategisch ontwerpen binnen servicedesign?

Interviewee [2:22]: Dat is heel belangrijk! Dat het strategisch gezien ergens ook bij past. Dus wat we veel zien in het begin van servicedesign – en ook wel eigenlijk in het begin van projecten die Livework doet, is dat je eigenlijk op een vrij operationeel niveau binnen de organisatie iets gaat doen. Bijvoorbeeld: je bent bezig met een bepaald digitaal kanaal. En je zegt van: nou, het werkt nog niet echt helemaal. Je wilt het eigenlijk optimaliseren. En dan ben je eigenlijk maar met een heel klein stukje van de dienstverlening bezig. Wat op zich, prima is. Want je kunt het kleine stukje verbeteren. Maar we hebben wel gezien dat als je echt impact wilt maken met servicedesign, en je wilt echt dat zo'n organisatie meer vanuit een klant gaat denken, dan moet je ook echt op hoger niveau invloed hebben. En dus ook met strategie iets doen. Van een bedrijf. Dus wat we eigenlijk de laatste jaren heel erg proberen, is dat we een soort van kernteam hebben op operationeel niveau binnen bedrijven en dat er altijd een aantal spokespersons, vertegenwoordigers hebben op echt het C-niveau. Dus echt waar de beslissingen worden gemaakt en waar de budgetten worden verdeeld. Waarvan er iemand is die erin geloofd. En die zegt van: "hé, de manier waarop jullie dat doen: wij denken dat dat bij ons bedrijf aansluit, wij denken dat dat de manier is om te innoveren of te groeien of ons te differentiëren in de markt". En op die manier kijken we eigenlijk een beetje hoe onze manier van werk en servicedesign past binnen hun huidige strategie.

Interviewer [3:44]: En is er dan ook tegenkracht of overtuiging nodig bij de andere mensen binnen die organisatie?

Interviewee [3:55]: Enorm! Er is best wel wat weerstand. Zeker als je op het hogere niveau bij bedrijven gaat kijken; die hebben vaak ook nog nooit gehoord van 'servicedesign'. Soms wel van 'design thinking'. Dus dat is eerst heel erg een proces van uitleggen wat het doet. En ook vooral laten zien wat al die activiteiten, wat allemaal in servicedesign zit, wat dat uiteindelijk voor resultaat heeft. Dus wat is het bedrijfsresultaat van het verbeteren van mijn dienstverlening. Want, als je zegt dat je een betere customer experience kan creëren, dat is heel leuk, maar dat interesseert echt helemaal niemand.

Interviewer [4:29]: Ja, dat zijn misschien termen die niet heel erg aansluitend zijn bij wat de organisatie vraagt.

Interviewee [4:33]: Ja. Nou ja, ze willen dat best wel, maar wat iemand op C-niveau wil horen is: "dit bespaart jou zoveel kosten per jaar". Of: dat zorgt voor hogere efficiëntie. Of: dat zorgt voor langere termijn klanten. Dat klanten loyaal aan jou blijven. Dat zijn eigenlijk echt een beetje de waardes waar zij naar op zoek zijn. En die vertaling is soms best lastig te maken, want die vertaling is er soms niet één op één.

Interviewer [4:55]: Oké! En hoe proberen jullie die vertaling wel te creëren?

Interviewee [5:01]: Dat is denk ik heel erg afhankelijk ook van het bedrijf. Dus wat we soms doen is, als we merken dat een bedrijf georiënteerd is op bijvoorbeeld 'net promoter score'... We werken bijvoorbeeld veel samen met Vodafone/Ziggo – of laat ik het zo zeggen: grote kabelbedrijven. Wij merken bij hen: zij meten heel veel van hun projecten en het effect daarvan in een verhoging van de net promoter score, op een bepaald proces. Dus, dan kijken we van: hoe kunnen we aan hun uitleggen wat bepaalde activiteiten zijn die wij doen. Bijvoorbeeld: het verbeteren van de reis die je hebt, op het moment dat je een storing hebt en de monteur komt langs. Wat voor effect kan dát hebben op de net promoter score? En aan de hand daarvan proberen we dan aan te wijzen van: de investeringen die je moet doen om dit te integreren vertalen zich terug in de key objectives die jullie hier in de organisatie hebben. Maar bij Adidas of een grote sportfabrikant werkt het bijvoorbeeld weer heel anders. Zij hebben hun net promoter score helemaal niet, of nou ja, ze hebben het wel, maar ze gebruikten het niet om hun resultaten te meten. Zij hebben echt hun eigen key metrics die ze tracken. En eigenlijk is het dan zaak om erachter te komen wat die metrics zijn. Dus dat is ook echt heel veel praten en vragen aan je klant van: hoe meet je dat dan? En hoe weet je dan dat iets succesvol is? Om dát vervolgens te vertalen naar de activiteiten die wij doen.

Interviewer [6:30]: En wat is voor jullie gemakkelijker of interessanter: een gestandaardiseerd systeem zoals een net promoter score of een systeem waarin persoonlijke objectives of performance punten echt van toepassing zijn?

Interviewee [6:49]: Het is denk ik makkelijker om het te linken aan net promoter score, want dan kan je ook zeggen: voor dit en dit bedrijf had het dat effect. Dat is ook vaak iets wat wij achteraf meten en wat we aan onze klanten dan vragen om terug te koppelen aan ons. Dus dan kan je een klein beetje je credit laten zien, zo van: dit kunnen wij en dit hebben we al eerder bereikt. Dat zijn dan gewoon standaarden die overeenkomen. Dat is soms lastiger als een klant niet echt zo'n gestandaardiseerde maatstaf heeft. Maar eigenlijk kun je altijd wel met een voorbeeldproject aanwijzen: dit heeft het veroorzaakt. Of: dit is waarom het relevant was. Of: dit is wat de organisatie ermee heeft gedaan. Het vraagt alleen iets meer tijd met de klant. Dus het is even iets meer investering in het begin van zo'n project - of misschien zelfs wel vóóordat je een project hebt verkocht - om te laten zien waarom het relevant is en waarom het aan moet sluiten op je strategieniveau.

Interviewer [7:38]: Om dan daar inderdaad op in te gaan: wat zijn de beweegredenen dat bedrijven jullie contacteren? En wat voor conflict of uitdagingen zijn daar vanaf het begin al aanwezig?

Interviewee [7:54]: Ja, dat is heel divers, waarom bedrijven ons contacteren. Dus we zien, als ik het even over Nederland dan heb, ik weet niet of je ook internationaal ...

Interviewer [8:02]: Nee, laten we het inderdaad lekker bij Nederland houden! Want dat is iets beperkter, ja.

Interviewee [8:08]: Ja. Dus wat je in Nederland ziet: we zijn nog niet zo heel ver met servicedesign. Dat design thinking is heel erg opgekomen, dus dat weten best wel wat mensen. Je ziet ook dat 'het vanuit de klant denken', dat is heel erg aan het opkomen, maar écht het integreren van: customer journeys maken, om de tafel gaan zitten met je klant, dat testen als je iets nieuws hebt met je klant; dat is eigenlijk in heel veel bedrijven nog niet echt aan de orde. Dus je ziet dat veel van de vragen die wij krijgen nog gaan over echt het basisprincipe van

servicedesign of... Soms niet eens alleen servicedesign, soms is het ook gewoon echt alleen maar onderzoek doen met je klant... Die zijn niet eens heel strategisch, in die zin, het is gewoon eigenlijk meer van: ik wil daarmee kennis maken.

Interviewer [8:51]: Informatief, dus.

Interviewee [8:53]: Exact. Maar wat we óók steeds meer zien - en dat zijn eigenlijk de klanten die we dan al wat langer hebben, dus dan doen we er meerdere projecten mee, dus dat noemen wij dan een account... Vodafone/Ziggo is zo'n account, bijvoorbeeld, daar doen we nu ongeveer het zesde project al mee. Dus die hebben er al wat mee ervaren en dan ga je steeds eigenlijk hoger in je capability trainen. Dus in eerste instantie is het alleen maar oké, ik neem m'n mensen misschien mee in een workshop en ik laat ze wat zien van wat wij doen. Stap twee kan zijn: ik leer ook jou bepaalde tools. Dus wat we bijvoorbeeld wel eens doen is dat we dan de mensen uit het bedrijf klanten laten interviewen. Dus wij maken de interviews en we maken alle materialen er omheen en dan gaan we een paar keer samen met hen naar de klant, zodat ze dat kunnen leren. En vervolgens laten we een aantal interviews door henzelf doen. Zodat ze eigenlijk al iets hoger in niveau en ook qua interactieniveau(...). Maar het verschilt enorm wat de vraag is.

Interviewer [9:48]: Is dat bij nieuwe klanten dan bijvoorbeeld bij de introductie van een nieuwe service of is dat al in het beginsel van het maken van die service?

Interviewee [10:01]: Ja. Ja, dat is ook heel divers. Dus soms komen we pas echt aan bod als eigenlijk alles er al is. Dat is dan toevallig nu met Vodafone/Ziggo ook zo; ze gaan één of andere nieuwe dienst uitrollen. En eigenlijk was alleen de vraag nog van: "Hoe moeten we dit gaan promoten? En hoe zorgen we ervoor dat mensen inderdaad - want ze moeten een bepaalde kabel in- en uitpluggen zelf - hoe gaan we dat doen?" Terwijl de hele dienst was al verzonnen. Dus ze waren echt op het einde voor de implementatie waren wij gevraagd om daar iets voor te ontwerpen.

Interviewer [10:28]: Oké.

Interviewee [10:30]: Andere vraag waar ik bijvoorbeeld zelf aan heb gewerkt was voor ING. Dat zat helemaal aan het begin. En het ging heel erg meer over: we weten dat mensen steeds andere manieren vinden om te wonen. Niet iedereen heeft meer een hypotheek of koopt een huis. Je hebt zelfs mensen die bouwen hun eigen huis. Of die doen dat samen. En er was heel erg een soort van trendanalyse, een soort van toekomstvisie creëren van: wat kan de rol van ING zijn in dat landschap van nieuwe manieren van wonen en het financieren daarvan? Waarin we eigenlijk nog helemaal niet richting een oplossing zijn gegaan. Dus we zijn op een gegeven moment waar het project geëindigd is, dus waar we een soort van solution space hebben gecreëerd. Dus van: nou, je hebt er drie. En toen is ING vervolgens zelf met een team op al die drie strategieën verder gegaan. Dus dan zitten we echt helemaal aan het begin.

Interviewer [11:15]: En dat is af en toe dan ook echt alleen het begin of alleen het einde?

Interviewee [11:18]: Ja!

Interviewer [11:19]: En is dat op die manier dan ook dat je herkent dat er wel dingen over het hoofd zijn gezien tijdens ontwerpprojecten die je dan inderdaad al van tevoren zijn gedaan waar

je later op inhaakt? Waar je dan van denkt: dat is toch wel echt een crux die misschien nog aangekaart moet worden?

Interviewee [11:37]: Ja, en dat is heel lastig! Want heel vaak is het ook zo (...). Het gekke is: dit soort bedrijven huren heel veel verschillende bedrijven in. Bureaus zoals Livework, om het te maken. Dus wat we ook wel eens hebben is dat we dan zien dat het vooronderzoek is door een onderzoeksbureau gedaan. Dan hebben ze daar zelf een soort van "marketingsausje" overheen gegooid. Zo van: dit is wat we ongeveer willen. En dan vervolgens komen ze bij ons, van: oké, hoe implementeren we dan? Dan zit je best wel in de limieten die je eigenlijk hebt gegeven, terwijl wij misschien denken: ja maar, bij dat onderzoek heb je al eigenlijk iets over het hoofd gezien. We zeggen dat eigenlijk wel altijd.

Altijd zeggen we wel: we twijfelen hier en hier aan en dan is het altijd aan de klant van: wil je daar nog extra onderzoek in doen? Of zeg je van: nou, dat laten we. Maar dat kaarten we wel altijd aan.

Interviewer [12:25]: En hoe gaan klanten daarmee om? Want ik weet inderdaad: jullie bedrijf staat voor 'beter leven en werken'. Dus dat is wel jullie soort van motto/visie om dat ook te implementeren in de projecten die jullie hebben. Dus ik neem aan dat het op die manier conflicten of misschien bottlenecks kunnen zijn waarin de klant echt zegt: "Nee, nu niet meer daar aandacht op." En dan toch wel verdergaan met het project of is dat dan een moment van "make" or "break" voor jullie?

Interviewee [12:55]: Make or break is het denk ik nooit. Ik denk dat we nooit echt een project daarin in de steek laten. Dat doen we denk ik zelden. We proberen het altijd heel erg aan te passen. Dus in die zin moet je als ontwerper, maar ook als bedrijf, heel flexibel zijn om je aan te passen aan de behoeftes van de klant. Kijk, van tevoren schrijven we altijd een projectbrief. Een statement of work waarin precies staat: dit is wat we gaan doen, zo lang duurt dat ongeveer en zo veel kost dat. Maar gaandeweg kom je er eigenlijk heel vaak achter dat wat we van tevoren hadden bedacht helemaal niet is wat het bedrijf nodig heeft, want de vragen die zij heel vaak stellen, is niet het echte probleem. Dus dat moeten wij ook weer terughalen. Opnieuw rond de tafel gaan zitten met degene die inderdaad verantwoordelijk is voor die handtekening, om te zeggen van: we hebben nu echt met jullie interactie gehad en we hebben een aantal dingen geprobeerd. Maar eigenlijk zien we dat dit een veel groter probleem is. En dan is het natuurlijk altijd aan de klant, of ze dat willen. Maar wat wij proberen te doen is: wij laten hen het perspectief zien van waarom wij denken dat het belangrijk is. Dus je geeft wel altijd een advies mee.

Interviewer [13:56]: Ja, op z'n minst die informatie meegeven, dan kiezen zij zelf voor de richting die genomen wordt. Is in dat proces dan af en toe dat een bepaalde visie of huidige strategie conflicteert of niet in lijn is met wat jullie voorstellen?

Interviewee [14:16]: Ja, dat kan. Ja. Bij ING hadden we toevallig dan – zonder teveel in alle details te treden (...). Zij zijn heel erg met een strategie bezig om een platform te bouwen. Dus eigenlijk: alle ideeën of alle solutions spaces die je aandraagt die rondom een platform zouden kunnen werken, daar staan ze allemaal heel positief tegenover. De vraag of iemand dat platform uiteindelijk gaat gebruiken of mensen behoefte aan dat platform hebben is eigenlijk helemaal niet ter zake gekomen, in het begin. Daar zijn ze helemaal niet naar geïnteresseerd. Wij hebben daar wel uiteindelijk onderzoek naar gedaan en in twee van de drie oplossingen die we hebben aangedragen zat wel iets van een platform wat je daaraan zou kunnen koppelen.

Maar in eentje totaal niet. En het heeft echt wel een aantal meetings geduurd voordat zij zeiden van: "Nou, oké... Geen platform, past niet in de strategie; hoe gaan we dat dan toch verkopen?" Want zij moeten dat intern ook weer verkopen. En dan is het eigenlijk gewoon echt de zaak van samenwerken daarin. En in dit geval was onze argumentatie gewoon heel sterk vanuit het onderzoek. Dus: wat zeggen de klanten? Maar ook: wat zien we in de markt gebeuren? Dat ze daar uiteindelijk ook niet echt omheen konden van: dit is misschien ook heel relevant, het is geen platform, maar het kan nog steeds heel erg bijdragen aan ING z'n propositie.

Interviewer [15:35]: Oké! Dus op die manier is het vergaren van alle informatie van klanten (consumers) en interne stakeholders heel erg belangrijk voor de argumentatie en het overtuigen van de klanten (van Livework)?

Interviewee [15:49]: Exact.

Interviewer [15:50]: Oké. Wat zijn ook aspecten die door klanten vaak over het hoofd worden gezien? Want we hebben het erover dat er inderdaad dan wel uitdagingen of conflicten kunnen zijn, maar wat zijn de voornaamste aspecten die toch wel (...)?

Interviewee [16:12]: Ja, dat is zo verschillend per project... Ik zal even nadenken over mijn eigen projecten. Laten we bijvoorbeeld Adidas nemen. Dat is wel een interessant traject dat we nu doen, want dat is eigenlijk een traject waarin we de mensen trainen. Dus het is niet dat we een nieuwe dienst ontwikkelen of een dienst verbeteren, maar wij trainen een enorme groep mensen. Een soort van honderd mensen uit Operations, en voornamelijk uit IT, om meer te denken vanuit de klant. Dat doen ze namelijk totaal niet. Hebben ze wel als doel. In de hele organisatie staat ook in de strategie line: we're a customer centric organisation. Maar dat zie je eigenlijk nergens in terug. En zij zijn heel erg bezig in een transformatie naar 'Agile'. Dus in die groep van honderd mensen, die doen allemaal mee aan bepaalde trainingen en die zitten ook in bepaalde teams. Die zijn allemaal dingen aan het leren voor een nieuwe manier van werken. En daar zijn wij op aangehaakt als een onderdeel om naast die hele Agile transformatie ook iets te doen met: hoe kan ik vanuit een klant denken? Want Agile is eigenlijk niet per se customer centric. En dat was heel lastig, want Adidas zelf had een bepaald traject in gedachten en werkte ook weer met een andere organisatie samen die dan de Agile trainingen gaf en zij hadden een bepaalde tijdsplanning gemaakt die gewoon zó niet realistisch was. Dus ze hadden zich zó vergist in het feit dat je niet na één training van je medewerkers kan verwachten dat zij op een compleet andere manier gaan werken. Dat duurt maanden. En in de tussentijd moeten ze ook gewoon nog hun huidige, dagelijkse werk doen. En dat dan ook nog eens (...). Die hele nieuwe manier van werken, met een nieuw team en een nieuwe opdracht, moeten ze dan ook nog eens ernaast doen. Dus daar vergissen heel veel bedrijven zich wel in. Niet eigenlijk alleen in "trainingdingen", maar überhaupt in het verbeteren van dienstverlening; hoeveel tijd soms iets kost. En dat het soms heel lastig is om je medewerkers, die al een bepaalde manier van werken hebben, een nieuwe manier van denken aan te leren. Dus ja, een workshop is niet genoeg, laten we maar zeggen...

Interviewer [18:21]: Dus wat dat betreft is wel ook een bepaalde commitment van de organisatie zelf, de higher level organisatie, nodig om de medewerkers van de organisatie de kans te geven op z'n minst om een (...).

Interviewee [18:36]: Ja, dat is echt heel belangrijk. En ik denk: één van de andere dingen waarvan we zien dat bedrijven zich daar echt wel vaak in vergissen is: bedrijven denken echt

wel dat ze hun klanten goed kennen. En zij denken écht dat ze ook hun eigen bedrijf heel goed kennen. Maar op een moment dat jij met de manager Operations gaat zitten en je zegt: "Dit is iemand die dagelijks bij de klantenservice werkt. Vraag hem: wat is nou het grootste probleem?", heeft die echt geen idee. Terwijl degene die aan de telefoon zit, dagelijks, die weet bijvoorbeeld dat het grootste probleem bij de Adidas webshop is, dat mensen hun schoenmaat niet kunnen ruilen. Je moet namelijk opnieuw bestellen. Wat heel irritant is. Maar het grappige is, is dat die mensen echt wel denken dat ze een idee hebben van waar hun problemen liggen en waar ze aan zouden moeten werken. Maar als je ze écht confronteert met de mensen die bijvoorbeeld dagelijks met een klant in contact zijn (...). En soms doen we dat zelfs met echte klanten. Dus we laten ook wel eens echt mensen van het boardniveau (...) "Nou, bel maar een klant! Hier, heb je het telefoonnummer." 'Doe maar een callback', noemen we dat dan. Of wat we vaak proberen is: dan gaan we op 'service safari'. Dus dan laten we hen zelf eens ervaren hoe hun eigen dienst of de dienst van concurrenten is, om maar eens op te schrijven van: hoe vind ik dit eigenlijk? Had het niet anders gekund? Is dit niet irritant of is dit juist heel goed? Of: hoe was de interactie met mijn medewerker? Om het zelf eens te ervaren. En we zien eigenlijk dat dat bij elke organisatie een soort van onderschatting is. Dus dat ze zelf wel heel erg denken, van: ik weet echt wel wie mijn klanten zijn. Terwijl, als je ze dan echt tegenover een klant zet, dan komen ze er wel achter dat ze gewoon heel veel informatie missen.

Interviewer [20:11]: En staan ze daar dan ook voor open om de verandering in hun eigen mindset aan te brengen of..?

Interviewee [20:19]: Sommige mensen wel, die vinden dat ook heel leuk. Maar je hebt ook altijd mensen die dat heel lastig vinden. Die zijn heel erg tegen verandering en die hebben ook zoiets van: wat kom jij doen? Jij komt mij even hier vertellen dat ik iets niet weet, terwijl: ik werk hier al twintig jaar. Dus het is ook wel de manier van: hoe vind je de juiste communicatie bij de juiste persoon. En dat moet je eigenlijk een beetje kneden. En dat is echt wel een soort van relatie die je moet aangaan met een organisatie. Dus het is niet dat je het van de ene op de andere dag hebt geregeld.

Interviewer [20:50]: Ja, wat je al zegt met zo'n workshop: het kan niet in één keer. Je bent zelf dan ook bezig met gedragspsychologie binnen Livework en dat is waarschijnlijk heel erg van toepassing op hoe je de services van Livework beter kunt inrichten om nog beter resultaat te geven. Hoe pas je dat toe eigenlijk binnen de projecten of werkzaamheden?

Interviewee [21:13]: We proberen dat steeds meer te doen. Op dit moment gebruiken we de 'design for change' of 'behaviour change' elementen voornamelijk in de ontwikkeling van onze diensten en in ons gebruikersonderzoek. Maar wij zijn zeker ook bezig om te kijken van: wat is het effect eigenlijk van gedragsverandering met medewerkers en organisaties. Dat is één van onze nieuwe richtingen waar we ook echt wel op willen focussen. Ik gebruik het gewoon wel zelf in de communicatie die je met mensen hebt. Dus één van de dingen die je dan bijvoorbeeld doet is heel duidelijk verwachtingen scheppen. Dus dat je heel duidelijk met elkaar afstemt van: dit is bijvoorbeeld de manier waarop wij willen communiceren. We vinden het fijn om iedere week even een check-in te doen. Dus we komen óf iedere week even langs, of we hebben een Skype gesprek. Weet je, er zijn kleine dingen waarvan je dan... Die je wel een beetje kunt gebruiken. Maar om te zeggen dat we dat echt bewust toepassen? Ik denk dat dat nog niet zo is.

Interviewer [22:07]: En denk je dat dat een goede is om wel in de toekomst toe te passen op een algemeen niveau voor mensen om beter begrip te hebben tegenover elkaar - medewerkers binnen organisaties of tussen organisaties?

Interviewee [22:20]: Zeker! En dat is wat ook in lijn ligt met onze planning; we willen eigenlijk zorgen dat al onze medewerkers een 'gedragsverandering'-workshop doen. Maar daar zijn we nu mee bezig. Om te zorgen dat er in ieder geval in onze organisatie kennis is over: hoe werkt gedrag? En hoe kan ik dat beïnvloeden, en hoe kan ik dat positief veranderen? Zowel van een klant als van eindgebruiker, als dan van onze eigen klanten dus: mensen in de organisaties. Daar zijn we zeker mee bezig. Maar dat is echt nog wel iets dat in gang gezet moet worden, wat eigenlijk nog niet helemaal (...). Het is nog geen vast proces.

Interviewer [22:54]: Het staat waarschijnlijk nog in de kinderschoenen, maar je denkt wel dat het zó gaat evolueren dat het eerder een 'standaard' wordt dan 'een mooie extra'?

Interviewee [23:04]: Nou, ja... Weet ik niet. Dat zou moeten blijken. Ik denk wel dat mensen die natuurlijk al een hele tijd in dit vakgebied zitten, en die al heel veel langer bij Livework werken, die doen dat denk ik van nature ook al wel goed. Dus met bepaalde ervaringen leer je ook wel hoe je daarmee om moet gaan. Maar zeker, ik denk dat er in de hele theorie van gedragsverandering wel iets is wat we daar nog uit kunnen leren wat we daar nog wel voor kunnen gebruiken.

Interviewer [23:28]: Wat ik inderdaad van veel ontwerpers, vooral wat senior ontwerpers, hoor is dat positive design - wat ook de basis heeft met gedragspsychologie - dat dat eerder, op basis van hun ervaring, een standaard intuïtie is of iet wat je sowieso wilt toevoegen maar... In samenwerking met bedrijven merk je toch - in elk geval als ik het zo uit jouw verhaal hoor - dat dat niet altijd van toepassing is bij de bedrijven waar je voor werkt. Wat voor vertaalslag zal dat nodig hebben? Om bedrijven daar toch meer bewust van te worden?

Interviewee [24:07]: Om bedrijven meer bewust te laten worden van het feit dat we voor positive design moeten gaan?

Interviewer [24:14]: Ja, laten we een stapje terug nemen: ben je bekend met 'positive design'?

Interviewee [24:19]: Een heel klein beetje.

Interviewer [21:20]: Oké, ja, het is in in ieder geval: design research of design intentie die een expliciete focus heeft op het verhogen van het subjectieve welzijn van gebruikers, dus dat kunnen klanten zijn, maar ook gebruikers in het product-service systeem. En daarbij gebruiken ze positieve psychologie of 'design theory', of andere wetenschap die daaraan toe kan voegen. Dus op die manier heeft dat ook een beetje de intentie om levens te verbeteren, werkt te verbeteren. Dus, hoe denk je dat die vertaalslag nodig zou zijn om mensen te overtuigen? Zal dat dan, zoals je in het begin zei, ook echt nodig zijn om aan te geven: ja, dit is echt nodig om op te focussen zodat je verdienste, of efficiency, of andere aspecten verbeterd worden of..?

Interviewee [25:12]: Ik denk (...). Als ik eerst even focus op of dat binnen onze organisatie zo is... Ik denk dat het gewoon verweven zit in onze mensen. Onze ontwerpers, maar ook wel in het bedrijf zelf: onze missie en visie op hoe je ontwerpt en waarom we ontwerpen. Dus ik denk dat daarin het element van positive design echt heel erg aanwezig is. En we ontwerpen ook

eigenlijk nooit iets waarvan ik denk: nou ja, dit draagt helemaal niet bij aan het positieve van - of misschien wel de hele - society, of het individu. Dus ik denk dat dat ten eerste in het bedrijf al heel erg aanwezig is. En dat stralen wij denk ik ook in alles wel uit naar onze klanten. Dat communiceren we ook eigenlijk altijd vanaf het begin af aan wel heel duidelijk. Van: we ontwerpen vanuit de klant en voor de klant. We houden rekening met de organisatie en met jouw business en jouw doelen daarin, maar uiteindelijk gaat het wel om de ervaring verbeteren voor jouw eindgebruiker. Ik denk wel dat het bijdraagt als je kan laten zien wat de directe link daarvan is voor bedrijven. Wij werken dan misschien minder concreet met design voor positieve...

Interviewer [26:23]: Minder expliciet?

Interviewee [26:24]: Ja.

Interviewer [26:25]: Maar inderdaad op basis van wat ik van jullie gezien heb is dat wel een beetje de core van...

Interviewee [26:31]: Ja, dat denk ik zeker, ja! Waar we wel echt expliciet op inzetten is dus 'design for behaviour change', en dat wij echt zeggen van: we beïnvloeden gedrag in de positieve manier. En wat we daarin wel altijd heel duidelijk laten zien is: één; we ontwerpen alleen dingen die in lijn zijn met de interesses en de doelen van een individu of een groep in het algemeen. Dus als je zegt: ik wil jullie inhuren, want ik wil mensen beïnvloeden om alleen maar méér van onze producten te kopen; dat is iets wat Livework niet snel zou doen. Overigens ook niet een vraag die wij veel krijgen. Ik vond dat wel interessant, want toen ik met het onderwerp startte kreeg ik van heel veel kanten van: "Ja, maar dat is alleen maar bedrijven (...) die willen ons iets aansmeren." Of: "Huh, waarom ben je daarmee bezig?" Maar die vraag komt eigenlijk nooit. Die vragen die bedrijven écht hebben gaan erover: hoe zorg ik ervoor dat mensen mijn nieuwe dienst begrijpen? Of dat ze mobiel gaan bankieren, of dat ze hun afspraken niet missen, of... Dat zijn eigenlijk veel meer de grotere problemen die een organisatie heeft dat dat ze niet genoeg verkopen.

Interviewer [27:33]: Ja, ja...

Interviewee [27:36]: En daarin laten we wel altijd gerust zien: we ontwerpen dus iets dat voor de individu of voor een groep in het algemeen wel een positieve verandering is. En we proberen dat wel altijd te koppelen aan het bedrijfsresultaat. Dus dat is de verhoging van de regels die we hebben, de naleving van regels die jij stelt, zorgt ervoor dat je efficiënter je dienstverlening kunt inrichten. Dus dat bespaart uiteindelijk kosten.

Interviewer [27:58]: Ja.

Interviewee [27:58]: Je kunt ook zeggen, op het moment dat iemand met jou een hele positieve ervaring heeft, als je gedrag ten positieve heeft verbeterd, dat het een relatie heeft geschept. Dus dat is dan voor jaren een klant. Dus je zal voor langere tijd met die klant interacties kunnen aangaan. Wat voor bedrijven ook heel interessant is. En we merken wel: als je dát resultaat kunt laten zien, dat dan wel sneller geaccepteerd wordt en sneller ook gezien wordt als een mogelijkheid van: hé, dit is eigenlijk wel iets waarin we willen investeren.

Interviewer [28:26]: Is dat dan achteraf, bij afronding van een project en een bepaalde periode die daaroverheen gaat waarop alles gemonitord wordt en...

Interviewee [28:33]: Soms wel!

Interviewer [28:33] ...de resultaten of is dat dan direct dat ze denken van: wow, dit is echt een resultaat wat we gehoopt hadden..?

Interviewee [28:40]: Nou, wat we nu eigenlijk zien is: we kunnen het niet altijd meten. Want soms gaan we niet zo ver dat we echt een implementatie hebben. We hebben meestal wel een idee, maar eer dat dan geïmplementeerd wordt in de organisatie zijn wij eigenlijk al lang weg. Soms zijn we er wel van het begin tot het eind. Dan kunnen we inderdaad ook die tests meekrijgen. En wat we eigenlijk vaak doen als we dit in bedrijven doen die we nog niet zo goed kennen, dan beginnen we vaak heel klein, met een pilot. Op één afdeling in één proces. En als we dan de resultaten daarvan hebben, delen we dat met een groter deel van de organisatie. En dan kijken we: zijn er meerdere processen die we daarmee kunnen beïnvloeden of kunnen verbeteren? Dus je moet eerst een beetje een vertrouwensband scheppen en ook best wel een beetje resultaat laten zien, wil je op grotere schaal, dus meer op het strategieniveau invloed kunnen gaan uitoefenen.

Interviewer [29:30]: Oké. En in samenwerking met organisaties of bepaalde afdelingen binnen die organisatie; is er dan de focus op de eindgebruiker en die ervaring verbeteren of het resultaat verbeteren? Maar (/of:) is het dan ook af en toe dat je erachter komt dat de organisatiestructuur zelf anders ingericht kan worden? Zoals je bijvoorbeeld aangeeft bij Adidas, dat er een heel grote groep medewerkers omgeschoold of bijgeschoold moeten worden om het proces te verbeteren.

Interviewee [30:00]: Dat zien we eigenlijk heel vaak. Dus we komen dan bij één afdeling binnen, vragen wij heel vaak: ik wil ook met andere – met die en die en die afdeling afspreken, want die hebben er ook mee te maken. We werken heel vaak vanuit journeys. Dus dan geven we echt hún dienst weer vanuit het perspectief van de klant. Dat is meestal een enorme eyeopener, want dan denken zij opeens: oh, hé! 'Betalingen', dat is eigenlijk voor een klant hetzelfde als een bestelling plaatsen. Terwijl in hun bedrijfsstructuur zijn dat twee heel verschillende dingen. Die mensen praten niet eens tegen elkaar. Dus degene die verantwoordelijk is om te laten zien op de website dat de schoenen in voorraad zijn, en dat iemand een bestelling in z'n winkelwagentje plaatst, is een heel ander iemand, een heel ander team dan degene die verantwoordelijk is voor de creditcardbetalingen... En dát laten zien is eigenlijk al een enorm inzicht. En soms kunnen we inderdaad als we een vertrouwen met een organisatie hebben zo ver gaan door te zeggen van: "Hé: misschien is het beter, als je customer centricity als doel hebt, om je bedrijf in te richten naar zo'n proces van de gebruiker." Dus dat je een team hebt dat zit op "I want to buy a product". Or "I wanna buy shoes", for example. Of dat je zegt (...). Nou ja, dat hangt er ook een beetje vanaf. Je kunt ook zeggen: ik heb verschillende groepen klanten, we hebben bijvoorbeeld nieuwe gebruikers of we hebben vaste gebruikers, soms hebben ze ook VIP-gebruikers; dat je je teams daarop inricht. En dat doen we soms wel, alleen dat is wel echt een lang traject. Dus wil je dat vertrouwen krijgen van een organisatie dat zij zeggen van, één: dat inzicht en dat perspectief vanuit die journey; dat zien we en dat klopt ook echt. En twee: we gaan onze hele bedrijfsstructuur omgooien om daar, op die manier, te werken. Dat gebeurt niet heel vaak.

Interviewer [31:52]: Er moet wel een intrinsieke motivatie zijn die enigszins aansluit op het eindresultaat wat dan verbeterd wordt.

Interviewee [31:58]: Ja. Ja, dus in Engeland hebben we dit bijvoorbeeld gedaan voor de Eneco, van UK, maar dat is echt een project van meerdere jaren. Dus dan start je inderdaad heel klein, dan zien ze het resultaat en dan doe je het nog een keer bij een andere afdeling. Die zeggen dan ook van: "Hé, dit zien we wel zitten!" En vervolgens ga je dan kijken van: kunnen we die hele organisatie niet helpen om zo'n transformatie door te gaan? Maar ja, dat duurt dus best wel lang

Interviewer [32:26]: En is dat dan eerder voor(...) Of laat ik het zo zeggen: zijn projecten, die aangevraagd worden, van bedrijven die aan het opstarten zijn of vooral groeiende en volwassen bedrijven die zich al gevestigd hebben?

Interviewee [32:40]: In Nederland denk ik dat het voornamelijk de bedrijven zijn die starten of die er net mee bezig zijn. Dus wat we vaak in Nederland zien is dat er is wel iets van een journey - vaak zijn er één of twee. De relatie tussen die twee, dat is er vaak nog niet helemaal. En hoe ze die journey gebruiken in hun dagelijks werk is er vaak ook niet. Dus het is vaak dat er een mooie poster aan de muur hangt. Dat is vaak door een ander bedrijf al eens gedaan. Niks mis mee, dat is een goede start. Maar hoe ze dat daadwerkelijk gebruiken in hun dagelijkse activiteiten, dat is nog heel lastig. Dus dat is eigenlijk een beetje waar het in Nederland heel erg staat. We hebben ook kantoren gehad in Noorwegen, bijvoorbeeld in Scandinavische regio; daar zie je dat service-design echt heel veel verder is. En ook op hoger niveau in de organisatie belangrijk wordt gevonden. Zij zijn echt al op het niveau dat ze in-house teams hebben. Dus zij trainen vanuit hun eigen team weer mensen in de organisatie en zij geven daar advies over. Dus dan zijn ze wel een stukje verder. In Nederland staat dat eigenlijk nog een beetje in de kinderschoenen.

Interviewer [33:41]: Is dat denk je cultureel gebonden dat dat wat minder grip heeft nog in Nederland of zal dat gewoon op basis van de trendontwikkeling zijn, die nog niet helemaal in Nederland in de bedrijfscultuur is bereikt?

Interviewee [33:57]: Dat denk ik. Scandinavië is daarin ook echt wel een koploper, ook als je kijkt naar wat voor dienstverlening zij hebben. Zij hebben gewoon al echt heel ver ontwikkelde digitale interacties. En het loopt allemaal best wel heel goed. Terwijl in Nederland, als ik mijn belastingaangifte wil doen dan zit ik nog steeds naar een schermje uit de jaren '90 te kijken. Dat kunnen ze schijnbaar ook niet zomaar veranderen. Dus dat is allemaal iets logger, heb ik het idee. En ik denk dat die trend gewoon een stukje later begonnen is hier. Want ons bedrijf is gestart in Engeland, wel dik achttien jaar geleden.

Interviewer [34:30]: Ja, dat is al best wel oud!

Interviewee [34:32]: Terwijl, wij zitten in Nederland officieel pas vier of vijf jaar. Dus dat is echt een beetje het verschil wat je dus daar ziet. En wij waren ook één van de eersten in Nederland die dit deden. Dus we lopen in die zin gewoon een beetje achter.

Interviewer [34:46]: Oké! Dat is eigenlijk wel grappig. Zo had ik dat nog nooit bekeken of gehoord!

Interviewee [34:51]: Dat is onze ervaring, hoor! Ik weet niet of dat bij andere mensen ook zo is, maar dat is een beetje hoe wij dat zien. En op zich is dat wel interessant dat wij dus meerdere kantoren in andere landen hebben, want daar kan je ook superveel weer van elkaar leren. Want je ziet wel dat áls het eenmaal in een Nederlandse bedrijfscultuur geaccepteerd wordt, dan is op zich die verandering niet zo lastig als bijvoorbeeld in Engeland. Daar zie je dat er bijvoorbeeld meer weerstand is. Want ze houden heel erg van regels - de structuur is Brits. (Ze houden er heel erg van) om dat heel netjes en gestructureerd te doen. Overigens is dat ook heel Duits. Dus met Adidas is dat ook heel lastig. Terwijl, in Nederland merk je dan wel dat mensen daar wel open voor staan en wel gewoon denken van: oké, dan gaan we het op een andere manier doen.

Interviewer [35:28]: Ja. Maar het heeft dan gewoon tijd nodig?

Interviewee [35:31]: Ja! Nou ja, om een beetje een inhaalslag te doen.

Interviewer [35:35]: Oké, grappig! Even kijken of ik nog iets gemist heb... Ik denk dat ik deze vraag zojuist al enigszins gesteld heb, maar denk je dat het op een gegeven moment noodzakelijk wordt om 'positive design' of, laten we het houden bij "bepaalde psychologische wetenschap", te implementeren binnen bedrijven, services en productontwerpen.

Interviewee [36:04]: Goede vraag...

Interviewer [36:06]: Omdat de middelen die er zijn om succesvolle producten te ontwerpen, maar die niet heel desirable zijn misschien, of dat dát verandert over tijd. Dat dat toch wel meer invloed gaat hebben op de werkzaamheden?

Interviewee [36:22]: Ja. Ik denk aan de ene kant wel. Want wat je natuurlijk ziet door eigenlijk het feit dat het een hele service transformatie is en mensen eigenlijk niet meer zo gebonden zijn aan producten. Met diensten is het sowieso: je kunt makkelijker wisselen. Dus, dat switching van klanten; dat risico is er gewoon groter dan bij een 'productbedrijf'. En wat je ook wel ziet is dat het steeds lastiger wordt voor 'servicebedrijven' om te differentiëren. Want in principe, als je het hebt over taxi's of een Uber; wat je eigenlijk doet is: je gaat van A naar B. Dat doen we allemaal. Alle airlines vervoeren jou ook van A naar B. Maar de manier waarop is net ietsje anders. En het gevoel is net ietsje anders. En ik denk dat uiteindelijk dan de klant de meeste kracht heeft, de meeste power heeft, want die bepaalt waar hij zijn geld uitgeeft. En ik denk dat doordat klanten steeds een hoger verwachtingsniveau krijgen van wat een dienst levert, dat het wel móét. Want als jij bijvoorbeeld aan de ene kant(...). Bij Uber is het zó makkelijk om nu van A naar B te komen, het is ook zo(...). Ik hoef niet eens meer m'n creditcard te pakken, ik hoef alleen maar te klikken. Eigenlijk verwachten mensen dan ook dat je dat gebruikersgemak hebt bij dingen zoals de gemeente. Of je paspoort aanvragen. En je ziet heel erg dat die verwachtingen van die klant worden heel erg fluïde over verschillende sectoren. Dus waar je eerst heel erg zag dat mensen dat gingen vergelijken per bijvoorbeeld je wifi... Vodafone/Ziggo. Gingen heel erg vergelijken tussen de KPN en noem maar op, UPC, van: wat is dan daarbinnen? Terwijl, nu zie je heel erg dat die vergelijking niet binnen zo'n industrie zit, maar gewoon over de gehele linie. En dat eigenlijk degene die jou de beste ervaring geeft, de 'standaard' zet. En daardoor moeten al die industrieën eigenlijk enorm bijbenen. En ik denk, om dat te kunnen doen heb je wel 'positive design' nodig. Of in ieder geval: je moet ontwikkelen wat een klant wil. Dat is vaak "positive". En ik denk dat je daar ook wel heel erg kunt winnen als je

iets van een psychologische context (...). Als je dat weet, dat het je als bedrijf enorm kan helpen om sneller tot het juiste resultaat te komen.

Interviewer [38:46]: Ja, en je had het er net over dat producten in services veranderen. Dat vind ik wel een heel interessante take. Want dat is eigenlijk wat je inderdaad trend wise ziet dat (...). Een fiets kopen hoeft niet per se meer, want je hebt Swapfiets, je hebt Mobike, OV-fiets, et cetera. En zo heb je in verschillende productcategorieën wel voorbeelden (van producten) die veranderen naar services. Zie je dat ook als een trend die zich voort blijft zetten en dat er eigenlijk steeds minder waarde wordt gehecht aan 'een eigen product hebben'? Nou ja, waarde - misschien niet per se. Maar meer(...).

Interviewee [39:30]: Ja, ik denk dat mensen waarde anders gaan inschatten. En dat zie je, denk ik, nu ook al heel erg bij onze generatie met auto's. Mijn ouders die zeiden tegen mij toen ik afgestudeerd was: "Oh, dan kun je nu een auto kopen!" Want dan ben je echt volwassen. Dat is in hun wereld nog heel erg van: oh ja, dan heb je je eigen bezit. En dan heb je daar vrijheid mee, want je kunt overal naartoe. Terwijl, in mijn perceptie is een auto helemaal geen vrijheid. Het is alleen maar 'kosten', en ik moet hem ergens parkeren en het is slecht voor het milieu en... Weet je? Ik heb een heel andere beleving al bij het bezit van een auto. Ik associeer het eigenlijk meer negatief dan echt heel positief. Nou, dat zal niet iedereen in mijn generatie hebben. Hoeft ook helemaal niet. Maar ik denk dat er een steeds grotere groep is die dat helemaal niet wil. Dus ik ga bijvoorbeeld voor een Greenwheelsaccount. Dan heb ik wel het gemak van: ik kan wel een auto pakken als ik dat nodig heb, maar ik hoef het niet te bezitten en ik hoef er totaal niet over na te denken, want dat wil ik helemaal niet. Dus het is ook wel een beetje misschien het gemak wat erbij komt kijken. Dus als je iets bezit dan ben je er ook verantwoordelijk voor. Net als met een fiets; dan ben je verantwoordelijk voor het onderhoud en je moet zorgen dat je lichten het doen, en zo. En bij Swapfiets is het gewoon: ik bel en ik zeg: "Hé, mijn fiets is kapot, kom hem maken!" Dus ik denk ook dat die luiheid, dat mensen dat eigenlijk wel heel prettig vinden. En dat dát er voor zal zorgen dat we eigenlijk steeds meer diensten gaan gebruiken in plaats van echte producten en echt het eigenaarschap.

Interviewer [40:45]: Oké, je denkt eerder dat het misschien 'de luiheid van de mens' is dan dat het een 'awareness' is van, bijvoorbeeld, milieubewustzijn, duurzaamheid..?

Interviewee [40:53]: Tuurlijk, dat zit erbij! Maar dat is denk ik maar een klein deel van de bevolking die dat echt heel bewust kiest en misschien ook wel een klein deel van de bevolking die die vrijheid heeft. Want soms is het zo dat diensten ook gewoon echt duurder zijn. Kijk, het is goedkoper om een wasmachine te kopen dan om een lease te doen, met een wasmachine. Op de lange termijn betaal je eigenlijk méér. De vraag is natuurlijk: heeft iedereen die luxe om misschien duurzamere keuzes te maken of meer voor diensten te gaan? Dat weet ik niet.

Interviewer [41:26]: Ja... Dat is dan een vraag...

Interviewee [41:29]: Ja! Dus misschien dat juist wel heel oneerlijk, ik weet het niet.

Interviewer [41:34]: Ja, ik denk dat we nog wel heel lang door kunnen praten, met allemaal vragen (...).

Interviewee [41:39]: Ik weet niet of je genoeg informatie hebt?

Interviewer [41:39]: Ik heb sowieso al genoeg informatie! Ik zou nog heel wat vragen kunnen bedenken, maar ik wil je op dit moment heel erg bedanken voor alle inzichten die je me al gegeven hebt. Heb je zelf misschien nog opmerkingen of takeaways die misschien van toepassing zouden kunnen zijn voor m'n onderzoek of graduation?

Interviewee [42:00]: Ik zit even na te denken... Nou, misschien! Maar dit heb je waarschijnlijk al lang verwerkt: is dat wat ik heel vaak hoor als mensen het hebben over 'design voor positivity' of 'positive design', dat het heel vaak gaat over 'social design' en 'social good', terwijl: je kunt ook heel positief ontwerpen in ontzettend commerciële context. En dat kan nog steeds heel goed zijn voor een gebruiker. Dus ik vind het altijd wel grappig dat het moment dat je het hebt over dit soort, 'design voor happiness' of 'design for behaviour change' dat dát in onze wereld en hier op de faculteit heel vaak gaat naar: oh ja, dus dat is goed doen voor het milieu, of wat dan ook. Terwijl, het zit in heel veel dingen, ook in een commerciële context die ook voor iedereen heel fijn is! Want als ik bijvoorbeeld een hele fijne interactie met een customer service heb en heel snel mijn antwoord krijg van wat ik nodig heb dan word je er ook heel blij van. En dat heeft dan niks te maken met duurzaamheid.

Interviewer [42:53]: Nee, dat is(...) Bedankt voor de tip, want het is mooi om de soort van validatie te krijgen, want dit is juist eigenlijk wat ik precies wil gaan doen; een vertaalslag naar dat het in plaats van alleen maar soort van 'social good' "iets" heeft, of duurzaam. Nee, dat het kan commercialiseren en kan gebruiken voor je services of producten verbeteren op een manier die misschien minder invloed heeft direct, maar wel subjectieve invloed heeft. Dus ik vind het een mooie opmerking die eigenlijk het hele doel van mn afstuderen is. Dus dat is mooi!

Interviewee [43:27]: Nou, dan ben ik blij met dat dát nog eventjes op de band staat!

Interviewer [43:30]: Ja, ja! Dat is een grappige toevoeging, want dat is eigenlijk het hele doel. Omdat ik denk: het is iets wat overall invloed op kan hebben in plaats van dat het specifieke focus moet hebben voor: ja, laten we een charity of een bepaalde organisatie oprichten, die alleen maar focust op het verbeteren van minder bedeelden of iets wat een slechte invloed heeft op de wereld, milieu en maatschappij.

Interviewee [43:55]: Ja. En ik denk ook: hoe meer voorbeelden we daarvan kunnen laten zien, dat is inderdaad ook in een misschien wat meer commerciële context (waarin het) heel positief kan zijn, hoe meer andere commerciële bedrijven ook zullen denken: oh, dit is misschien ook wel iets voor ons! Want ik denk dat er nu heel veel bedrijven zijn die het wel interessant vinden, maar die denken van: ja, maar wij zitten niet in "het sociaal goed doen". Wij hebben wel gewoon een winst oogmerk. Ik denk dat (wanneer) er meer voorbeelden komen, dat er ook meer bedrijven zullen zijn die er wat meer open voor staan.

Interviewer [44:24]: Ja, het grappige is dat er bepaalde takken of perspectieven zijn binnen 'positive design' die juist ook aan kunnen sluiten op de medewerkers van bedrijven meer personal significance geven met hun werkzaamheden of daardoor juist denken van: oké, ik doe iets "goeds" inderdaad voor de klant. Op die manier denk ik dat het ook niet alleen voor de klant goed kan zijn, maar (ook) voor de medewerkers. En daardoor weer voor het bedrijf en zo gaat het cirkeltje weer rond.

Interviewer [44:48]: Ja! Ja, zeker.

Interviewer [44:52]: Heel erg bedankt, nogmaals!

Interviewer [44:54]: Alsjeblieft!

***** einde interview ****

Transcript interview Fabrique – Quérine van Casteren

Interviewer	Omar van der Heijden, hierna 'interviewer'
Geïnterviewde	Quérine van Casteren, hierna 'interviewee'
Datum opname	04-02-2019
Locatie opname	Fabrique, Amsterdam
Tijdsduur	63 minuten

Interviewer [00:05]: Zou je voor het belang van de audiorecorder je naam kunnen vertellen en het bedrijf waar je voor werkt?

Interviewee [00:12]: Ja! Ik ben Quérine van Casteren, ik ben interactie ontwerper bij Fabrique. Een ontwerpbureau... Nu zijn we in Amsterdam, maar we hebben ook een vestiging in Rotterdam.

Interviewer [00:22]: Yes! En zou je in 't kort kunnen vertellen wat Fabrique precies doet voor z'n klanten?

Interviewee [00:28]: Ja. Fabrique is een strategisch ontwerpbureau. Dat houdt eigenlijk zoveel in dat we ons voornamelijk focussen op ontwerp. Dus wij leveren ontwerpprojecten. Maar eigenlijk altijd heel erg gekeken vanuit de strategie en het verhaal van het merk. En onze producten, of eigenlijk: waar we ons voornamelijk heel erg op richten zijn digitale projecten. Dus wij doen heel veel websites en apps. Maar eigenlijk ook wel verder dan dat. Dus niet alleen maar websites, maar we kijken soms ook naar digitale transformaties binnen een bedrijf en hoe kunnen we bedrijven daarbij helpen? Dus het hangt ook eigenlijk tegen service design ook aan. Dus het is breder dan alleen maar 'een product', eigenlijk. We vinden het juist leuk om echt te duiken in een bedrijf en met een bedrijf zelf de best mogelijke oplossing eigenlijk te vinden. Die ook natuurlijk heel goed aansluit bij de klanten die zij weer hebben, dus de eindgebruiker.

Interviewer [01:26]: Ik heb uit mijn onderzoek inderdaad ook vernomen dat veel producten door de digitalisering veranderen naar product-dienstcombinaties. Is dat iets wat je merkt binnen de projecten die je gaandeweg hebt gedaan?

Interviewee [01:42]: Ja! Ja, wel! Ja... Het is steeds minder vaak alleen maar(...). Ik werk nu, even denken, nou bijna - heel ruim - 5,5 jaar bij Fabrique. En toen ik startte was het ook nog wel vaak

een website bijvoorbeeld waar het gewoon heel erg ging om informatie geven. En dat is het nog steeds wel, hoor! Dat soort opdrachten hebben we ook. Waarbij het heel erg informerend en wervend is, zeg maar. En we hebben ook wel steeds vaker dat natuurlijk online gewoon hele processen plaatsvinden, dus je niet alleen maar informatie online opzoekt. Bijvoorbeeld: voor een woningcorporatie; dat mensen ook zelf moeten kunnen regelen als er een reparatie moet plaatsvinden of als ze hun huur willen opzeggen, of iets. Dus dat soort processen beginnen steeds meer online eigenlijk plaats te vinden, waarbij je eigenlijk toespist op een soort van zelfredzaamheid die mensen dus steeds vaker kunnen hebben. Je hoeft steeds minder vaak een soort van klantenservice te bellen, omdat je de dingen ook gewoon online kunt regelen, ja. Dus dat zie je wel.

Interviewer [02:43]: En wat zijn de grootste beweegredenen voor bedrijven die bij jullie aankloppen in de - ik zou zeggen dan: de afgelopen twee jaar bijvoorbeeld, als je het vergelijkt met dan 5,5 jaar terug, dat je bent begonnen hier?

Interviewee [03:03]: Nou, ik denk eigenlijk dat 'waarom ze aankloppen', dat dat niet eens zozeer heel erg veranderd is, de reden, maar ik denk dat Fabrique heel sterk is in de manier hoe wij analytisch toch ook, denk ik wel, kijken naar de klant die wij hebben of het bedrijf waar we mee samenwerken. Dus, dat. Maar ook heel erg vanuit de gebruiker denken. Nou is dat allemaal niet zo uniek meer, want tegenwoordig heb je gewoon heel veel bedrijven die dat goed kunnen. Maar ik denk wel dat wij altijd op zoek zijn naar de beste design oplossing die zowel dus voor het merk heel goed werkt en strategisch bijdraagt, als voor de gebruiker heel fijn is om te gebruiken. Dus je krijgt altijd een - ik zou zelfs soort van willen zeggen - echt een 'op maat'-oplossing, eigenlijk. En er zijn natuurlijk ook heel veel bureaus denk ik waarbij het toch meer 'productie draaien' gewoon is. En er is tegenwoordig heel veel (...). Hier zijn heel veel goede voorbeelden te vinden. Dus er zijn ook heel veel goede, denk ik, websites wel te maken zonder dat je heel uitgebreid analyse doet of dingen onderzoekt. Maar ik denk dat als je het wél doet, dat het heel erg bijdraagt aan een *next level* product.

Interviewer [04:15]: Dat is grappig dat je daar zelf over begint. Is het onderzoek doen en het analyseren van het huidige product, soort van de kern van wat Fabrique aan kan bieden aan klanten? Of is dat onderzoek iets wat op aanvraag van een klant gebeurt?

Interviewee [04:33]: Eigenlijk beide wel. Dus wij vinden het zelf heel leuk om te doen, maar ook heel belangrijk en heel relevant. Dus daarom proberen wij zelf ook altijd wel met klanten te bespreken en aan te geven wat de waarde ervan kan zijn om dat te doen. En dat kan dus onderzoek zijn wat we aan het begin doen om nog een beter beeld te krijgen van 'met wat voor markt hebben we nou te maken', of: 'met wat voor klanten hebben we nou te maken', of 'met wat voor eindgebruikers hebben we te maken'. Maar dat kan ook heel erg zitten aan het einde., als je al een product hebt gemaakt. Dus is niet helemaal antwoord op je vraag, maar soms proberen we het dus zelf heel erg te sturen en soms ziet een klant ook het zelf gewoon heel erg in, dat het nodig is en dat het goed is. Dus dan komen ze er vanzelf ook mee.

Interviewer [05:15]: Ja! Dat is juist wel een grappige dat je daarover begint! Is het vaak dat jullie vanaf het begin van een project erbij worden geroepen, om het zo maar te zeggen? Of is dat soms aan het eind van een project van toepassing?

Interviewee [05:32]: Het verschilt, eigenlijk. Onze projecten zijn heel uiteenlopend. Soms dan heeft de klant een heel duidelijk idee, van: er komt een heel nieuwe campagne aan of onze

positionering is veranderd. Dus onze website is verouderd, dus we moeten een nieuwe website. Nou, dat is natuurlijk best wel concreet. Dan moeten wij er nog wel heel duidelijk in, wat de positionering dan is en wat is er dan veranderd? En hoe maken we daar een goede online vertaling voor? Maar dan is het best wel een concrete vraag. En dan komen we dus ook binnen een beetje wat later in het proces. Maar soms is het ook juist zo dat klanten bezig zijn of juist onze hulp ook invragen voor een positionering. Dus dan zitten we eigenlijk ook een beetje op een ander deel van het spectrum. Want dan gaat het meer om merkstrategie. Daar hebben we ook dingen in. En dan zit je dus helemaal aan het begin. En dán is het juist ook het leukst om ook de rest nog te doen, want dan denk je dus helemaal vanaf het begin mee erover.

Interviewer [06:34]: Is dat dan ook de vraag van de klant, of is dat iets waar jullie zelf op aan kunnen sporen? Ik weet niet of dat gangbaar is, überhaupt..?

Interviewee [06:41]: Of we dan ook de rest willen doen, bedoel je?

Interviewer [06:43]: Ja!

Interviewee [06:43]: Ja, dat gebeurt ook beide. Ik denk dat we zelf zo commercieel ingesteld zijn dat we natuurlijk waar we kansen zien, en waar we het ook leuk vinden om meer voor een klant te kunnen betekenen, dan doen we dat. En soms, als het traject daarvoor goed bevallen is, dan is er ook een kans dat de klant daar zelf om vraagt. Ja, dus dat is een beetje misschien wel goed om te benoemen: eigenlijk zijn onze projecten niet allemaal één op één op elkaar neer te leggen. Ze zijn heel uiteenlopend.

Interviewer [07:10]: Ja... Het is natuurlijk ook wat de klant maar net vraagt en wat jullie van tevoren ook daarin zien.

Interviewee [07:16]: Precies! Wat de klant vraagt, en wat wij er zelf in zien, maar ook in wat voor een branche de klant zit. Want we hebben bijvoorbeeld ook wel een project gedaan, voor de GVB. Die heb ik persoonlijk dan zelf niet gedaan. Maar dat was echt een hardware - in combinatie met software dan wel, maar dat was echt een kaartjesautomaat, als ik het even goed zeg...

Interviewer [07:36]: Ik heb toevallig een project ook langs zien komen.

Interviewee [07:39]: Ja! Dus dan ben je ook nog steeds wel bezig met de interface: hoe werkt dat? En hoe zorg je ervoor dat dat een goede oplossing wordt voor de gebruiker. Maar tegelijkertijd ben je heel erg bezig met dat ding eromheen. En wat voor omgeving begeven mensen zich in. Dus dat is dan weer echt een andere vraag dan een campagnewebsite, of zo.

Interviewer [08:02]: En in dat soort projecten, waar jullie dan vooral heel klantgericht bezig zijn, is het dan ook soms voor services een bepaald element waar de medewerkers binnen een bedrijf bij worden betrokken, om de service beter te maken? Of..?

Interviewee [08:22]: Ja, je bedoelt: mensen die binnen een bedrijf juist heel veel kennis hebben over...

Interviewer [08:24]: Ja, of interactie hebben met de klanten. Want zo'n kaartjesautomaat vervangt eigenlijk de interactie met de klant. Maar ik denk dat er redelijk wat services zijn waar de interactie nog centraal staat.

Interviewee [08:38]: Ja. Nou, dat voorbeeld wat ik net gaf, met zo'n klantenservice van een woningcorporatie, bijvoorbeeld. Waar eigenlijk nu nog mensen (...). Ik weet niet of dit helemaal precies is wat je bedoelt, maar... Daar heb je soms dat mensen gewoon nog moeten bellen om hun huur op te zeggen. Of ze moeten nog een reparatieverzoek via de telefoon indienen. Nou, en dat zijn dan processen die op een gegeven moment naar online worden getrokken. En dan is het wel onderdeel van ons proces om dus die klantenservice daarmee in gesprek te gaan. Dus van: wat zijn nou de vragen die jullie krijgen en wat zijn de problemen waar mensen tegenaan lopen of wat voor informatie willen zij weten?

Interviewer [09:15]: En als ik het zo hoor heeft dat te maken juist met het automatiseren van die interacties, dan dat er een focus kan zijn op het verbeteren van de interactie, op een bepaalde manier?

Interviewee [09:30]: Nou, beide wel, denk ik... Ja, op verschillende manieren. Ik denk, dit inderdaad gaat er dan eigenlijk om van: beetje lullig voor die klantenservice, maar inderdaad: die willen we eigenlijk ontlasten. Of: daar willen we werk weghalen. Maar we hebben ook wel eens - en dan moet ik even goed nadenken... Bijvoorbeeld als we een project doen - dat project heb ik overigens ook niet gedaan - maar daarvan weet ik wel een beetje hoe het volgens mij is gelopen. Dat was voor Independer, dat is die verzekeraar. Daar moest (...). Op een gegeven moment hebben ze de autoverzekeringsflow helemaal aangepakt. En toen is er ook tijdens dat proces, zijn echt de mensen volgens mij ook van Independer zelf - en ik denk dan in dit geval van de afdeling Autoverzekeringen - die zijn er echt bijgehaald om hun expertise ook, hoe zeg je dat... In te brengen! Dus dan proberen we dus wel binnen een bedrijf de juiste stakeholders, om het zo te zeggen, erbij te halen. Die er veel van weten.

Interviewer [10:33]: En hebben jullie weleens tijdens een project dat de huidige visie conflicteert met de visie waar ze eigenlijk heen willen? Bijvoorbeeld: dat het dus tegenstrijdig is met wat ze vragen van jullie en waar ze zelf voor staan? Of, ja... De (...).

Interviewee [10:50]: Even denken... Ja, jawel. Meestal komt dat dan wel aan het begin van een gesprek, van een contact, denk ik. Of een, hoe zeg je dat, een samenwerking, komt dat al wel naar voren. We hebben wel eens dat je dan in een gesprek zit, of in een acquisitiegesprek en dan wordt er eigenlijk vooral gevraagd naar 'de waarom'. Waarom wil de klant iets? Of: waarom hebben zij een bepaalde vraag? En met 'de klant' bedoel ik trouwens in dit geval vaak de bedrijven met wie wij werken, zeg maar. Dus niet per se de eindgebruiker. Maar soms hebben zij een heel concrete vraag en dan zitten wij erbij. Of dan hebben we een soort kennismakingsgesprek en dan kan je wel eens denken: ja, maar is dit nou eigenlijk daadwerkelijk hun probleem? Dan is het meer dat. En dan zijn we daar wel open in. Dan gaan we daar een open gesprek over aan, van: "Hé, wij zien het zó".

Interviewer [11:44]: Ja, dus dan hebben zij een bepaald probleem, als ik het goed begrijp? En dan kunnen jullie ook met jullie expertise kijken van: is dit wel echt het probleem? En: wij zien hier misschien eerder een probleem, wat er ook bij betrokken moet worden. En staan ze daar dan voor open, vaak? Of is dat iets wat...

Interviewee [12:00]: Ja, eigenlijk wel. Ja, het wordt juist wel gewaardeerd... Ja, je moet natuurlijk wel met een goed ander advies komen, maar het wordt wel gewaardeerd over het algemeen. Dat een bedrijf niet bang is om ook een beetje tegengas te geven, denk ik. En vanuit ook expertise op een bepaalde manier relevante info weer bij zo'n bedrijf mag brengen. Dus over het algemeen wordt het wel gewaardeerd eigenlijk, wil ik zeggen, dat we niet zomaar 'ja en amen' zeggen op de opdrachten die we krijgen, maar dat we juist met ze meedenken. Het moet ook niet zijn van 'oh, wij zijn de betweters', want dat is helemaal niet zo. Maar het is meer: het wordt dan een samenwerking, ik denk dat dat het interessant maakt.

Interviewer [12:42]: En zijn de bedrijven waar jullie mee samenwerken... Staan die heel erg open voor de design thinking, de design approach, die Fabrique toepast?

Interviewee [12:55]: Ja... Ja!

Interviewer [12:57]: Ik neem aan dat ze juist om die reden wel vaker naar jullie toe stappen dan dat het iets is dat ze denken van: hé, laten we een keertje kijken van hoe dit in elkaar steekt.

Interviewee [13:08]: Nee, ja... Nee, ik denk dat ze uit ons (...). Of het gaat via via, maar ik denk dat je ook wel uit onze cases van de website kan halen en uit ons portfolio, dat wij juist heel veel aandacht hebben voor ook wel dat het analyseren van de context, eigenlijk. En de eindgebruiker: wie is dat precies? En daar hebben we veel focus op, ja. En ik denk dat dát ook wel naar voren komt en dat klanten ook om die reden wel bij ons aankloppen.

Interviewer [13:36]: Oké... Wat zijn bepaalde uitdagingen of barrières die jullie tijdens projecten moeten overkomen? Als die er zijn - laten we dat voorop stellen.

Interviewee [13:55]: Ja, ja... Nou, waar je natuurlijk eigenlijk altijd mee te maken heb, zeker in gewoon de commerciële wereld waar wij toch wel in zitten, is gewoon tijd en geld. Dus: soms zou je het liefst (...). Dat was ook nog wel leuk eigenlijk om te merken voor mezelf, toen ik net van de TU kwam, dat je ineens niet (...). Nou, ondanks dat jij nu wél een afstuderen moet doen in vijf maanden, maar over het algemeen ervaar je best wel wat ruimte. En je kunt dingen best wel een beetje op je eigen tempo doen. Althans, misschien dat dat wel steeds meer aan het inperken is trouwens. Maar in ieder geval: op een gegeven moment dan ga je aan het werk en dan denk je: oh, ja, we hebben gewoon twee maanden om dit te doen, bijvoorbeeld. Omdat dat is wat de klant er gewoon aan uit wil geven. Dus ik zou zeggen: niet dat dát een barrière is, want dat is gewoon een gegeven. Maar dat kan soms wel een goede discussie opleveren. Dat een klant de wereld wil, maar dat je dat niet allemaal kunt doen. Dus dan moet je 't heel erg in je gesprek ook over de prioriteiten hebben. Wat is nou echt het belangrijkste? En nou ja, als je ook een klant hebt die zelf een hele sterke mening over dat soort dingen heeft, tja, dan kunnen dat... Nou ja, trouwens: dat is eigenlijk gewoon altijd een interessante discussie. Dat is niet echt een probleem. Ik denk wat wel misschien een (...). Ik weet niet of dat een antwoord is op je vraag, maar wat we tegenkomen soms in projecten is dat we juist tegen de interne organisatie van een klant aan lopen. Dus daarmee bedoel ik dat wij soms (...). Dan doen wij een project en dan bepalen we een nieuwe structuur voor de website, bijvoorbeeld. Dus, nou, het is volgens mij belangrijk om deze informatie belangrijker te maken, hoger te zetten, en deze informatie moet je toevoegen aan de website, want dat mist nu helemaal. Of: ik mis helemaal een merkgevoel, of zo. En dan kom je er gaandeweg achter dat er bijvoorbeeld bij de klant helemaal geen mensen zijn die die informatie kunnen leveren. Of, eigenlijk is dat een beter voorbeeld: als we bijvoorbeeld zo'n proces als een verzekering afsluiten, online, als we dat dus helemaal willen

verbeteren en een paar stappen er tussenuit willen laten, omdat die alleen maar heel onhandig zijn voor de klant, dan blijkt dat die stappen erin zitten omdat de klant zelf dat nodig heeft. Dus... Om, even kijken hoor...

Interviewer [16:18]: Nou ja, dit is inderdaad een soort barrière of uitdaging waar ik op doel, inderdaad. Het is...

Interviewee [16:23]: Ja, dus dan merk je eigenlijk: de klant wil heel graag heel erg verbeteren en wij willen dat ook graag. Dus we gaan er met zijn allen heel ambitieus in. Maar dan kom je gaandeweg erachter, van: oh ja, maar deze stap of dat telefoontje; tja, die kan er niet zomaar uit. Want we hebben niemand anders die dat zomaar kan opvangen. Of anders dan moeten we ineens een heel nieuw systeem eraan koppelen, maar ja, dat hebben we nog niet. Dus dan wordt je toch ineens een beetje afgeremd. Dat is het eigenlijk.

Interviewer [16:47]: En staan ze wel open voor dat soort reorganisaties of aanpassingen binnen een huidige organisatiestructuur? Of is dat iets wat toch een lastiger punt is, vaak?

Interviewee [16:58]: Dat is wel een lastig punt, omdat het (...). Ze staan er wel voor open. En soms zien ze ook gewoon dat het nodig is. Het enige is alleen, dat je niet zo snel vaak het zo kan veranderen. Dus wij kunnen in een, hoe zeg je dat, in een project van twee maanden kunnen wij opperen van: hé, jongens, het zou beter zijn als jullie het 'zo en zo' doen. Maar ja, dat kan voor hen misschien een jaar kosten, als het een groot bedrijf is, om het echt te veranderen. Dus dat(...). Ja.

Interviewer [17:24]: Is dat iets wat je zelf hebt meegemaakt? Dat dát een advies was en dat je dan misschien uit persoonlijke interesse of uit interesse van het bedrijf voor een ander project hebt gezien dat dat wel of niet is toegepast?

Interviewee [17:39]: Dat zij echt hun proces hebben veranderd, bedoel je?

Interviewer [17:41]: Ja! Buiten het project om waar jullie involved waren, om het zo maar te zeggen.

Interviewee [17:51]: Nee, wacht even, ik begrijp niet helemaal je vraag.

Interviewer [17:53]: Dat, zoals je zegt, dat er een twee maanden project is geweest, waar de samenwerking is geweest en de...

Interviewee [17:59]: Ik noemde maar wat, hoor. Dat is een "voorbeeldje".

Interviewer [18:01]: Ja, ja! Laten we het houden op dat voorbeeld.

Interviewee [18:05]: Het is meestal wat langer, maar ja...

Interviewer [18:06]: En dat het gaandeweg als eindconclusie is geweest van: oké, buiten dat wij nu deze oplossing aan jullie hebben aangeboden, de oplossing verder getrokken kan worden om het te verbeteren door reorganisatie of dit en dat qua...

Interviewee [18:21]: Oh, of we dat wel eens ook nog meegeven?

Interviewer [18:23]: Ja, meegeven. En dus gaandeweg hebben gezien dat het wel of niet is toegepast, misschien.

Interviewee [18:30]: Ik heb het zelf niet echt zo meegemaakt. Nou ja, laat ik het zo zeggen: ik heb op een gegeven moment bij, ook een verzekeraar, dat was (...). Daar hebben we toen gezien dat we een product of eigenlijk een soort service maakten waarbij we toen wel de ideale versie hebben ontworpen. Maar toen uiteindelijk hebben we het weer soort van moeten downgraden. Dus er waren eigenlijk twee versies, zou je kunnen zeggen. Dus, in principe hadden zij wel ook een soort van ideale versie, maar dat kon gewoon nog niet gebouwd worden. Dus toen moesten we downgraden. Maar we hebben dat niet vervolgens echt als een soort van next step documentatie of zo, aan hen opgeleverd, dat niet.

Interviewer [19:13]: Nee. Oké.

Interviewee [19:15]: En ik moet wel zeggen: soms hebben we langlopende accounts, dus dan blijf je betrokken bij de ontwikkelingen van een klant. Maar het is ook vaak dat wij een project doen en dan is het afgerond en dan zijn we ook niet meer betrokken. Dus we zien dan ook niet in hoeverre zij intern nog echt veranderingen aanbrengen.

Interviewer [19:31]: Hoe vind je dat persoonlijk? Want ik zou kunnen begrijpen wanneer je denkt van: oh ja! Hier en daar kan het verbeterd worden. En dan zie je dat je je toch wat terughoudender moet houden binnen die invloed die je kunt uitoefenen. Is dat iets wat je...

Interviewee [19:44]: Ja dat is soms - nou ja, 'frustrerend' vind ik een groot woord, maar dat is zeker als je aan het ontwerpen bent, soms is dat wel... Ja, wel gewoon jammer. Want dan denk je: met zijn allen hebben we heel veel ambitie en we willen het super goed maken, maar eigenlijk worden we nu beperkt door soort van praktijk bij de klant, die nog niet zover is. En het is dan jammer dat dát je dan weerhoudt van iets heel goeds maken voor de eindgebruiker, eigenlijk. Maar daar kunnen we helaas niet zo heel veel aan doen, behalve inderdaad blijven drukken dan op zo'n klant, door te zeggen van: "Hé, het is heel belangrijk dat je het gaat verbeteren." Maar we zijn niet echt - alhoewel dat soms misschien een beetje meer komt, maar we zijn, in die zin, niet een bedrijf dat echt, hoe zeg je dat, ook gedetacheerd wordt bij klanten, of zo. Dus wij zitten ook niet in die zin, zo veel bij de klant - en langlopend - dat we extra betrokken zijn bij het veranderen van interne processen, of zo.

Interviewer [20:39]: Nee. Misschien eerder het vertrouwen wat een klant moet hebben op een langetermijn basis, dat ze zeggen van: hé, ik zie wel potentie voor zo'n project dat het verder uitgeoefend kan worden.

Interviewee [20:52]: Ja, en zeker als je het hebt over interne processen: dat is ook niet echt onze core business, dan kom je bijna meer bij een consultancy terecht, of zo, denk ik, die dat zou moeten doen. En we zijn in zeker zin consultants, denk ik, maar meer echt op ontwerpvlak. En het verbeteren eigenlijk van producten of van services. Maar niet zozeer van processen bij de klant zelf.

Interviewer [21:14]: Nee, oké. En is dat iets uit je eigen optiek wat wel van belang zou kunnen zijn, het...

Interviewee [21:23]: Oh, dat denk ik op zich...

Interviewer [21:23]: ...dat dát effectief kan zijn voor een bedrijf?

Interviewee [21:26]: Ja, ik denk dat dat zeker zo is. Want ik denk, als je dat wel zou doen, dan - laat ik het zo zeggen: dan kan je het probleem, of het vraagstuk, kan je nog veel holistischer benaderen. Dus dan kan je ook eigenlijk vanuit het punt van dat er content moet komen of dat er bepaalde keuzes inderdaad intern gemaakt moeten worden, kan je ook bijsturen. Dat kunnen we nu tot een beperkte mate, denk ik. Maar het is een beetje de vraag of je het wilt. Ook als ontwerper zijnde, zeg maar. Ik denk dat we hier heel veel mensen ook hebben, die vinden het vooral heel leuk om echt te ontwerpen en producten te maken en (...). Een intern proces en reorganiseren: dat is echt iets anders.

Interviewer [22:10]: Ja, dat heeft misschien meer met research intern te maken dan vanuit een extern oogpunt dat er enigszins research en analyse plaatsvindt.

Interviewee [22:25]: Je bedoelt..?

Interviewer [22:26]: Als het gaat over interne reorganisatie die misschien vanuit meerdere perspectieven bekeken kan worden om het gehele project zoals jij dat noemde holistischer te omvatten.

Interviewee [22:41]: Ja... Ja, ik denk dat het veel meer gestuurd moet worden vanuit een bedrijf ook zelf, want dan ga je heel erg raken aan (...). Ja, dan raak je gewoon echt aan allemaal facetten van het bedrijf, denk ik, waar wij helemaal geen weet van hebben, dus dat...

Interviewer [22:55]: Nee... Denk je dat dat een goed iets is, dat jullie eigenlijk als soort van extern binnen een bedrijf rollen, dan dat dat per se zo diepgaand intern zou zijn?

Interviewee [23:05]: Ja, ook wel, ja. Want dan heb je een toch wat objectiever kijk op de dingen die je ziet gebeuren en je kan, waar we het net over hadden, iets meer duwen tegen een klant ook aan. Zo van: hé, volgens mij zou het interessant kunnen zijn om hier eens naar te kijken om wat te veranderen, of zo. Zonder dat je er zelf al inderdaad, hoe zeg je dat, een soort van biased bent. Of dat je al weet wat de achterliggende reden is waarom het zo georganiseerd is, of zo. En ik denk dat dát trouwens ook de reden soms is dat klanten juist dus met Fabrique in zee willen, omdat je soms ook wel hebt dat ze misschien eigen ontwerpers hebben, maar juist een frisse blik en niet helemaal met je hoofd in het merk al zitten en alles weten van de hoed en de rand, is ook verfrissend.

Interviewer [23:49]: Denk je dat dat iets is wat misschien verder ontwikkelt naar dat dat standaard wordt? Dan dat dat binnen grotere bedrijven misschien de klassieke 'take' is van dat dat intern opgelost moeten worden, omdat ze toch wel het bedrijf het beste kennen, om zo maar te zeggen?

Interviewee [24:04]: Je bedoelt of het een trend is dat ze dus meer externe partijen daarvoor, voor dit soort dingen aanhaken?

Interviewer [24:08]: Ja!

Interviewee [24:10]: Poeh... Dat weet ik eigenlijk niet zo goed... Nee, dat weet ik niet. Wat je ook ziet gebeuren is juist dat ook grotere bedrijven op een gegeven moment eigen ontwerpstudio's gaan opzetten. Dus ze gaan juist ook dingen weer naar binnen halen.

Interviewer [24:30]: In-house design consultancies, soort van.

interviewee [24:32]: Precies, ja. Ja, dus dat zie je juist ook gebeuren.

Interviewer [24:36]: En heeft dat dan, denk je, te maken met tijd en geld wat er in gestoken kan worden om van een externe consultancy erbij te betrekken, zoals jullie worden betrokken voor een bepaald project en binnen bepaalde tijd, maar dan kan misschien de waarde van jullie expertise of jullie kijk op een bedrijf langer gerekt worden, maar dat dát inderdaad te intensief is voor jullie, maar ook voor het bedrijf om dat... Ja... Als extern aan te gaan, dus dat dat eerder noodzakelijk is om intern erbij te betrekken.

Interviewee [25:19]: Je bedoelt dan dat het over zulke grote veranderingen misschien gaat? Dat is bijna niet te doen..?

Interviewer [25:22]: Ja, binnen een kort tijdsbestek.

Interviewee [25:25]: Ja... Nou, als ik je vraag goed begrijp: ik denk dat het inderdaad wel heel erg verschilt, voor wat voor vragen of opdrachten ze externe partijen aanraken en wanneer ze het meer intern gaan trekken. En ik denk dat ze zien dat ook wel bedrijven juist, hoe zeg je dat, ontwerpers naar binnen halen, of een soort van eigen ontwerpstudio afdeling opzetten om dat wel, denk ik, steeds meer bedrijven zich beseffen dat 'vanuit de gebruiker denken' heel belangrijk is, eigenlijk design thinking. En als dat (...). Het is mooi, dat je daar (...). Voor ons is dat fijn, dat wij af en toe aangeraakt worden om daar in ieder geval expertise ook over te kunnen brengen. Maar goed, wat ik net al zei: het is ook vaak zo dat wij na een paar maanden, zijn wij weer weg. Dan is je bedrijf weer wat het is. En ik denk dat bedrijven wel steeds vaker denken van: ja, dit is belangrijk om ook in ons eigen bedrijf die mindset te hebben van design thinking.

Interviewer [26:30]: Dat was inderdaad mijn volgende vraag: denk je dat het belangrijk is dat die design capacity binnen het bedrijf zelf...

Interviewee [26:36]: Ik denk dat het (...). Ja... Dat denk ik wel. Ik heb er iet op afgestudeerd, of zo. Maar inderdaad, ik denk wel dat bedrijven steeds vaker denken: ja hé, het is wel belangrijk dat we (...). Ze zien het belang inderdaad vanuit de gebruiker en dat het uiteindelijk om hun eigen klanten ook gaat. En ja, door alleen maar, misschien meer (...). Ja, en daar heb je wel mensen voor nodig die, daar toch op een bepaalde manier, denk ik, in opgeleid zijn of ervaring mee hebben. En dat zijn vaak ontwerpers.

Interviewer [27:02]: Ja. Dus ze staan ervoor open, alleen op een lange termijn is dat dan toch misschien lastig om binnen die korte tijd dat jullie jullie invloed kunnen uitoefenen, dat dat ook aangenomen wordt? Of: dáárna toegepast wordt?

Interviewee [27:17]: Ja! Ja, want je bent op zo'n moment dat wij met een project bezig zijn, als wij met een project bezig zijn dan ben je gewoon echt gefocust op - over het algemeen - het product maken, waar je dan mee bezig bent. Of de service. En dit vraagt echt om eigenlijk

ook een beetje een soort van organisatieverandering. Dus dat je bij mensen (...). Het is echt een beetje 'aanleren'.

Interviewer [27:39]: Hoe sta je daar zelf in? Vind je het fijn om binnen die korte termijn zoveel mogelijk invloed uit te kunnen oefenen? Of zou je denken dat het ook heel interessant kan zijn om wel dieper of langduriger met een bedrijf in zee te gaan, om te kijken hoe je daar kan helpen?

Interviewee [27:57]: Ja. Goede vraag, heb ik eigenlijk nog nooit extra goed over nagedacht... Beetje flauw antwoord, maar ik zou het misschien allebei wel leuk vinden. Want ik heb het op een gegeven moment, heb ik een project gedaan waarbij ik heel nauw samenwerkte met een ontwerper, uit een bedrijf. Dus wij waren eigenlijk het ontwerpsteam. En ik was toen ook echt bezig met hem eigenlijk de skills van 'user experience design' en 'user interface design' wat meer bij te brengen. En dat vond ik leuk, maar tegelijkertijd dacht ik ook van: ja, ik vind het ook jammer als het op een gegeven moment een significante hoeveelheid van je tijd gaat overnemen, terwijl je ook ontwerper bent. Dus je wilt ook blijven ontwerpen. Want je wordt dan een beetje een soort van, ja... Ook inderdaad wel een beetje design consultant. En je blijft zelf ontwerper. Dus ik zou dat niet alléén maar willen doen, nee...

Interviewer [28:56]: Nee, oké... Worden er bepaalde aspecten binnen een samenwerking door klanten over het hoofd gezien ook, die jullie als belangrijk schatten, maar de klant misschien als minder belangrijk of überhaupt niet over nadent?

Interviewee [29:20]: Ja... Ik zit even na te denken, het zijn een paar dingetjes wel... Ik denk dat... Onderzoek, bijvoorbeeld. Dat dát toch wel iets is, of gewoon testen - het hoeft niet eens echt een heel uitgebreid analytisch onderzoek van te voren te zijn, helemaal niet, want dat heeft de klant soms zelf al gedaan. Maar ik denk wel: gebruikerstesten bijvoorbeeld, aan het einde. Die worden weinig gevraagd. Dat is echt iets wat we zelf aandragen. En daarvan... Nou, tegenwoordig zeggen de meeste klanten wel snel (...). Dan zien ze wel de relevantie ervan, hoor. Maar ik heb ook wel meegemaakt dat daar dan toch niet geld voor vrijgemaakt, dat de klant daar niet geld voor vrij wil maken.

Interviewer [30:05]: Oké. Dat heeft dan ook weer met tijd en geld te maken, in die zin.

Interviewee [30:09]: Denk het wel. Ja.

Interviewer [30:11]: En daar het belang van overbrengen, is dat een lastig "'iets'" of is dat gewoon echt heel praktisch: 'er is geen geld voor'?

Interviewee [30:21]: Je bedoelt met...

Interviewer [30:22]:... lastig als in: hun overtuigen, of dat dat...

Interviewee [30:25]: Of je de klant kan overtuigen... Tja. Nee, dat valt wel mee, want als je het ze goed uitlegt, wat we over het algemeen altijd proberen, dan begrijpt iedereen - over het algemeen begrijpen mensen ook wel - dat het belangrijk is. Maar soms is het echt gewoon meer een (...). Ik denk inderdaad gewoon echt heel praktisch een tijd-en-geldkwestie, ja.

Interviewer [30:43]: Oké, dat is toch wel jammer, lijkt mij, op één of andere manier.

Interviewee [30:50]: Ja, of we hebben toch niet goed ons best gedaan om ze goed te overtuigen. Maar... Ja, ik denk dat dat toch wel (...). En ik zit even te denken: is er niet iets anders in het proces? Ja, wat wij heel erg doen is dat we - dat verschilt ook weer per project, maar als we even een beetje een meer traditioneel project bekijken, dan hebben we bijna altijd een conceptfase. Nou ja, als IO'ers ken je het concept 'concept'. Maar dat kan soms ook best wel een beetje vaag nog zijn, abstract. Een concept, wat is dat dan precies? Dus soms als we dat proberen uit te leggen; dat dat eigenlijk het moment is dat we soort van basisprincipes neerleggen, dat we een grotere boodschap die het moet hebben, dat we die gaan vertalen dus naar iets wat in het online product bijvoorbeeld zit. Dan is dat soms gewoon moeilijk te begrijpen, eigenlijk. Dus daarvan heb ik ook weleens het idee dat klanten soms niet zo goed begrijpen waarom daar zoveel tijd of dus geld in moet zitten, om een conceptfase, bijvoorbeeld, te doen. Maar uiteindelijk over het algemeen kunnen we het wel goed uitleggen. Dus het gebeurt toch wel.

Interviewer [32:01]: Is het dan omdat ze jullie vertrouwen? Of is dat dan omdat ze het ook echt daadwerkelijk begrijpen of willen begrijpen?

Interviewee [32:10]: Nou, misschien is het ook wel dat eerste, hoor. Dat ze dan toch wel vertrouwen van: oh... Ja, oké, blijkbaar hebben zij het ook nodig om tot een goed resultaat te komen, dus dan hoort dat erbij. Dat zou ook wel kunnen. Ik heb er nog nooit concreet over nagedacht, eigenlijk.

Interviewer [32:21]: Daar is wel openheid voor om die, jullie expertise, uit te kunnen oefenen binnen de samenwerking?

Interviewee [32:29]: Ja, meestal voel ik die wel, ja.

Interviewer [32:30]: Oké, alright. Hoe blijft Fabrique, hoe blijven jullie zelf up-to-date met de nieuwste trends qua onderzoek, qua uitwerking, qua...

Interviewee [32:50]: Verschillende dingen; veel mensen die we volgen. Nou ja, we lezen toch wel blogs of we kijken naar het nieuws, of nou ja: het nieuws is dan niet per se toegespitst op ons vakgebied. Maar er wordt natuurlijk ook op LinkedIn, en zo, wordt er ook veel gepost door andere bedrijven. Dus het is heel veel lezen, denk ik. Voor het 'op de hoogte blijven'. En we gaan ook wel naar conferenties. Soms spreken we zelf ook op conferenties over iets wat we, nou ja, óf een visie die we ergens op hebben óf een (...). Ik heb zelf een keer een project gepresenteerd. Maar dat is natuurlijk wat minder om zelf op de hoogte te blijven. Maar dan merk je misschien wel een beetje wat er speelt, omdat je wel gewoon ook merkt wie er naar toe komen of wie er vragen hebben. Of nou ja... En verder: wat we ook wel proberen is - hoewel het wel weinig is gebeurd de laatste tijd, maar gastsprekers, of zo, uit te nodigen.

Interviewer [33:53]: Ja... Dus vooral het gesprek aangaan met "de wereld" om het zo maar te noemen. En bijvoorbeeld bepaalde trainingen? Of is dat iets wat gewoon vanzelfsprekend is binnen...

Interviewee [34:07]: Niet bepaald (vanzelfsprekend). Eigenlijk kan iedereen dat zelf een beetje kiezen bij ons. Dus je kunt zelf aangeven waar je graag meer in zou willen leren, bijvoorbeeld. Of, wat heel leuk is, is dat we sinds vorig jaar, of zo, hebben we ook een soort onderzoeks-twee-weken geïnitieerd, een collega. Dus toen is er eigenlijk bedacht: in principe iedereen, dus of je

nou ontwerper, projectleider, officemanager, financieel administratief medewerker; iedereen die mag in principe gewoon tijd pakken om voor zichzelf een soort van onderzoek te doen. Of jezelf ergens in te ontwikkelen. En wat je daarmee doet is helemaal aan jezelf, eigenlijk. Dus dat is juist heel open. Dus we hebben niet per se vaste trainingen die iedereen moet doen, of zo.

Interviewer [34:57]: Nee, oké. Maar het lijkt me dat zoiets wel heel waardevol kan zijn voor je werkzaamheden, als je op bepaalde dingen wilt focussen, voor projecten die je gaandeweg of, nou ja in de komende tijd dan, aangaat.

Interviewee [35:10]: Ja, zeker! En wat ook nog weleens gebeurt - ik weet niet of dat ook nog interessant is voor je, maar dat is: dat sommige methodieken die dan weer helemaal nieuw zijn, zoals die design sprint van Google Ventures, dat wordt dan op een gegeven moment, wordt dat dan ook weer door iemand hier opgepikt, of die vindt dat interessant. Soms gaan we dat soort dingen ook best wel gewoon al in de praktijk brengen. Dus dan is het een beetje "learning by doing", eigenlijk. Dus dan gaan we dat gewoon zelf ook uitproberen. Klinkt een beetje alsof we zomaar wat doen, maar we denken er wel over na. Maar dat is wel een beetje ook de manier om nieuwe methodieken, of zo, jezelf eigen te maken.

Interviewer [35:52]: Oké, grappig! En om nog heel even terug te komen op de visies en strategieën van bedrijven: je had het al over hoe die beter aansluiten op de klanten - en dan de eindgebruiker, bedoel ik. Zijn er ook bepaalde visies en strategieën die dan van toepassing zijn op de medewerkers? Omdat ik het al eerder had over hoe die een rol hebben binnen interactie met klanten, maar is dat dan iets wat door jullie gezien wordt als interessant of belangrijk binnen een bedrijf? Of is dat een..?

Interviewee [36:27]: Je bedoelt: als juist de eindgebruikers eigenlijk interne medewerkers zijn van een bedrijf?

Interviewer [36:33]: Ja! Dat er ook, buiten de visie naar buiten, dat er ook intern iets verandert, waardoor de medewerkers eerder denken van: ja, dit is ook iets waar wij achter staan. En eerder misschien gedreven zijn om voor het bedrijf te gaan.

Interviewee [36:52]: Je bedoelt dat er dan ook de focus echt daarop zou liggen of dat het meer een onderdeel wordt van de...

Interviewer [36:57]: ...onderdeel kan zijn, de focus daarop kan liggen. Ik wil dat niet per se invullen, omdat ik juist wel benieuwd ben naar hoe dat inderdaad van toepassing is bij zo'n project. Is dat iets wat in jullie handen wordt gelegd, of is een bedrijf daar eerder weer op een interne basis organisatorisch zelf verantwoordelijk voor?

Interviewee [37:25]: Het is niet dat wij daar heel bewust, moet ik eerlijk zeggen... Hoe zeg ik dat? Dat het een bewust onderdeel in ons proces is, om ook daar naar te kijken, eigenlijk, nee. Nee, het is eerder dat de klant daar zelf mee zou komen. Dus ja, ik weet niet of ik je helemaal goed begrijp. Maar bijvoorbeeld, wat ik net al vertelde over die woningcorporatie: dan is wel het doel om dat klantexpertise-centrum, om die te ontlasten, bijvoorbeeld. Maar dan is dat gewoon heel concreet ook eigenlijk. Naast dat ze ook voor hun eigen huurders het makkelijker willen maken. Ja, dan is dat wel ook, de onderliggende reden is ook om dus hun eigen mensen te ontlasten. Maar dat vraagt de klant dan, eigenlijk.

Interviewer [38:10]: Ja, oké. Dat is dan eerder de focus op hoe het qua performance verbeterd kan worden of efficiënter, dan dat het per se focus heeft op de medewerkers zelf. Die worden daar ook in begeleid of opgeleid om anders te denken of anders te werken.

Interviewee [38:30]: Hm... Nee, ja, ik weet niet in hoeverre ze daar dan echt mee bezig zijn.

Interviewer [38:40]: Nee, daar hebben jullie minder mee te maken. Oké... Jij bent zelf met interactie bezig. Worden er bij interactie ontwerpen, worden daar ook bepaalde gedragswetenschappen bij toegepast of andere meer wetenschappelijke achtergronden dan jullie eigen ervaring..?

Interviewee [39:12]: Of wij bijvoorbeeld psychologen erbij halen?

Interviewer [39:14]: Ja, bijvoorbeeld. Of...

Interviewee [39:20]: Nou... Niet zo vaak. Dat is niet omdat we dat niet willen. Maar het is meer... Ja...

Interviewer [39:31]: Heeft dat ook met tijd en geld te maken, wat betreft...

Interviewee [39:33]: Ja, misschien ook wel. En we denken toch ook snel wel dat we zelf ook wel misschien weten hoe het moet. Nee, ja... Nee, ik denk dat we (...). Wat we wel eens doen, is bijvoorbeeld: ik heb een paar jaar geleden, hebben we een app gemaakt voor een museum in Londen. En die app die werkte samen met 'beacons', in het museum, zeg maar. Dus het was echt een experience in het museum zelf.

Interviewer [40:10]: Een location-based service.

Interviewee [40:12]: Ja, voor Tate Modern hebben we dat toen gedaan. Ja, dus het idee was heel erg: als je daar rondloopt en je bent in principe met de app niet zoveel bezig, maar hij weet wel waar je bent, dus hij kan jou suggesties geven, op basis van waar je bent. Maar dat was op dat punt, was dat... Nou ja, ten eerste echt een ontzettend leuke opdracht! Maar het vraagt dan ook wel een beetje wat van gedrag in een omgeving, in een ruimte. Met name dan toegespitst op een museum; hoe lopen mensen in een museum rond, wat vinden ze belangrijk? Hoe is een soort van het gedrag? Hoe is hun snelheid in een museum, waar hebben ze behoefte aan? Daar hadden we zelf heel veel onderzoek, en zo, al naar kunnen doen. Maar goed, je weet: er is waarschijnlijk ook al heel veel onderzoek gedaan. Northern Light - daar heb je misschien weleens van gehoord, dat is een ander bedrijf wat hier ook in Amsterdam zit; zij zijn eigenlijk veel meer toegespitst echt op dus museale installaties en musea experiences, en zo. Dus toen hebben wel in het begin, hebben we een soort van korte samenwerking gehad met iemand van hun. Of hij deed een soort van consultancy bij ons. Dus dan halen we wel een expert naar binnen als we weten van: hé, ja, die kan er eigenlijk nog meer over vertellen dan wijzelf.

Interviewer [41:23]: Dus het zit dan denk ik, als ik het zo goed begrijp, heel project-afhankelijk waar het van toepassing kan zijn, dat dergelijke expertise toegespitst wordt?

Interviewee [41:34]: Ja, het is niet zo dat we, over het algemeen, altijd een psycholoog - nu heb ik dat in m'n hoofd, maar dat we zo iemand...

Interviewer [41:42]: Jja, een expert, laten we het daarop houden.

Interviewee [41:43]: ...aannemen. Nee, nee... Nee, het is echt project-afhankelijk. Ja.

Interviewer [41:48]: Oké. En je hebt het dan over zo'n project bij een museum waar de gedrag patronen, bijvoorbeeld het rondlopen of het ergens juist langer stil bij staan, van belang is. Is dat dan de meetbaarheid binnen een project? Ik heb het nu op dit project waar jij het over had, maar het kan natuurlijk ook binnen andere projecten bij zo'n zorgverzekeraar zijn. Is de meetbaarheid van hoe klanten interacteren met de oplossing, om het zo maar te zeggen, is dat dan ook van belang voor de klant van jullie? Dat het meetbaar is van: oké, hier wordt heel veel focus, of heel veel aandacht aan besteed, maar uiteindelijk blijkt dat dit minder van toepassing is? Of is die meetbaarheid minder (...). Heeft minder de hoofdrol binnen de oplossing, zeg maar.

Interviewee [42:42]: Je bedoelt dat je uiteindelijk gewoon goede data kan halen, eigenlijk, uit je project. Of niet?

Interviewer [42:47]: Ja, bijvoorbeeld! Dat je dat achteraf kunt (...). Dat je er inderdaad op kunt itereren om uiteindelijk de oplossing nog beter te maken. Of is dat minder voor jullie? Of is dat...?

Interviewee [43:00]: Nee, jawel, dat begint steeds meer ook onderdeel van ons werk te worden, ja, ja... Ja, ik heb... Nou ja, ik wil niet zeggen, nog niet in alle projecten, maar we merken wel ook vaker dat klanten briefingen geven waarin ook staat dat er analytics getrackt moeten kunnen worden, of zo. Of dat je dat soort dingen moet kunnen vinden, of... Of Hotjar: we hebben ook iemand bij Fabrique rondlopen die heeft zich veel meer verdiept in dingen als Hotjar, waarmee je dus echt al... Nou ja, gewoon, dat meeneem bij wijze van al meteen in de ontwerpen, zodat er meteen gemeten kan worden vanaf het moment dat er iets live staat, om het inderdaad vervolgens weer gewoon gebaseerd op data te kunnen doorontwikkelen.

Interviewer [43:42]: Ja... Dus dat is natuurlijk iets wat in de afgelopen jaren al helemaal een beetje in een stroomversnelling is gekomen: de technologie die dat mogelijk maakt. Is daar al een toepassing van of zien jullie daar het belang van in?

Interviewee [44:00]: Om dat te doen?

Interviewer [44:01]: Ja, om... Of, ja, om... Eigenlijk, haast de noodzaak om het toe te passen of is het gewoon iets wat op aanvraag van een cliënt toegepast kan worden wanneer er inderdaad dan een vraag naar analytics is? Of is dat iets wat jullie ook aan kunnen raden?

Interviewee [44:17]: Ja, ja... Ik moet heel eerlijk zeggen dat ik daar zelf niet zo... Ik stuur daar zelf in mijn rol eigenlijk niet echt op. Ik weet het eigenlijk niet. Ik weet wel dat we dat steeds vaker doen. Als in: het is niet dat we alleen maar afwachten of de klant er zelf om vraagt, maar dat we het ook wel aangeven, van: hé, dit of dit. Soms zal het ook voor het ene, hoe zeg je dat, voor het ene project misschien relevanter zijn dan voor het andere project. Maar als we bedenken: hé, dit zou wel heel relevant kunnen zijn om je ding te gaan tracken, omdat je daar gewoon de data uit kunt halen, dan geven we dat wel aan, denk ik, ja.

Interviewer [44:58]: Oké, want als ik het zo hoor is het 'user testen', of eigenlijk: 'user involvement' of 'stakeholder involvement', iets wat eerder op aanraden kan, dan dat dat per se vanzelfsprekend is? En op die manier kan de tracking al vroegtijdig ingezet worden, of pas later

natuurlijk; is dat iets wat jullie zelf als lastiger ervaren of is dat iets wat gewoon op basis van de werkzaamheden juist makkelijker gemaakt kan worden, of?

Interviewee [45:34]: Je bedoelt lastiger, dat het wel of niet in je project zit?

Interviewer [45:37]: Ja, de meetbaarheid en de gebruiker die al dan vroegtijdig erbij betrokken wordt. Is dat dan..?

Interviewee [45:45]: Dat maakt op zich ons werk makkelijker, als dat er al (...). Je bedoelt: als dat al in je project zou zitten?

Interviewer [45:51]: Ja, of dat dat op aanvraag van de klant is. Of dat het inderdaad al in hun eigen processen als vanzelfsprekend wordt gezien?

Interviewee [46:01]: Ja, als dat bij hun er... Als dat er bij hun heel erg in zit al, dat is alleen maar heel mooi. Want dan (...). In principe is het 't mooiste, of nou ja... Niet altijd trouwens per se, maar... Het is ook fijn om op data van basis of gewoon echte inzichten van gebruikers te ontwerpen. Want dan... Ondanks dat ik denk dat wij hier met z'n allen nou best wel wat ervaring en kennis hebben over hoe je goede ontwerpen maakt, is het altijd goed om te weten, want je komt altijd voor verrassingen te staan, als je toch aan iemand voorlegt, of als er toch data gewoon terugkomt. Alhoewel data soms ook niet (...). Weet je, het kan ook gewoon zijn dat een website op een hele stomme manier in elkaar zit, dus mensen vinden omweggetjes om ergens toch te komen waar ze moeten zijn. Dus soms kan het ook een beetje vertekend zijn, maar... Nou, ik weet niet of ik nou antwoord geef op je vraag. Maar, in ieder geval: als het, als de klant er zelf mee komt, dan is het gewoon heel fijn. En ik denk dat wij zelf ook nog meer erop zouden kunnen sturen.

Interviewer [46:58]: Ja. En denk je dat dat iets zal zijn wat juist door de technologieën gaandeweg de komende jaren makkelijker zal worden?

Interviewee [47:05]: Nou, misschien ook wel!

Interviewer [47:06]: Of dat dat nu iets is waar je op aan kunt sturen, maar misschien nog niet alle...

Interviewee [47:10]: Ik denk het wel! Want ik denk dat dit alleen maar ook op een gegeven moment meer... Hoe zeg je dat... Steeds meer bedrijven gaan het doen. Die gaan er ook over publiceren, gaan er ook over vertellen, gaan ervaringen delen. Dus ja, als je ook een bedrijf hebt wat zelf ook wel bij wil blijven, dan gaat het vanzelf komen, denk ik. Ja...

Interviewer [47:27]: En voor jullie persoonlijk? We hadden het net al eventjes over de langdurige samenwerking of dat dat kortstondig kan zijn of misschien in etappes, om het zo maar te noemen. Wat denk je dat dat voor bedrijven het handigst is, wanneer het gaat over het betrekken van 'design-kijken' en (design) approaches binnen hun werkzaamheden? Is dat iets wat jij ziet als iets wat groeit naar dat dat een standaard plek inneemt? Of dat dat eerder iets is wat nog steeds een soort van unicum kan zijn dat bedrijven dat ...

Interviewee [48:11] Dat ze ontwerpers betrekken bij hun ontwikkelingen, zeg maar?

Interviewer [48:15]: Ja, inderdaad!

Interviewee [48:21]: Ik denk dat - dat is echt een beetje gokken wat ik nou wel doe, hoor, want ik heb daar niet per se cijfers over, maar ik denk dat er nog steeds heel veel bedrijven zijn die het niet doen, maar dat het aantal bedrijven dat wel steeds meer de relevantie van ontwerp gaat zien en dus ontwerpers betreft bij hun ontwikkeling, dat dat wel groeit. Of is dat niet wat je bedoelt?

Interviewer [48:41]: Ja, wel! Dat is inderdaad enigszins wat ik bedoel. Met een aansluitende vraag: denk je dat het een noodzaak zal worden voor bedrijven om het binnen hun werkzaamheden te verwerken dan dat het van extern erbij betrokken moet worden? Dat dat...

Interviewee [49:03]: Nou ja, dat sluit denk ik een beetje aan bij waar we het net over hadden: bedrijven die steeds vaker ontwerpers ook gewoon gaan inhuren of die het gewoon zelf gaan..

Interviewer [49:13]: Ja in-house designers.

Interviewee [49:16]: In-house design, ja precies! Dus ik denk wel dat (...). Nou, ik weet niet of dat... Nou ja, misschien is dat wel nodig, ja, om een soort van 'design thinking' te waarborgen in je bedrijf, ja. Want alleen maar af en toe een ontwerpbureau aanraken gaat dat niet verwezenlijken, denk ik. En ik denk wel dat steeds meer bedrijven dus (...). Ja, het ligt er wel misschien ook helemaal aan wat voor... Wat voor, wat je doet, hoor. Want als jij een bedrijf bent, een - weet ik veel - pharmaceutisch bedrijf die een nieuw medicijn maakt, ja dan weet ik niet de nood om nou na te denken over de eindgebruiker, ondanks dat dat wel fijn zou zijn, natuurlijk. Maar, ik weet ook niet anders, dan als je dus echt gewoon een directe business-to-consumer bedrijf bent, dus het zal verschillen. Maar als je dat wel bent, dat tweede, en consumenten zijn gewoon heel belangrijke, ja, daar doe je het voor; dan denk ik dat bedrijven steeds vaker dat belang gaan inzien. Dat het belangrijk is om dat 'design thinking' in je bedrijf te hebben.

Interviewer [50:14]: En dan inderdaad zal de meeste waarde, denk je, liggen bij business-to-consumer? Of ook...

Interviewee [50:25]: Nou, eigenlijk ook wel business-to-business. Ik weet niet of dat de andere was die je wilde vragen, maar...

Interviewer [50:29]: Ja, inderdaad, ook business-to-business. Maar ook (of) er belang is voor de organisatorische kant, om daar nog een keer op terug te komen. Dat dat ook z'n aandacht vergt, om dat goed te ontwerpen. Of dat dat toch meer... Al gaat het om een business-to-consumer bedrijf, dat de interne organisatie ontworpen moet worden op een manier die ook eigenlijk aansluit op hoe een oplossing voor een consument ontworpen wordt.

Interviewee [51:04]: ...beter kan worden, ja! Ja...

Interviewer [51:06]: Of zie je dat als iets wat ieder bedrijf zelf indeelt en op basis daarvan z'n eigen, beste oplossing maakt? Of dat dat ook nog een bepaalde toegevoegde waarde kan hebben?

Interviewee [51:21]: Om er als ontwerpbureau bij betrokken te worden?

Interviewer [51:24]: Ja, inderdaad.

Interviewee [51:28]: Ja, ik denk dat... Laat ik het zo zeggen: een ontwerpbureau zoals wij zijn, ik denk dat onze focus daar, zeg maar, niet op ligt. Ondanks dat we het misschien best wel zouden kunnen, omdat het ook een ontwerpproces is. Dus in die zin hoeft het helemaal niet zo heel veel anders te zijn dan een nieuwe website of een nieuwe GVB-automaat, of zo, misschien, maar... Nou ja; natuurlijk is het wel anders. Maar ja, ik denk dat dat toch een andere... Nou, het vraagt toch wel een andere (methode) (...). Ik ben nu gewoon hardop aan het denken ook, hoor. Maar het vraagt wel een andere aanpak, denk ik. Want je hebt dan ook met mensen en KPI's en businesses en targets en dat soort dingen te maken. En daar zijn wij als ontwerpbureau helemaal niet echt mee bezig.

Interviewer [52:09]: Nee, oké. De reden dat ik enigszins het ook daarover heb is dat mijn project die gaat over positive design. Ik weet niet of je enigszins een indruk hebt van wat positive design is?

Interviewee [52:23]: Nou, ik heb zelf één keer een keuzevak gedaan. Dat was inderdaad ook iets van positive design en...

Interviewer [52:29]: Design for Happiness, misschien?

Interviewee [52:30]: Ja, Happiness & Human Well-being, of zo iets, was het.

Interviewer [52:33]: Oké, nou ja, dan... Dat is inderdaad...

Interviewee [52:35]: Is het met Pieter Desmet?

Interviewer [52:36]: Ja! Hij is mijn chair. Ik ben begonnen met Anna Pohlmeier, die heeft destijds dat vak gegeven.

Interviewee [52:43]: Ik moet trouwens heel even de tijd... Oeh, ja...

Interviewer [52:45]: Oh! Het is al een uur later bijna! We gaan ook enigszins richting het einde.

Interviewee [52:50]: Oké! Helemaal goed!

Interviewer [52:53]: Dan weet je enigszins waar het over gaat.

Interviewee [52:56]: Ja, een beetje, ja.

Interviewer [53:56]: Het betreft positieve psychologie en daarin gedragspsychologie, et cetera, om oplossingen te ontwikkelen die het subjectieve welzijn - of laten we het houden op welzijn van gebruikers - stimuleert. En wat ik heb ondervonden is dat, buiten het voor de eindgebruiker inderdaad beter kunnen ontwerpen van een oplossing, kan het inderdaad ook intern heel veel invloed hebben, en hoe dat vanuit een visie of strategie invloed heeft op (zowel) de medewerkers als de consumers van het product of de service...

Interviewee [53:31]: Maar je bedoelt, zeg maar, een visie die een bedrijf kan hebben op het eindproduct wat ze voor de eindgebruiker leveren?

Interviewer [53:36]: Ja.

Interviewee [53:38]: Maar als ze ook dan nadenken over...

Interviewer [53:38]: Hoe dat verbeterd kan worden door te kijken naar hoe dat intern ook verbeterd kan worden. Vandaar de vragen over de interne organisatie.

Interviewee [53:48]: Ja, leuk!

Interviewer [53:54]: Denk je dat dat een belangrijke functie aan zal nemen de komende jaren, decades zelfs. Dat er meer focus op de mensen binnen het bedrijf zal worden gelegd om de oplossingen beter te faciliteren dan dat per se alleen maar op de eindgebruiker gefocust zal worden?

Interviewee [54:13]: Ja, ik denk... Ik denk dat dat... Ja, ik denk wel dat dat... Nou, ik weet niet of ik zo stellig kan zeggen dat dat gaat gebeuren, maar ik denk wel dat het belangrijk kan zijn, omdat ik wel geloof dat je uiteindelijk met z'n allen een bedrijf maakt met meerdere mensen samen, leveren ze een bepaalde service of een bepaald product. Dus ik denk wel dat als je zoveel mogelijk ook van jouw eigen mensen goed faciliteert, dan zal dat absoluut helpen in... Ik heb - maar dat is misschien niet wat je bedoelt - ik heb een project gedaan voor Swapfiets, dat ken je misschien wel?

Interviewer [54:52]: Ja, ja!

Interviewee [54:54]: En daarbij waren wij eigenlijk alleen maar aan het focussen op hoe de planners en de swappers en de fietsenmakers hun systeem beter konden gebruiken. Dus: de interface konden verbeteren. Om uiteindelijk een betere service aan de klanten te kunnen geven. Maar goed, dit was weer een heel dedicated project, in principe, wat echt focuste, gefocust was op dus hun eigen mensen. Maar ik geloof dus wel dat dat nodig is, om inderdaad betere producten te maken.

Interviewer [55:21]: Ja dat is inderdaad een beetje waarin ik denk dat het ook wel... Ja, een punt is waar nu redelijk overheen wordt gekeken. Maar het is wel grappig om te horen dan dat juist daar de focus heeft gelegen op de interne mensen.

Interviewee [55:40]: Het interne systeem, ja. Eigenlijk was, dat was de focus, maar daarmee raak je natuurlijk hun interne gebruikers en dat zijn eigenlijk mensen, ja.

Interviewer [55:46]: Ja. Oké, en denk je dat dat misschien voor veel bedrijven ook van toepassing zal zijn om de focus te verleggen of op zijn minst te overwegen?

Interviewee [55:59]: Ik denk dat (...). Ja, ik denk dat heel veel bedrijven waar je dus met dit soort dingen als services, en zo, te maken hebt, of waar meerdere mensen samen een proces of een service in gang moeten houden, ja, dan is het superbelangrijk dat je... Dat er steeds meer oog komt voor die interne medewerkers. Dus ja. Maar laat ik het zo zeggen: ik denk dat het belangrijk is. Ik weet (...). Ik vind het moeilijk te zeggen of ik ook denk dat het meer gaat zijn. Ja, ik denk het wel, omdat ik het idee heb dat over het algemeen de hele tendens wel is, dat bedrijven steeds meer beginnen te beseffen hoe belangrijk het is om vanuit de gebruiker te denken. Of dat nou je eindgebruiker is of je eigen mensen. Dat denk ik wel.

Interviewer [56:40]: Oké. Dus je ziet inderdaad dan ook de gebruiker van een bedrijf ook als de interne gebruiker, dus de medewerker.

interviewee [56:50]: Ja, dat kan ook een gebruiker zijn.

Interviewer [56:51]: Oké? Ja, nou, dat is wel grappig inderdaad. Denk je dat design in general op een bepaalde manier nog zal evolueren de komende jaren met de technologische ontwikkelingen en de maatschappelijke ontwikkelingen of denk je dat dat nu in een bepaalde stroom is die inderdaad op gebruikers gefocust is?

interviewee [57:17]: Ik denk zolang de gebruikers zeg maar de eindgebruikers blijven, denk ik dat we daar wel op zullen blijven focussen. Ja, uiteindelijk ontwerpen we iets... Ja, nou ja... Ik weet niet, ik heb daar niet een heel stellige mening over, geloof ik. Ik denk wel dat... Nou ja, wat ik zeg: dat als eindgebruikers eindgebruikers blijven, dan denk ik wel, wie dat dan ook is, dan, dat is waar je voor ontwerpt, dus ik denk dat dat niet echt verandert. Maar ik kan me wel voorstellen dat we... Wat ik zelf in ieder geval interessant vind en eigenlijk te weinig doe hier, is dat je wel als ontwerper ook een bepaalde impact of een bepaalde invloed kan uitoefenen op hoe gebruikers met bepaalde systemen of producten omgaan. Ondanks dat ze (...). Zonder dat ze daar zelf misschien om vragen. Dus...

Interviewer [58:10]: Ja. Dat dan je eigen expertise of je eigen kennis die je opgedaan hebt over de jaren, dat je die in de vorm van de oplossing uit.

**** een andere Fabrique medewerker betreedt de ruimte om iets aan interviewee te overhandigen****

interviewee [58:29]: Ja, nee, wat ik bijvoorbeeld doe is... Op een gegeven moment stuurde een collega van mij, stuurde een artikel door en dat ging over 'frictionness', of zoiets. Moeilijk uit te spreken. Maar eigenlijk de kern van dat artikel was: weet je, als ontwerper mag je af en toe, ben je heel erg gefocust op dat bijvoorbeeld een formulier heel makkelijk en snel in te vullen is. Hoppatee, accept terms and conditions, blabla. Zo! Oké: niet al te veel moeite, geen moeilijke drempels. Maar, het kan eigenlijk juist wel heel belangrijk zijn dat iemand gewoon goed de privacy statements, en zo, leest. En dat je dat (...). Dus: je mag soms juist wel een beetje misschien als ontwerper een beetje verantwoordelijkheid nemen om dingen iets minder makkelijk te maken, maar waardoor de gebruiker uiteindelijk wel beter informed is, bijvoorbeeld. Dus een beetje (...). Je kan sturen met je ontwerp. Ik weet helemaal niet of dit nu nog aansluit met wat jij bedoelde, maar je kunt sturen met je ontwerp, hoe mensen met bepaalde dingen natuurlijk omgaan. En dat kan helemaal niet (...). In eerste instantie kan je misschien denken van: nou, dat moet ze maar drie seconden kosten. Of je zegt van: nee - want dat is eigenlijk wat we nu het liefst willen - alles snel, alles makkelijk, niet teveel moeilijk doen. Maar je kunt ook zeggen als ontwerper: "Nee, maar ik vind het gewoon heel belangrijk dat mensen dingen goed lezen. Dus ik ga daar wel voor zorgen, maar dan op een goede manier, dat het allemaal heel makkelijk behapbaar wordt", of zo.

Interviewer [59:57]: Denk je dat dat heel persoonlijk is voor ontwerpers of dat dat iets is wat ook soort van, ja...

Interviewee [60:04]: Of je daar aandacht aan wilt besteden, bedoel je?

Interviewer [60:05]: Ja, ja precies. Die verantwoordelijkheid die je voelt, om dat ook te implementeren?

Interviewee [60:08]: Ja, ik denk dat dat... Ik denk dat dat iets is wat persoonlijk is, maar ik denk ook dat dat iets is wat goed zou zijn als een bedrijf zo'n visie bijvoorbeeld ook een beetje draagt en uitdraagt aan z'n medewerkers. En ik denk dat we hier bij Fabrique bijvoorbeeld best veel mensen hebben die eigenlijk dit soort dingen heel belangrijk vinden en er ook wel over nadenken. Maar als ik naar de praktijk kijk, dan gebeurt het ook niet altijd, omdat je dan toch weer zit in een bepaald project wat een bepaalde tijd duurt met een bepaalde klant die wensen heeft, dus... Je hebt niet altijd de ruimte om daar misschien zo heel veel invulling aan te geven. Omdat het soms niet altijd de makkelijkste weg per se is. Het is een beetje vaag wat ik nu allemaal zeg? Snap je wat ik bedoel?

Interviewer [60:55]: Nee, ja, nou ja, ik denk dat ik het goed begrijp: als het gaat om de invloed die je uit kan oefenen en die je uit wilt oefenen; en daar zegmaar het verschil daartussen.

Interviewee [61:03]: Ja, want soms heb je gewoon als ontwerper ook inderdaad wel echt een bepaalde visie of een bepaalde gedachte, een bepaald gedachtegoed bij hoe iets zou moeten. Maar ja, dat is dan, dat sluit niet per se aan bij wat de klant vraagt, of zo. Dus daar moet je voor jezelf dan een tussenweg in vinden. Ja, dat denk ik wel.

Interviewer [61:14]: Oké. Nou, ik denk dat ik nog heel wat andere vragen zou kunnen stellen, maar met het oog op de tijd, denk ik dat afronden prima is. Dan wil ik je heel erg bedanken!

Interviewee [61:27]: Als je echt nog heel graag een keer wilt doorkletsen, dan moeten we gewoon kijken of het nog een keer kan, hoor. Maar jij hebt over twee weken al je groen licht, dus...

Interviewer [61:34]: Ja, ik moet maar kijken. Als ik denk van: nou, dit vind ik toch nog wel heel interessant om op door te vragen, dan vind ik het fijn om te weten dat dat kan.

Interviewee [61:44]: Ik hoop vooral dat je er wat aan hebt?

Interviewer [61:46]: Ja, ik denk het zeker!

Interviewee [61:47]: Ja? Oké!

Interviewer [61:49]: Zeker met de focus - die ik denk die misschien vanzelfsprekend is, omdat je dan zelf zo erg in een onderwerp zit, maar als je dat dan gaandeweg in gesprekken hoort, dat dat dan toch minder vanzelfsprekend is. En juist dan een goed "iets" is om misschien op te focussen. Om te kijken of dat dan toch nuttig kan zijn om een switch te stimuleren.

Interviewee [62:11]: Ja, oké! Ik vind het heel leuk (...). Ik ben ook wel heel benieuwd - volgens mij hadden we het daar net over: ik ben ook wel heel benieuwd om, wat eruit gaat komen.

Interviewer [62:18]: Ik zal inderdaad je up-to-date houden gaandeweg.

Interviewee [62:23]: Leuk!

Interviewer [62:24]: En nogmaals, heel erg bedankt. En ik heb er zeker heel wat aan! Dan ga ik kijken of ik het zo snel mogelijk kan verwerken en implementeren in mijn oplossing.

Interviewee [62:36]: Alright! Good luck!

***** opname apparaat uitgeschakeld ****

Appendix IV: Interviews – Results

It became apparent that there is a relationship between the capabilities of design companies and the needs and wishes of their clients. Meaning that the actual capabilities of a company might reach farther than the needs and wishes of clients yet are limited by these instead of showing the full extent of design application. This can be due to limited time in certain design projects, or due to lack of understanding of design practices by clients. The latter was an interesting finding as there seems to be little design capacity in the Netherlands. This indicates that there is a lack of recognition of the value of design let alone application of design methods. Because there is no understanding of this value, leadership might be prone to focus on time and money and hinder the effectiveness of process steps or designed solutions.

The needs and wishes of clients from different industries are becoming similar. Moreover, end-users expect that preferred aspects of a solution in market A are also present in market B. They pull the outcome of solutions in a direction that adheres to their demands, which become standardized across industries. This development could be explained by a combination of technological and socio-cultural developments. The coming of service design makes for product-service systems that show clear similarities even when offering product solutions that are entirely different. Here the increasing use and application of ICT solutions offers a valuable input for research and development of these product-service systems. Which indicates that making that an integral part of the system might benefit its sustainability. At the same time, design companies are pushing their capabilities by dedicating research to trends and developments in all sorts of domains that appear to be of interest. Especially with the previously stated trend it is of interest to understand the how and why behind the market pull of some solution(s) (aspects). Doing so gives them experience besides commercial work and strengthens their solution development. This indicates that design companies progress towards scientific methods to improve their design capabilities and credibility, increasing the value they have to offer.

For clients to apply design methods and practices on a standardized basis, organizational commitment is necessary. Achieving this commitment is done top-down, thus the company and its leadership are responsible for focus on increasing design capacity. Even though there might be an endeavor from employees to learn design principles as part of a solution that is developed by a design company, limitations from leadership can cause an honest effort to become an overall disappointment.

Lastly, there seems to be a possibility for design companies to add to the design of organizational components of their clients yet requests by their clients to do so are scarce. The clients reach out to the design companies to solve a problem, but more often than not the focus is solely on development of product and/or service solutions rather than changing organizational components. There might be an interest for designing organizational components, but this is not the main focus. One example was striking, in which the initial solution a client offered was not as user-friendly as expected and therefore was not valued by its consumer as anticipated, even though aspects of the solution were designed appropriately. Apparently, this undervaluation was caused by a lack of communication between departments and solved easily by applying a design approach to streamline the output of these organizational components.

Appendix V: Creative Session – Session plan

What does positive design mean to designers and how do they

Research Method: *Creative Session*

A creative session is a great way to ideate with the target group

Goal:

Find opportunities and characteristics for a tool or methodology.

Group Setup:

- Christian van de Broeck - SPD alumni (1,5y work experience)
- Tonino Gatti - SPD alumni
- Floris Steenbeek - SPD alumni
- Dany Aguirre Brocca - Dfl alumni
- David Besson - Designer (3y work experience)
- Aleksandar Gatti - Student pedagogical sciences

Experience level:

Novice, all participants have previous experience with creative sessions and design activities.

Inspiration:

- *Determinants of Happiness*
- *Happiness enhancing activities*
- *T-shaped strategic designer*
- *Strategic Design practices*

Three-diamond creative session:

- Ice-breakers
- Diamond 1: Introduce project context; positive design, the three pillars, and the implications for design for business
 - Introduction
 - Mindmap: What do you understand under the definition design
 - Wat heeft allemaal te maken met design in relation to business?
Door strategisch design nu al te introduceren wordt de context afgebakend.
 - Bedrijfsomgeving
 - Management
 - Medewerkers
 - Werksfeer
 - Klanten
 - Imago/stijl/houding
 - Intern vs extern
 - Strategy levels
 - Corporate
 - Business unit & project specific
 - Workplace & employee
 - Categorize & Group in between
- Diamond 2: Introduce positive design as possibility driven approach that uses knowledge from positive design psychology and has a explicit focus on increasing subjective well-being.
 - Introduce positive design?
 - Wat zorgt voor een toevoeging aan je subjectieve welzijn

- Wat versta je onder positieve toevoegingen aan je leven
 - What kind of association tools or questions?
 - Redenen om positive design of human-centered design the implementeren
 - Categorize via 3 pillars or group's choice
 - Design for Pleasure
 - Design for Personal Significance
 - Design for Virtue
- Refreshment break: Drinks & snacks!
- Diamond 3: think of tool or methodology possibilities for design and beyond
 - how do you use tools in design
 - how do you use tools in strategy and brands
 - how do you visualise tools
 - wat zijn characteristics voor tools
 - how do you communicate tools
 - how do you use tools in the now
 - how do you use tools in the future
 - how do you use tools in games
 - how do you use tools in X or Y industry
- Introduce knowledge vault and tool for communication of design theory
 - Op wat voor manier kan je een strategische tool of methodologie ontwikkelen die toevoegt aan het welzijn van een product-service systeem
 - T-shaped designer
 - Practices
 - Make ideas, characteristics for both, are there links?
 - Future technologies
 - Present technologies
 - Future use
 - present use
 - C-box evaluation

Evaluate session and discuss opinions with coffee and soft drinks

What went good, what can be improved?

Opinions regarding graduation topic

Closing statements

Drinks

Ice-breakers & break activity

The ice-breakers are useful to make participants feel comfortable and make them step out of their initial comfort zone. First the participants introduce themselves combined with the *FeelSayExpress* activity, after which another round will be done with the *Perfect Job Definition* to get them to think of what makes them happy with regard to work.

FeelSayExpress

Describe your current feeling. Say how your day was. Express how you will feel when coming home tonight.

Perfect job definition

If money wasn't an issue, what would your perfect job be?

Pizza party

A short break to eat some pizza and gain some new energy.

Appendix VI: Creative Session - Results

From the creative session a set of design directions arose that were split in the domains of strategic design and positive design. The design directions were discussed and evaluated with the participants to understand their interpretations of different tools, methods and other search areas. Furthermore, to uncover the value for design activities and how the focus on certain design directions might pose more beneficial in comparison to others. This could be due to developments in the design domain which the participants experienced as important, or due to their familiarity with certain tools or methods through design education.

Concluding, the creative session was a valuable activity, giving insights in intended areas and about anticipated topics. This gave direction to the first tool aspects, incorporating basics from both positive design and strategic design domains. Furthermore, it showed a variety of points to take into account in the next project steps. The participants stated a number of tools they were familiar with, which they regarded as worthwhile considerations for applying positive design knowledge. These were taken into account during ideation.

Results from Post-its & posters created during session

Strategic Design

- Tools
 - o Workshops
 - o Excel
 - o Onboarding
 - o Believing
 - o Media
 - o Input sources
 - o Personal Approach
 - o Speelruimte
 - o Creative facilitation
- Methods
 - o Quantitative & qualitative research
 - o Observation
 - o Market or context research
 - o Stappenplan
 - o Tooling
 - o Alta Erlebnis
 - o Pyramid Schemes
 - o Interactive polls / Kahoot
 - o Open ended poll
 - o Combining strengths & weaknesses
 - o Fuzzy Front End
 - o Scrum & Sprints
 - o Optimaliseren
 - o Co-creation
 - o Color Labeling
 - o Exploring interactions
 - o Field research
 - o Customer research
 - o Flowcharts
 - o Stage-gate model
 - o Gamification
 - o Trend analysis
 - o Immersion
 - o Sketching
 - o Roadmaps
 - o PowerPoints
 - o Agile scrum
 - o Trial & error
 - o Out of the box thinking
 - o Sensitizing booklets
 - o Design & revamp loop
 - o SWOT matrix
- Goals
 - o Customer retention
 - o Intrinsic motivation
 - o Customer journey mapping
 - o Updates
 - o Bottom-up approach
 - o Consumer happiness
 - o Stakeholder management

- Relevant design to improve business
- Fresh minds
- Brand loyalty
- Finding new markets
- Alignment of interests
- Streamlining
- Organization
 - Buy 3rd party data
 - Design thinking culture
 - Agile
 - Young people
 - Chain of command
 - Business model innovation
 - Richtlijnen
 - Randvoorwaarden
- Context
 - Sharing information
 - Other perspectives
 - Context mapping
 - Focus groups
 - Meeting the stakeholders wishes
 - Aligning stakeholders – stakeholder management
 - Understanding stakeholders
- Storage
 - Competing on resources
 - Documenteren
 - Using existing knowledge
 - Vaulting useful knowledge
 - Brand image
- Communication
 - House styles
 - Haptic feedback
 - Using young people to connect with a younger audience
 - Visualize
 - Relaties
 - Infographics
 - Reorganisatie
 - Argumentation
 - Influencers
- Doelen stellen
- Translate design values into stakeholder needs & wishes
- Happy employees/workspace
- New markets
- (De)briefing
- Projecting the future
- User friendliness
- Weekly meetings/updates
- Partnerships
- Company academy
- Multi-disciplinary teams
- Long-term benefits
- Afspraken
- Renders
- Contacts
- Sound/video
- Eagle view
- Vertalen
- Persuasion
- Simulation
- AR/VR
- Interpersoonlijke communicatieve vaardigheden

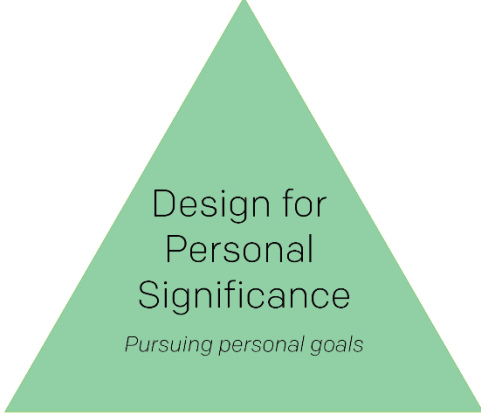
Positive Design

- Environments
 - Playground
 - Giving a sense of freedom
 - Being listened to
 - Teamplay
 - Teamwork makes the dream work
 - VR relaxation rooms met kalmerende environments en audio
- Crying room
- Positive atmosphere
- Relativeren
- Chief happiness officer
- Ambilights
- Contactmogelijkheden buiten de workspace om

- Tools
 - o Public rewards
 - o Serious gaming
 - o Personality reviews
 - o Encouraging shouts/soundboard
 - o Mood/moet board
 - o Tools that stimulate an equal playing field
 - o Design for emotion
 - o Rewards voor positief gedrag jegens collega's
 - o Office boxing ball: *Feeling frustrated? Hit the ball!*
 - o Teamwork gamification
 - o Gamification
 - o Short term design
 - o Free coffee
 - o Mentale trainingen
- Personal goals
 - o Niet focussen op flaws maar werken vanuit de positieve mogelijkheden
 - o Personal goal setting
 - o Pains & gains
- Mental Well-being
 - o Recognition
 - o Positive encouragement
 - o Finding yourself
 - o Having a sense of being influential – being needed
 - o Instant gratification
 - o Positief geassocieerde kleuren/visueel
- o Lach therapie
- o Rewarding system
- o Flexworking
- o Meditation
- o Constructive feedback/criticism
- o Ask feedback: "what gives you a bad feeling?"
- o Team uitjes
- o Self reflection tool/game
- o Meta communicatie
- o Groepsuitjes & team building
- o Competentie monitor
- o Blowing off steam
- o Personalisatie
- o Personalization options
- o Puppies
- o Personal avatar
- o No restrictions → freedom
- o Giving user insight in his "footprint"
- o Relaties opbouwen en onderhouden
- o Human-centered design; Truly understanding the human needs and wishes
- o Allowing expression
- o Mental well-being monitoring
- o Emotional outlet

Appendix VII: Creative Session – Inspiration Tools

During the creative session several sensitizing- and inspiration tools were used, as displayed here. Using tools in the form of images or textual descriptions, or a combination, is a great way to make a guided association to specific topics yet still open for participants to give it their own interpretation.




Design for
Personal
Significance

Pursuing personal goals

The focus is not on momentary affect, but on one's personal (long- or short-term) goals and aspirations, such as getting a diploma, building a tree house, owning a palace or running a marathon

reference: Desmet, P. M., & Pohlmeier, A. E. (2013). Positive design: An introduction to design for subjective well-being. International journal of design, 7(3)

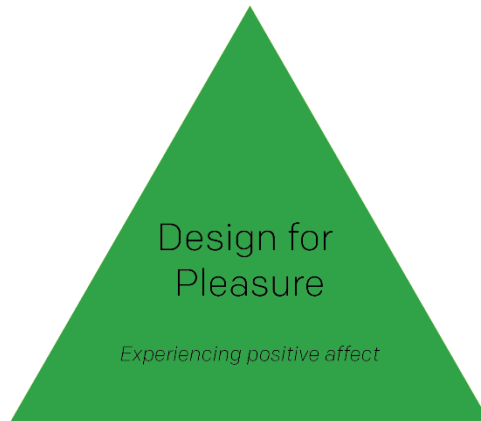


Design for
Virtue

Being a morally good person

Here, the question shifts to a moral level: "Am I behaving honourably?" The very question implies a normative distinction between what is good (e.g. development of abilities, altruism) and what is bad (e.g., losing dignity, sadistic pleasure) that is independent of what we might enjoy or strive for

reference: Desmet, P. M., & Pohlmeier, A. E. (2013). Positive design: An introduction to design for subjective well-being. International journal of design, 7(3)



The focus is on the here and the now, the presence or increase of positive affect and the absence or reduction of negative affect: being relaxed, having fun, being free of problems

reference: Desmet, P. M., & Pohlmeier, A. E. (2013). Positive design: An introduction to design for subjective well-being. International journal of design, 7(3)

Positive Design Manifest



Positive Design...

(1) creates possibilities

Positive Design envisions and realizes optimistic futures. Rather than merely reducing people's problems, it offers them opportunities to improve their wellbeing.

(2) supports human flourishing

Positive Design uplifts people. It enables and inspires people to develop their talents, to increase their freedom, to deepen their relationships, and to contribute to their communities.

(3) enables meaningful activities.

Positive Design encourages people to balance pleasure and virtue. It stimulates people to engage in meaningful activities that are rooted in their deeply held values.

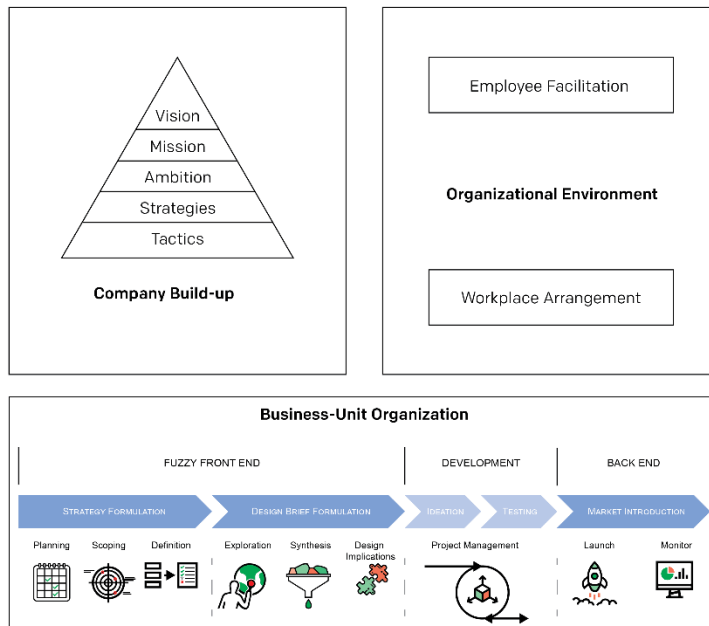
(4) embraces rich experiences.

Positive Design affects the complete pallet of human experiences. Beyond short-term pleasures, it focuses on lasting experiences that involve both positive and negative emotions.

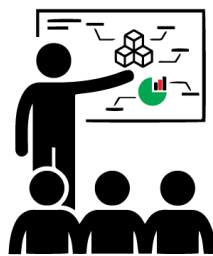
(5) accepts responsibility

Positive Design is genuine in its purpose and intention. It takes responsibility for its short- and long-term impact on individuals as well as on communities and society.

reference: <http://studiolab.ide.tudelft.nl/diopd/about-us/mission/>



STRATEGIC DESIGN ENVIRONMENT
OF A PRODUCT-SERVICE SYSTEM



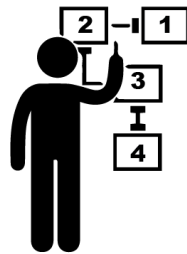
EDUCATING

Building design capacity among organizations by teaching them the ins and outs of design



TRANSLATING

Converting information from one language into another - verbal to visual, visual to verbal, tacit to explicit, explicit to tacit - to enable knowledge sharing and knowledge creation



STRUCTURING

Defining and executing each step on the road to achieving the project's objectives, while allowing for flexibility and sensitivity to changing circumstances



COLLECTING

Resourceful and holistic acquisition of information from stakeholders and environment through application of a well-considered research techniques



ALIGNING

Steering the solution in a direction that complements or matches the organization's strategy, values and assets.



SIMPLIFYING

Connecting and synthesizing information in a parsimonious and meaningful manner.



INSPIRING

Making stakeholders, internal and external, confident enough to think and act differently.



ENVISIONING

Imagining and incorporating a future-oriented, long-term perspective both into their innovation strategy and into the objective of their design projects.



EMBRACING

Creating widespread organizational commitment to the project outcome, and the design approach used during the project

Appendix VIII: Product Viability Expansion

Here the aspect of component that needs to be added or expanded is presented along with a description as to why it is advisable or necessary to do so.

- ✓ Available in both English & Dutch language
 - The interviews concluded that Dutch companies that seek design solutions are in general less familiar with design principles. This indicates that it is wishful to have the tool as easy/comfortable as possible, as to prevent difficulty or confusion when other TU Delft students might use it during a project. A Dutch version of the solution is therefore a useful addition.
- ✓ Website works on any device and has no reduced functionalities on mobile devices.
 - Making the website usable on any device will maximize the possible reach of the tool.
 - Mobile device usage is growing and becoming the new standard. Therefore, optimized mobile usability and accessibility will make it easier to use the tool on smartphones and tablets, which are also devices most commonly used to easily share information.
- ✓ Website has a personalized domain:
 - Adding a recognizable name to the domain will increase the accessibility of the tool.
 - With careful search engine optimization (SEO) the domain there is more chance to attract people to the website from both theory and practice
- ✓ Add link DIOPD and IDE websites to possibly increase traffic and with that interest in design
 - This will make it possible for laymen to easily be redirected to these websites that offer general information regarding (positive) design.
- ✓ Add template happiness intervention cards to printable card-set
 - This gives users of the tool the possibility to define project-specific happiness focuses
- ✓ Tool formats (website and card set) can be used separately
 - Having the functionality in both formats streamlined is preferred to prevent dependency on one or the other.
- ✓ Find a way to communicate references and considerations in a useful manner
 - Categorizing the references in such a way that users of the tool are guided in finding the right references to a selected happiness intervention.
- ✓ Upgrade quality of visuals used in website and card set
 - This will make the solution components more attractive to use and hopefully increase engagement and inspiration.

Appendix IX: Product Evaluation Data Collection Plan

The following was the setup for collecting input from potential users

Research goal

Gain insight into (i) the usability of the tools, (ii) the effectiveness of the knowledge transfer provided by the tools, and with that (iii) the clarity of the content presented in the tools.

Research methods: *individual experiments*

To get feedback on the prototypes a qualitative research method is applied. In this case individual experiments with the prototype tool were conducted followed by a survey to get insights in the experience of a participant. During and after the experiment participants were able, and encouraged, to give verbal or textual feedback where they deemed useful.

Target group

Designers, design students and laymen

Aim for number of participants

5-10, depending on the availability and based on the necessity along the way.

Research Set-up

The user will be requested to use either the website or the card set, or a combination, to evaluate the content and the usability of the product. The user will be encouraged to communicate its thoughts and experience during usage. After X minutes the evaluation will be finished, and a small survey will be conducted to gather more insights on the user's experience.

Materials

Laptop, desktop computer or mobile phone to visit the website, card set prototype

Prototype links

Website: <https://positivestrategicdesign.com>

Card set: https://drive.google.com/open?id=1glbK5r_NVxRmP42yQGepA-YT1RKMVqV_

Survey link

https://docs.google.com/forms/d/e/1FAIpQLSe-_wROC90GeC6huGUHdJU12WuLaQHtd_dEPcWpC1_NgMLuSQ/viewform?usp=sf_link&fbclid=IwAR2jJ4UI8htxwfJmWV2BPFfeTNv5TBS4Jjvq90uJHaM7Oqo311OC9wzOZJg0

Survey questions

See next pages for images of the Survey.

Survey for Positive Strategic Design tool

You are being invited to participate in a research study regarding an inspiration tool that helps design for happiness in business. This study is carried out by Omar van der Heijden from the TU Delft.

The purpose of this research study is to evaluate the created tool and its content. It will take you approximately 10-15 minutes to complete. The data will be used for assessment of clarity and usability of the tool.

Your participation in this study is entirely voluntary and you can withdraw at any time. There are no known risks associated with this research study. To the best of our ability your answers in this study will remain confidential. We will minimize any risks by not mentioning any personal data in the elaboration of this research.

Please visit <https://positivestrategicdesign.com/> and discover positive strategies!

Got any questions or feedback?
omarvanderheijden@msn.com
+31613187787

How did you use the tool? *

If you haven't done so already, please visit <https://positivestrategicdesign.com/> through a device of your choosing.

- Desktop/laptop website
- Mobile website
- Digital card set
- Printed card set
- Anders...

Design expertise *

- Bachelor Industrial Design Engineering
- Master Design for Interaction
- Master Strategic Product Design
- Master Integrated Product Design
- Anders...

Clarity of content

This section regards how clear the content of the tool is.

Was the tool insightful in anyway? *

Please answer YES or NO and elaborate your answer as to why.

Korte antwoordtekst

Are the happiness interventions clear? *

	1	2	3	4	5	6	7	
Unclear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Clear

If anything was unclear, can you elaborate? *

Tekst lang antwoord

What aspect of the solution, if any, helped to understand the content? *

Tekst lang antwoord

Are the references to the background information sufficient or do they require separate elaboration? *

Please answer YES or NO and elaborate your answer as to why.

Korte antwoordtekst

Final remarks with regard to clarity of content

Got any tips, takeaways, or notes on the clarity of the content that is presented? Please share them with me!

Usefulness of tool

This section regards how usable the tool is.

What is your estimation of the product's usefulness during design activities? *

	1	2	3	4	5	6	7	
Not useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Really useful

Are the happiness interventions usable in their current state? (e.g. without further elaboration, they can be used in design activities) *

Please answer YES or NO and elaborate your answer as to why.

Korte antwoordtekst

During which design activities would you use the product? *

- Strategy formulation
- Business unit strategy
- Team/organizational strategy
- Creative session
- Exploration/orientation research
- Definition/synthesizing
- Product development
- Anders...

Product development

Anders...

⋮

Are the formats (website, mobile, printable card set) easy to use? *

Please answer YES or NO and elaborate your answer as to why.

Korte antwoordtekst

Do the interventions alone inspire to take action or do these require further elaboration? *

Tekst lang antwoord

Final remarks with regard to clarity of content

Got any tips, takeaways, or notes on the clarity of the content that is presented? Please share them with me!

Tekst lang antwoord

Na sectie 3 **Verder naar de volgende sectie** ▼

Sectie 4 van 4



Thank you!

Thank you for filling in the survey about the positive strategic design tool. For questions or additional notes feel free to contact me at any time.

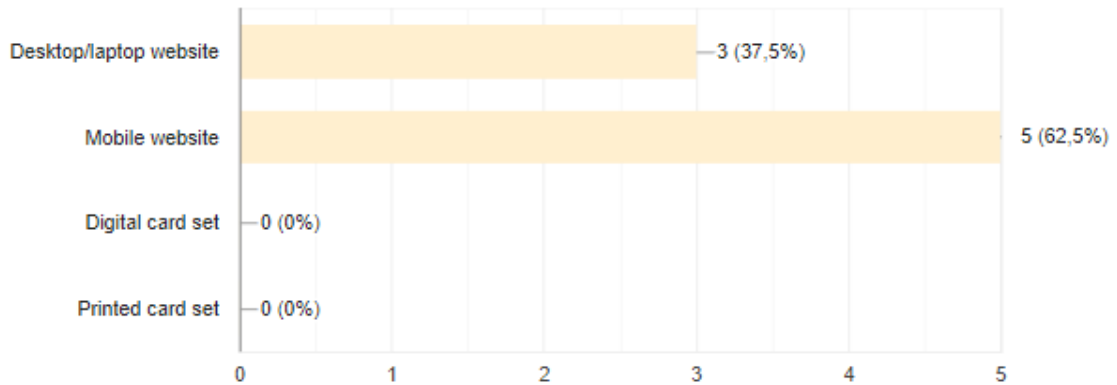
omarvanderheijden@msn.com
+31613187787

Appendix X: Product Evaluation Results

Here images of the Google Survey results are presented. These are used for analysis along with the verbal comments after using the tool.

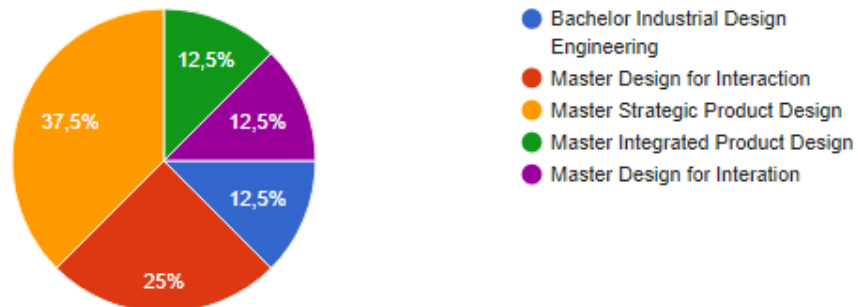
How did you use the tool?

8 antwoorden



Design expertise

8 antwoorden



Clarity of content

Was the tool insightful in anyway?

8 antwoorden

Yes. It creates a clear overview of different categories of design and stakeholders

Yes, the tool gives a clear overview of all aspects that should be taken into consideration in a design process with happiness as a focus.

Yes

YES, reading the positive design and strategic design cards makes you think about whether there is alignment I want to want to be more positive and do to be more positive. For some cards I get the gratification that I am doing a good job, but with others it is a moment to step up my game and change maybe some behavioral aspects.

Yes, it gave me insight on what the factors and requirements are to define PSD into new products and/or services

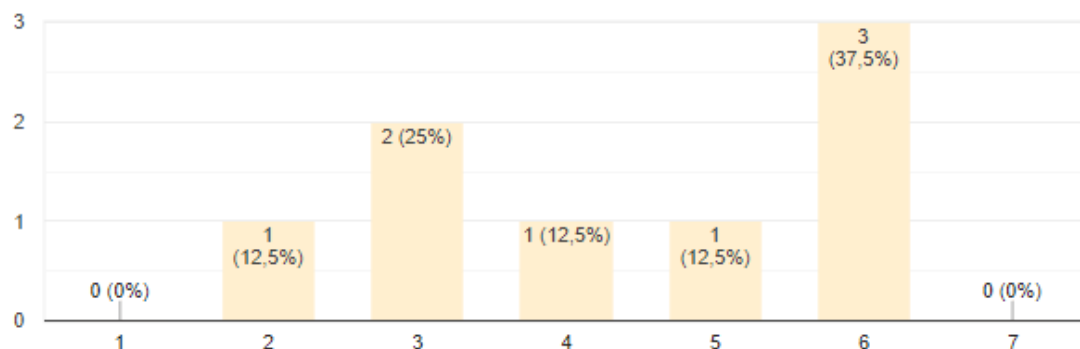
NO, achieving happiness remains rather abstract, how the tool is used to achieve happiness remains slightly unclear, perhaps some examples of the card set in use could help with this

Familiar with these sort of card decks, they work.

YES. I reckon it would be insightful for people who are not familiar with positive design.

Are the happiness interventions clear?

8 antwoorden



If anything was unclear, can you elaborate?

8 antwoorden

From the pdf presenting all the cards it is not really clear HOW to use the cards exactly. You indicate when the cards can be used, but I can't really find a clear example

One thing I was looking for on the website was a section explaining how to use the cards. I'm not sure if they have an intended use or that they're supposed to be used as an information reference.

Maybe the cards could use a little more written context on them

I don't see the term happiness interventions anywhere. Do you mean 'consider' section on every card? Also the terms mention in the section I don't see any further explanation? Should it be considered that everybody knows those terms? E.g. 'business well-being → ethical awareness → consider = education provider. But where can I found more information about this education providing? My own thoughts would be some type of trainings or something.

some terms are unclear. For example: Human flourishing does not define anything, creating the idea that a user would have to define this first, before being able to use the card set. What are engaging outlets, what are input channels?

See previous answer

The amount of text could be decreased for faster application/implementation/use of cards.

I do not fully understand how or when to apply them in a meeting

What aspect of the solution, if any, helped to understand the content?

8 antwoorden

It felt holistic, as all stakeholders were taken into account

The cards are ordered in different sections using colors, which gives it a little bit of a 'kwartet' feeling which I like very much. It is a playful way of organising and clarifying information which - in my opinion - works very well.

Visualizations and textual explanations

What do you mean by solution, is that the explanation of the content on each card? If so, it provides very clear information for me about the factors contributing towards that topic of xxxx well-being and how to improve.

unclear question

I liked the different approaches that the cards address, these in combination with the different colours are clear

The text is clear, but requires time to read. Same for the instructions.

?

Are the references to the background information sufficient or do they require separate elaboration?

8 antwoorden

Yes. If more information is required, people can look up additional information through these sources

Yes

No, separate elaboration would be more accessible in my opinion

NO, if you mean with references 'consider' section, then yes they need more explanation and separate elaboration. Maybe a list of those terms and what to do with them has added value.

No, but a quick link would be handy

Yes, I did not check these references thoroughly but they seem grounded

?

YES. It is up to the user to do further reading if he or she so desires

Final remarks with regard to clarity of content

6 antwoorden

As a layman of this topic, it took me a while to understand the content and goal of the website as well as the questions. So a tip from my point of view: Maybe take a little bit more time explaining the context and the goal of the survey to the participants. The survey would then take longer than 10-15 mins but that would be no problem for me at least. Allover the website and tools look very good!

The topic information on the cards are clear, but the consider section (and what to further do with it) should be more clear. I feel also the whole structure of the card set should speak for itself. However I have the feeling that I should fill up a lot of blanks (have to guess what you mean). Maybe an intro stepwise guide provides added value.

The cards (just the Happiness interventions, and some of Positive Design) have a lot of text, it might be better to find a way to shorten these texts. Maybe a use of icons and/or symbols could help generalized/assorted info to be directly informed to the reader of a/the card(s).

There are some spelling errors, for example paramonious = parsimonious. But also I would not suggest the use the unnecessary expensive words. Keep It Simple Stupid! ;)

Like said, how the card set is used as an inspirational tool in practice remains unclear to me. Perhaps some extra explanation or examples can be usefull here.

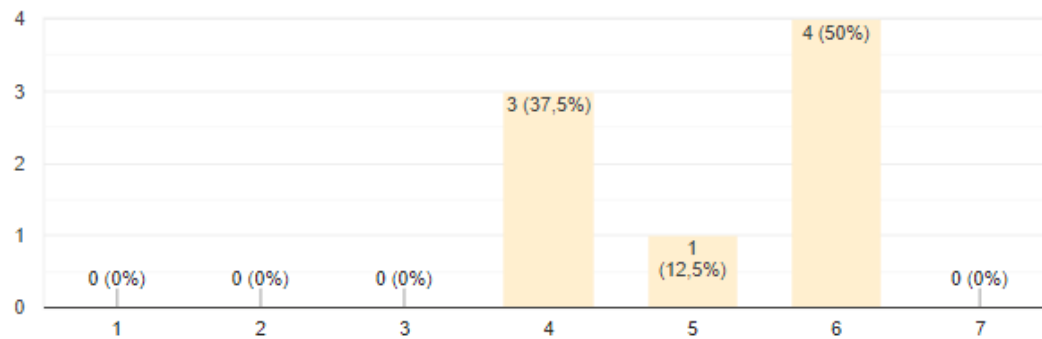
The diagonal lines are too distractive for a color coding purpose

Nice graphics! I would like the cardset to have a more defined use tho!

Usefulness of tool

What is your estimation of the product's usefulness during design activities?

8 antwoorden



Are the happiness interventions usable in their current state? (e.g. without further elaboration, they can be used in design activities)

8 antwoorden

Yes. They help create a shared frame of mind which help people communicate, while considering all important aspects and stakeholders of the new design

Yes, they are usable as a clear information reference for designers that are not experienced in the topic of design for happiness on a business level.

Yes, but examples or little more context would improve usability I think

Like answers before, I don't see the term happiness interventions anywhere, only 'consider' section. So no not useable, please explain more about interventions and in the beginning stepwise guide how to use card set.

For now, they are a little bit 'parsimonious', but I do get the added value of making sure that you have returning internal sessions to keep these points current and actual to the view of the company and its colleagues and customers

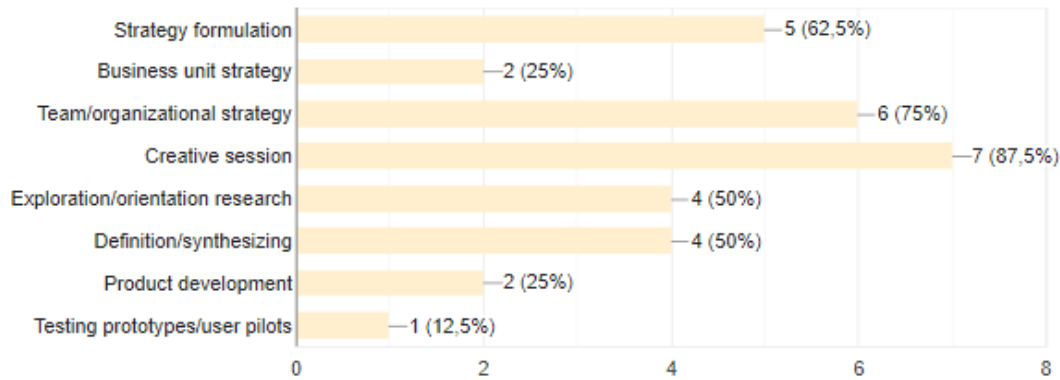
Yes, I believe they could be because they do adress important topics, but perhaps this could be a bit more 'voorgekauwd' to increase their usefullness

I assume so.

NO. I think a ruleset for using them should be defined.

During which design activities would you use the product?

8 antwoorden



Are the formats (website, mobile, printable card set) easy to use?

8 antwoorden

Yes. You can print out the cards and take them anywhere

Yes. The website is clear in use and you have easy access to the formats.

Yes, but some examples would help

What do you mean? The structure of the cards are easy to use, but consider should be more useful

No. what are the formats?

Yes, cards and their colours are clear

Formats?

NO. Only printable cards!

Do the interventions alone inspire to take action or do these require further elaboration?

8 antwoorden

They inspire

I think they could use a little more elaboration as described in a previous question. The interventions are very informative and can definitely benefit designers, but how can I as a designer use them? I think this was not very clear it might be more inspiring if this is elaborated a bit more.

Yes

Further elaboration please

inspire to take action

not sure which interventions you mean

They spark a thought proces, if that's action, than yes.

They require further elaboration to be useful in my opinion.

Final remarks with regard to clarity of content

3 antwoorden

-

N/A

Please improve the questionnaire. Many questions in here, are already very subjective, and guiding the answers into a certain direction. I expect you want unfiltered information. Also, plase make these textblocks bigger. I cannot see my whole text when writing.

Thank you!

Appendix XI: Product Evaluation Analysis

Note that this research regarded the qualitative valuation of the developed solution. Moreover, it presented data about the usability of the tool, the effectiveness of the knowledge transfer, and the clarity of the content. In total 9 people participated in a short user experience of the cards. Unfortunately, only 8 surveys were successfully uploaded so for the analysis these 8 surveys were used. From the research 5/8 participants used the tool on their mobile phone, 3/8 participants the tool on a desktop computer, and 4/8 participants also used the card set format. From the analysis of the survey feedback and verbal feedback the following insights were most interesting.

Readability on screen

The cards were difficult to use on screens with high brightness, meaning that the participants experienced the cards as tiresome in their current color scheme. The white background with the contrasting stripe-pattern made it less comfortable to read the text. They did like the layout of the website but would prefer an upgrade so that it would be easier on the eyes. Especially on mobile phones this was noted as desirable.

KISS (Keep it Simple, Stupid)

Language is extremely important. Balancing the amount of text to communicate the right information, but not make it too concise. Participants were divided as to how much information was to be presented, some indicated that more was better others wanted less to make it cleaner. Furthermore, multiple participants noted that it was good to avoid using big/difficult words. This would make it easier to read and understand the content. Participants found that some of the topics stated below the *Consider* section was too complicated or random/unfamiliar to translate these into a concrete consideration.

How-To Guide

Several participants stated that they were missing a manual or example on how the website was to be used. They got the gist of what the purpose of the cards was yet felt that there was missing information to fully understand the value the cards had to offer. Some of the participants were searching on the website for a similar explanation as the one with the card set, but

Guiding information

Besides a guide on how to use the solution, the feedback from participants pointed towards a change in setup of the cards. Moreover, they indicated that the current guiding information at the bottom was not as clear as they hoped it to be. Firstly, the use of certain words in the consideration section of the cards were experienced as confusing rather than helpful, linking back to KISS as described above. Thus, a reiteration of this part would be valuable to optimize the final solution.

Conclusion

The product evaluation yielded several important insights that were taken into consideration, as described above. These considerations can be split between the content, the digital cards, and the physical card set.

Website & card set content

The textual information presented in both formats was changed slightly, to make it easier to read and understand the content. The amount of textual information was kept as it is to prevent loss of core information that was to be transferred. There was a *How-To Guide* added to the extra information of the tool, to assist users in getting the most out of the cards. Regarding the guiding information, the *Consider* section was split into two sections, *References* & *Consider*. This to make a clear distinction between what literature to consider, if one chooses to dive into the background information, and which design aspects to consider when using the cards during design activities. The text for the considerations was removed, to keep focus on the description of each happiness intervention. The *References* section got numbers added that linked to the *Reference Guide* in which all literature references are numbered and

explained. The *Consider* section got icons added that referred to the design aspects that were explained in the *How-To Guide*.

Digital cards details

To enhance the readability the background on multiple parts of the website was changed. Besides the background of the website itself, the cards on the website got a background color added as well. This was done to make it easier to distinguish the different kinds of cards. The striped pattern is reduced to 25% opacity to make the color contrast with the background minimal yet maintain the color indication for the different categories of cards.

Physical card set

Preferably the separate solution components would be in a single style, but the evaluation indicated that the printable card set was not tiresome on the user's eyes. So, in order to keep printing cheaper and more sustainable the physical card set will keep a white background, in contrast to the digital cards. This will reduce the amount of ink needed and actually improves readability when printed in black-and-white. Furthermore, the striped pattern is also reduced to 25% opacity.

Appendix XII: Consent Forms

Consent forms from the interviews are attached accordingly:

- **Second Interview:** Quérine van Casteren
- **First Interview:** Anne van Lieren
- **Creative Session:** Aleksandar Gatti
- **Creative Session:** David Besson
- **Creative Session:** Christian van de Broeck
- **Creative Session:** Floris Steenbeek

Consent Form for Interview with Strategic Designer

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [04/02/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

I understand that taking part in the study involves audio-recording during the interview, that this recording will be transcribed, and all audio data will be destroyed after finalizing this project.

Use of the information in the study

I understand that information I provide will be used for elaboration of the researcher's graduation project and report.

I understand that personal information collected about me that can identify me, such as my name, will not be shared beyond the study team.

I agree that my information can be quoted in research outputs

I agree that my real name can be used for quotes

Future use and reuse of the information by others

I give permission for the anonymised transcripts of the audio recording that I provide to be archived in TU Delft Repository for public access, so it can be used for future research and learning.

Signatures

Queerine v. Casteren

Interviewee


Signature

04/02/2019
Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar v.d. Heyden
Interviewer


Signature

04/02/2019
Date

Consent Form for Interview with Strategic Designer

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [06/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

I understand that taking part in the study involves audio-recording during the interview, that this recording will be transcribed, and all audio data will be destroyed after finalizing this project.

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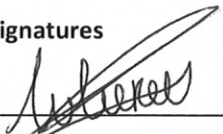
I agree that my information can be quoted in research outputs

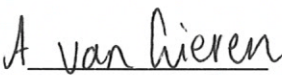
I agree that my real name can be used for quotes

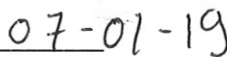
Future use and reuse of the information by others

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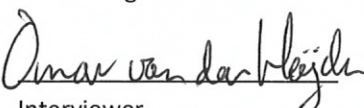
Signatures


Interviewee

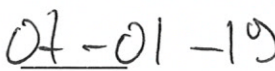

Signature


Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.


Interviewer


Signature


Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

I understand that taking part in the study involves possible photographs that will be made anonymous.

I understand that taking part in the study involves audio-recording after the creative session to record evaluation of the session, that this recording will be transcribed, and all audio data will be destroyed after finalizing this project.

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Future use and reuse of the information by others

I give permission for the transcripts of the audio recording and photographs that I provide to be archived in TU Delft Repository for public access after being anonymised, so it can be used for future research and learning.

Signatures

Aleksander Gatti

Participant

gatti

Signature

08-01-2019

Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar van der Heyden

Researcher

O'Heyden

Signature

08/01/2019

Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

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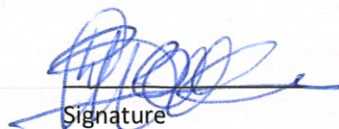
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Signatures

D BESSON

Participant

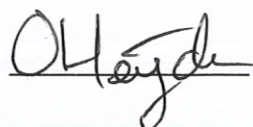

Signature

08/01/2019
Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Amar v/d Heijden

Researcher


Signature

08/01/2019

Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

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I agree that my information can be quoted in research outputs

I agree that my real name can be used for quotes

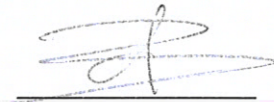
Future use and reuse of the information by others

I give permission for the transcripts of the audio recording and photographs that I provide to be archived in TU Delft Repository for public access after being anonymised, so it can be used for future research and learning.

Signatures

Christian van Breeck

Participant



Signature

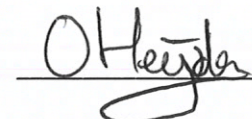
8-1-2019

Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar van der Heijden

Researcher



Signature

08-01-2019

Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

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I understand that personal information collected about me that can identify me, such as my name, will not be shared beyond the study team.

I agree that my information can be quoted in research outputs

I agree that my real name can be used for quotes

Future use and reuse of the information by others

I give permission for the transcripts of the audio recording and photographs that I provide to be archived in TU Delft Repository for public access after being anonymised, so it can be used for future research and learning.

Signatures

Floris Steenbeek

Participant

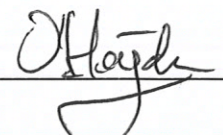

Signature

08-01-2019
Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar van der Hajda

Researcher


Signature

08-01-2019
Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

I understand that taking part in the study involves possible photographs that will be made anonymous.

I understand that taking part in the study involves audio-recording after the creative session to record evaluation of the session, that this recording will be transcribed, and all audio data will be destroyed after finalizing this project.

Use of the information in the study

I understand that information I provide will be used for elaboration of the researcher's graduation project and report.

I understand that personal information collected about me that can identify me, such as my name, will not be shared beyond the study team.

I agree that my information can be quoted in research outputs

I agree that my real name can be used for quotes

Future use and reuse of the information by others

I give permission for the transcripts of the audio recording and photographs that I provide to be archived in TU Delft Repository for public access after being anonymised, so it can be used for future research and learning.

Signatures

Daniel Aguirre Breca [Signature]

Participant

Signature

08-01-2019

Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar van der Heijden [Signature]

Researcher

Signature

08-01-2019

Date

Consent Form for Creative Session with Students

Please tick the appropriate boxes

Yes No

Taking part in the study

I have read and understood the study information dated [08/01/2019], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.

I understand that taking part in the study involves possible photographs that will be made anonymous.

I understand that taking part in the study involves audio-recording after the creative session to record evaluation of the session, that this recording will be transcribed, and all audio data will be destroyed after finalizing this project.

Use of the information in the study

I understand that information I provide will be used for elaboration of the researcher's graduation project and report.

I understand that personal information collected about me that can identify me, such as my name, will not be shared beyond the study team.

I agree that my information can be quoted in research outputs

I agree that my real name can be used for quotes

Future use and reuse of the information by others

I give permission for the transcripts of the audio recording and photographs that I provide to be archived in TU Delft Repository for public access after being anonymised, so it can be used for future research and learning.

Signatures

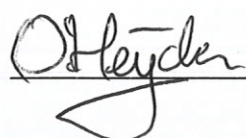
Tonino Gatti
Participant


Signature

08-01-2019
Date

I have accurately read out or provided the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Omar van der Heijden



08-01-2019

Researcher

Signature

Date

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name _____
 initials _____ given name _____
 student number _____
 street & no. _____
 zipcode & city _____
 country _____
 phone _____
 email _____

Your master programme (only select the options that apply to you):

IDE master(s): IPD Dfl SPD

2nd non-IDE master: _____

individual programme: - - - (give date of approval)

honours programme:

specialisation / annotation:

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair _____ dept. / section: _____
 ** mentor _____ dept. / section: _____
 2nd mentor _____
 organisation: _____
 city: _____ country: _____

comments
(optional)
 :
 :

! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair _____ date ____ - ____ - ____ signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

introduction (continued): space for images

image / figure 1: _____

image / figure 2: _____

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date _____ - _____ end date _____

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

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FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Vertical dashed line on the left side of the page.