

SECTION 9

Appendix

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B. Internal organization at Werkspot

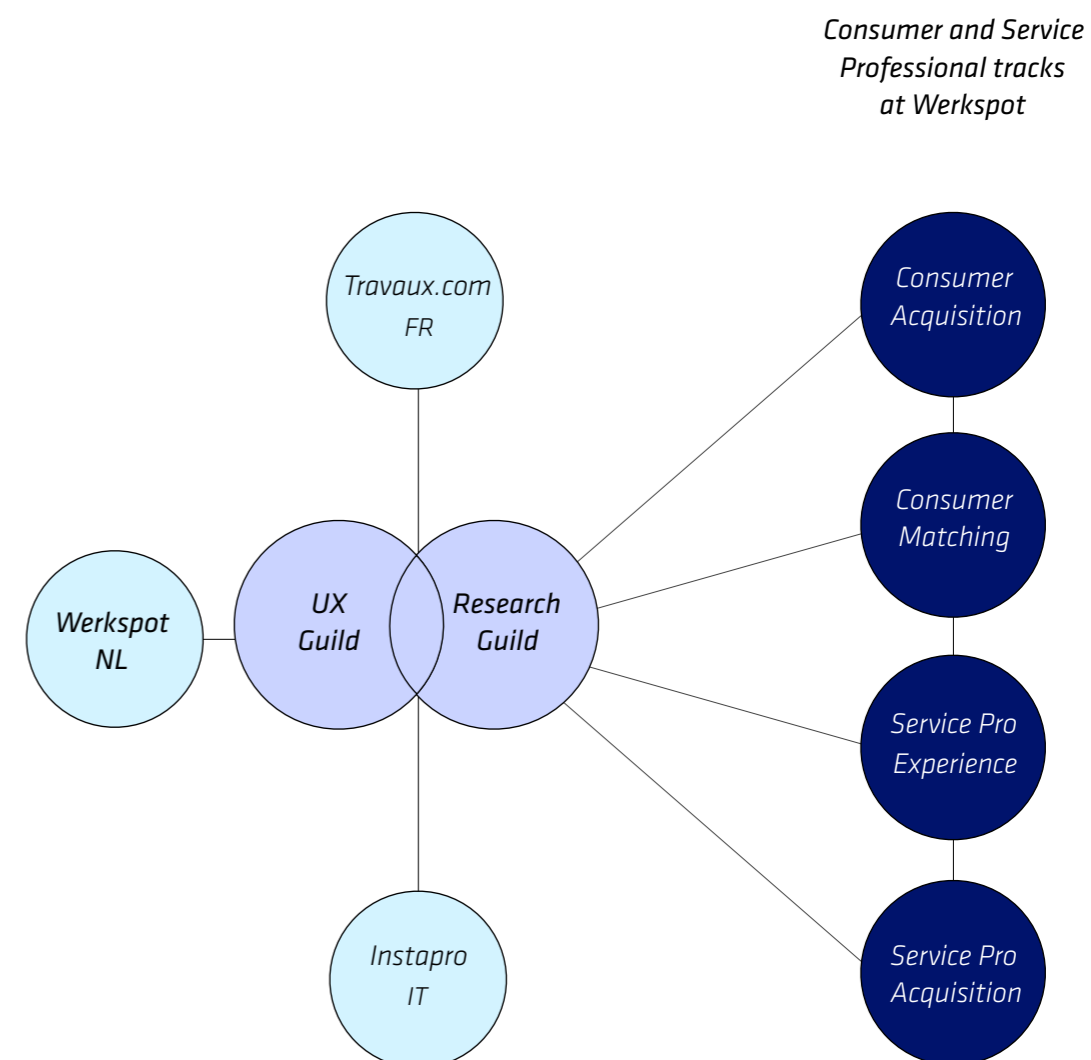
The organizational chart from the company helps to put in context the focus of the graduation project. This project was developed in collaboration with the Consumer Acquisition track at Werkspot. Through the Diary Study research method, collaboration was fostered between the two consumer tracks: Consumer Acquisition and Consumer Matching (highlighted in the organizational chart).

On the other hand, a visualization was created to explain the relationship between the UX Guild and Research Guilds with Werkspot (NL), travaux.com (FR), and Instapro (IT). The two guilds operate in close collaboration and work alongside each other. This is done to develop prototypes that can be tested through research, and with research outcomes, make modifications into the proposed prototypes. The UX and Research Guilds work within the Consumer and Service Professional tracks at the company, which are showcased in the visual (Fig.38).

Tracks		CSA	CSM	SPX	SPA	OX	PFM	DATA
Guild/ Specialty		Consumer Acquisition	Consumer Matching	Service Pro Experience	Service Pro Acquisition	Operational Excellence	Platform Track	Data & BI
Product	Lead	●						
	Product Mgr.	●						
	Product analysis	●						
Tech & Design	Agile Coach	●						
	UX (Design & Research)	●						
	Back end	●						
	Front-end/Mobile	●						
	Data	●						
Contributors	Other	●						
	NL/ Italy	●						
	France	●						
		Consumer tracks						

Fig. 37. Organizational chart

Fig. 38. Research Guild and the track organization



C. Visual representation of the Agile Methodology and User-Centric Design

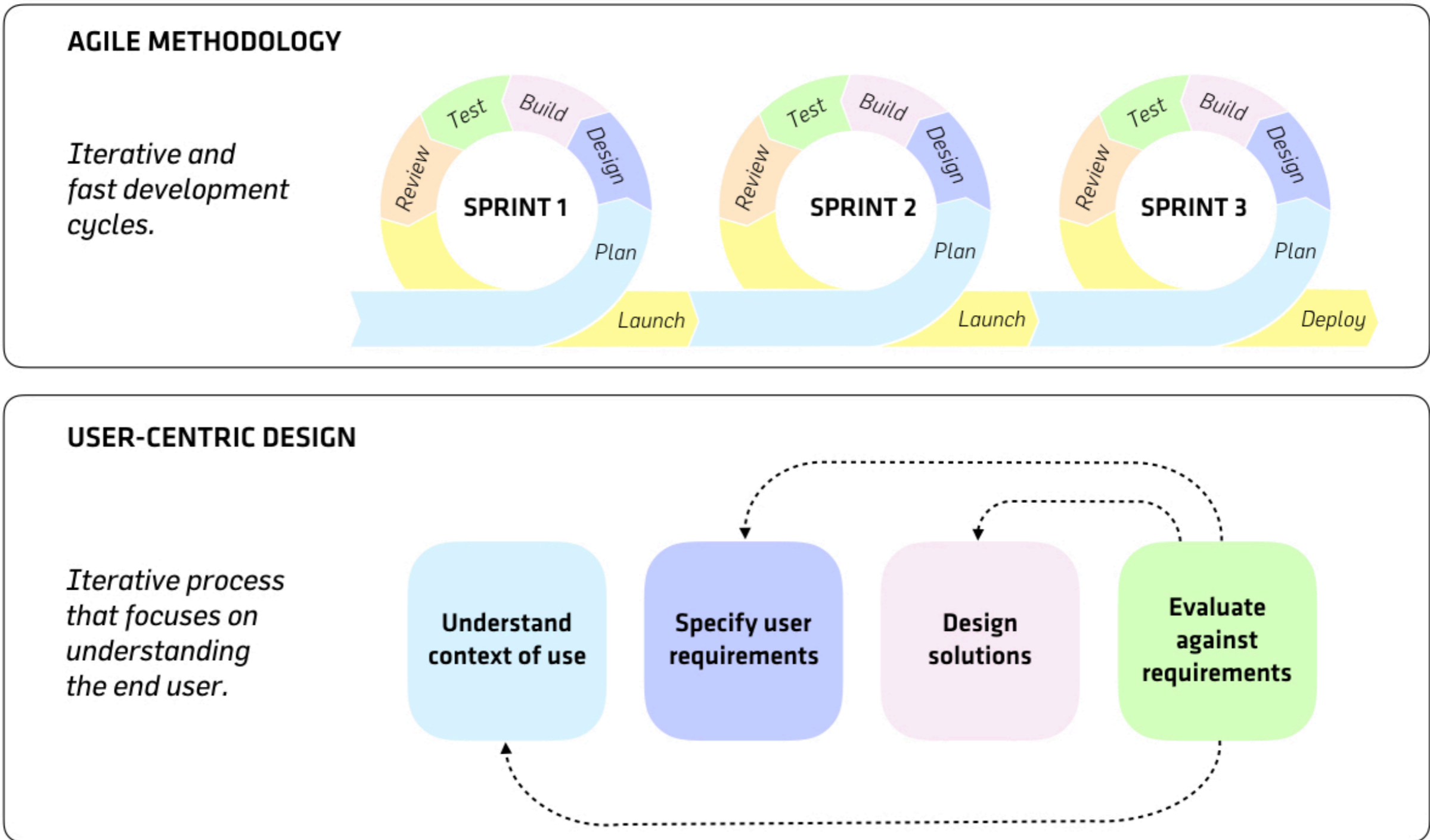


Fig. 39. Agile Methodology (Kuruppu, 2019) and User-Centric Design (The Interaction Design Foundation, 2019)

D. Imperatives to achieve alignment

The project was developed through a Research Case Study approach by learning through conducting research, for which certain considerations were necessary. As Kalbach states, organizations are having an increasing problem of alignment due to the fact that they are out of sync with what the people they serve actually experience (Kalbach, 2016). This challenge was identified at Werkspot, yet it is not exclusive to this company, other companies across industries face similar challenges. As Kalbach, the author of Mapping Experiences states, there are three imperatives to achieve this missing alignment:

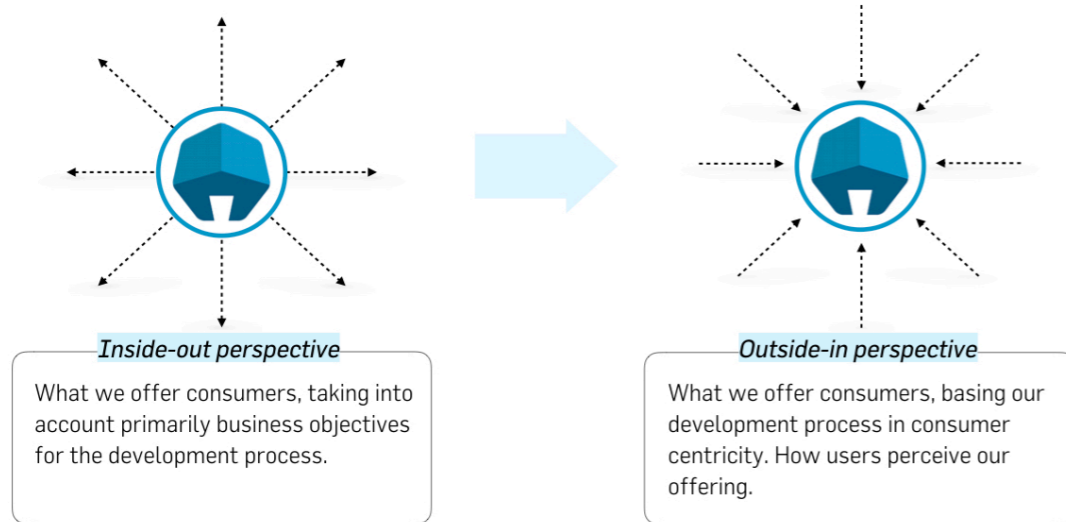


Fig. 40. Outside-in perspective for Werkspot

1. View your offerings from outside-in rather than inside-out

An outside-in perspective refers to being able to view our offering through a consumer point of view and including them in the development process. Research is emphasized to develop more empathic relationships between the two sides of the spectrum, on one side being the teams in charge of developing the platform (Discovery and Delivery teams at Werkspot) and secondly, the end-users. This way of operating contradicts the current one in which the development process tends to favor business objectives and excludes a consumer point of view. The way to achieve an 'outside-in perspective' at Werkspot is by maintaining close contact with end-users and involving them in the development process.

"Organizational silos prevent alignment. Aligned organizations instead work across functional boundaries." (Kalbach, 2016)

Tracks	CROSS-TRACK COLLABORATION						
	Guild/ specialty	Consumer Acquisition	Consumer Matching	Service Pro Experience	Operational Excellence	Platform Track	Data & BI
Product							
Tech & Design							
Contributors							
Contributors							
Followers							
Followers							

Tech Mgmt.

(Involving Consumer tracks)

Fig. 41. Outside-in perspective for Werkspot

2. Align internal functions across teams and levels

The way Werkspot operates, is divided into work organizations called tracks. Nonetheless, due to the fact that more interaction is needed in between such tracks, these can become organizational silos. This can happen because the customer journey is divided into Consumer Acquisition and Consumer Matching which operate separately in spite of their customer focus. This gap needs to be bridged as I identified through joint research efforts that both tracks benefit from having the same level of customer interaction and knowledge. Both tracks should be kept at a level of "informed" about each other's research efforts. In order to achieve alignment across the organization, the Consumer Acquisition and Consumer Matching track should collaborate closer together in favor of a unified consumer journey.

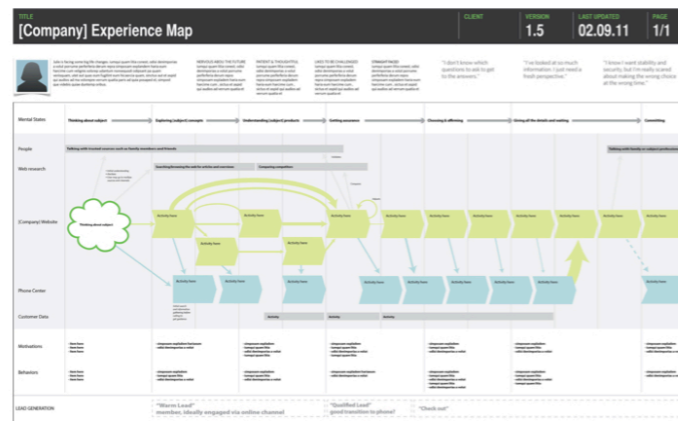
3. Create visualizations for a shared purpose

According to Kalbach, visualizations help organizations to break down siloed thinking. This is needed at Werkspot to achieve two key objectives, one is to become more consumer centric, the second is to favor collaboration among tracks. One type of visualization that emphasizes on visually conveying the experience from a consumer point of view are Consumer Journeys.

Kalbach three imperatives to achieve alignment were considered throughout the creation of the

“Visualizations are a key device to break down siloed thinking.” “They are a key way of seeing the market from the customer’s perspective.”

VISUALIZING FOR A SHARED PURPOSE



Example of a blank model for a multichannel experience map created by Chris Risdon (Mapping Experiences, Kalbach, James, 2016)

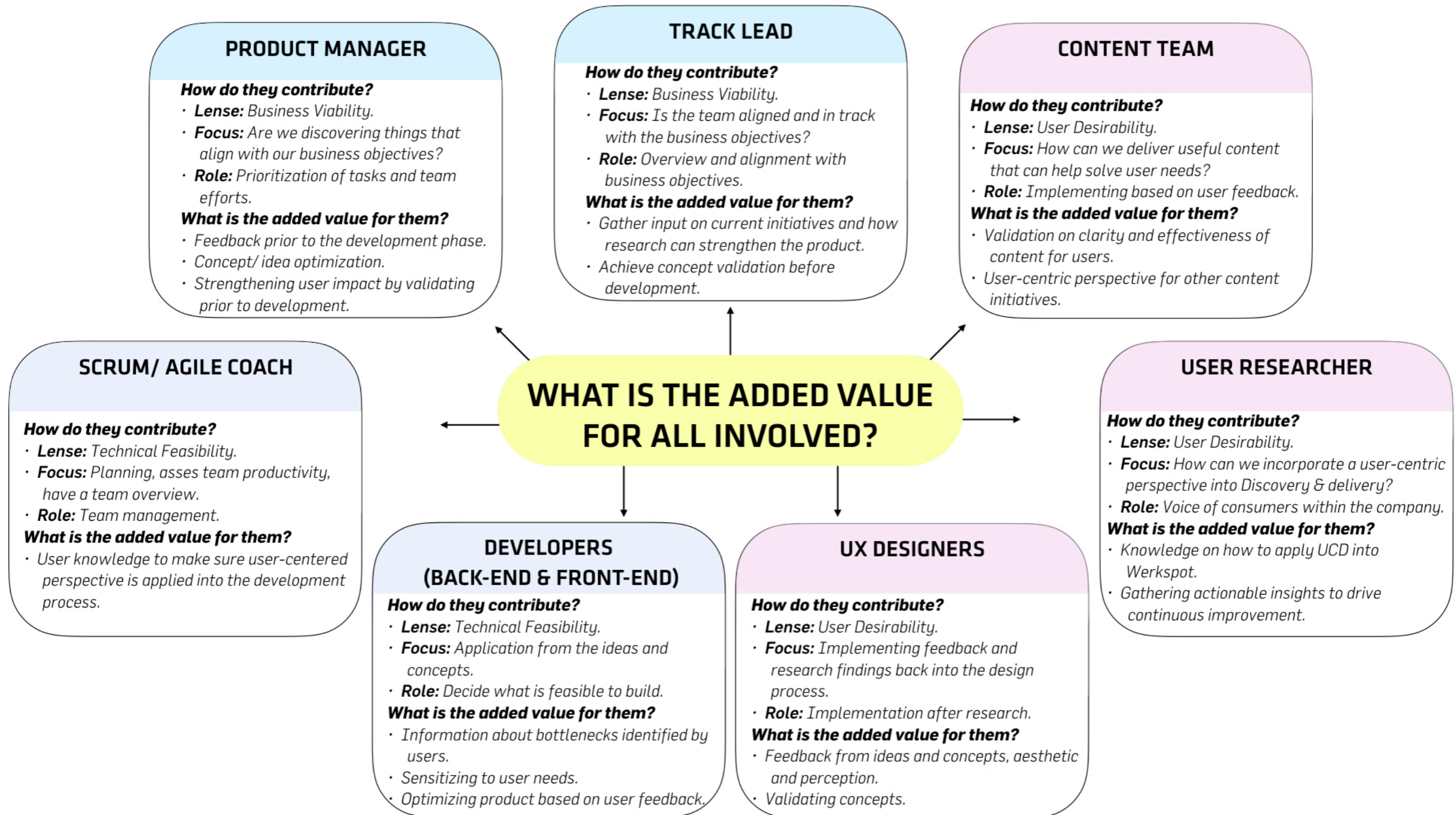
Fig. 42. Visualizing for a shared purpose

research process, yet another important consideration is how to ensure the validity of the research outcome due to the fact that the process will be simplified and made faster to fit within an agile work environment. In order to ensure valid research outcomes, we must define what we aim to achieve. Validity in the context of qualitative research, refers to the different ways that researchers can affirm that their findings were in fact faithful to the experience of a participant. In accordance to the concept of validity, there are different criteria to which qualitative research should adhere to in order to produce valid results, these are defined as validity criteria and have been applied throughout the research case studies developed for this project.

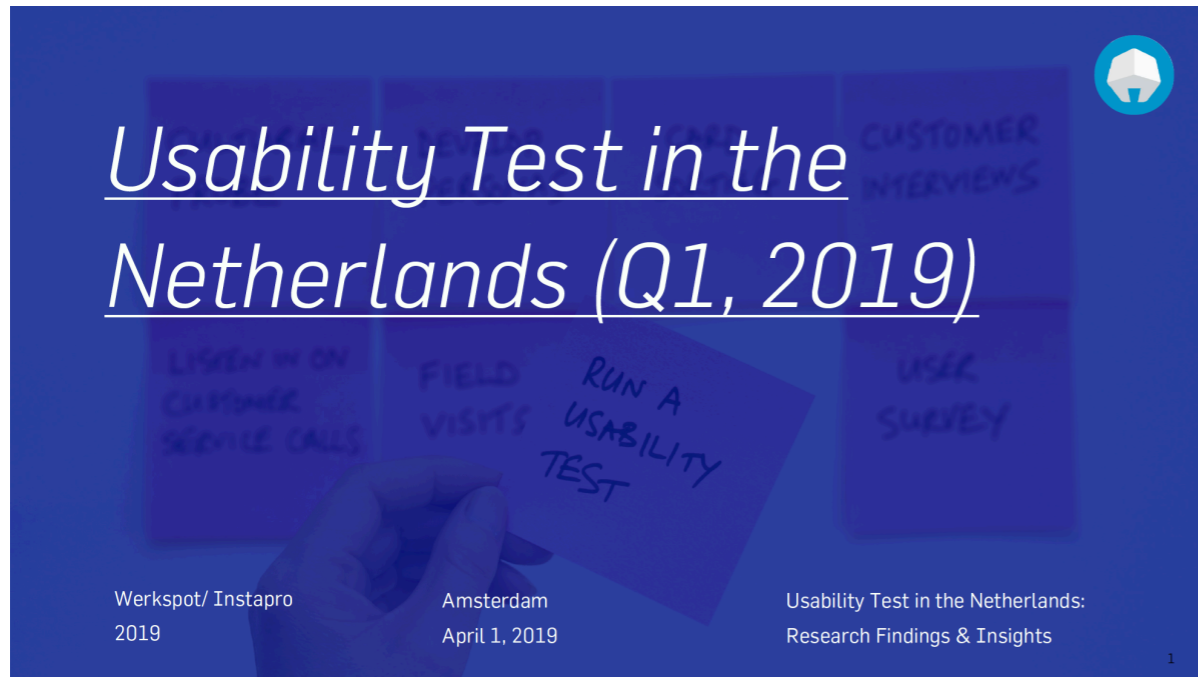
Credibility is described as the ability of a research to take into account all complexities that might present themselves throughout a research process. The way qualitative researchers can establish credibility is by implementing validity strategies such as: triangulation, member checks, presenting thick descriptions, pier debriefs, among others. Another validity criteria is Transferability, which refers to the way a qualitative study can be applicable to other contexts while still maintaining its the richness of its specific context. As for confirmability, it refers to how the research findings should be able to be confirmed which can be accomplished by diverse methods such as triangulation strategies, researcher reflexivity processes, and external audits. (Chapter 5. Research Case Studies exemplifies how these strategies were applied)

E. Visualization— What is the added value of Research?

How do Consumer Acquisition track members benefit from research? Figure 42 provides an overview of the contribution and added value each member receives in return from taking part in research efforts.



F. Usability Testing Report



Usability Test in the Netherlands (Q1, 2019)

Werkspot/ Instapro 2019 | Amsterdam April 1, 2019 | Usability Test in the Netherlands: Research Findings & Insights | 1



Context

Usability Test in NL | 2

Introduction: Usability Test in NL

The following report contains findings and insights gathered during the Usability Test conducted in the Netherlands throughout March 19'. The objective is to present users with an SR flow and map out the areas of opportunity that might arise during the process.

During February 19', there was another Usability Test held in France, by conducting one in the Netherlands, we seek to understand if the behavior remains constant or if there are changes in between these two markets.

Werkspot/ Instapro 2019 | 3

Usability Test in NL after the one conducted in FR (Feb, 19')

Goals: Compare results

Conduct a Usability Test to see the whole process of the SR flow with special attention to these three fields due to the results obtained in France:

- 1**
GENERAL INSIGHTS
This report offers an in-depth look at the journey someone experiences when going through the SR flow, as such, you can find insights from the overall experience.
- 2**
PRICE GUIDES
Understand if users are able to get a price estimation. Evaluate the current information that is being presented in terms of clarity or lack-thereof.
- 3**
PACIFIER
Observe the role it has for the user. Identify if it is useful to have or not.
- 4**
INVITE PAGE
After the results in France, there is special attention on this page to see if the users are understanding how the model works or not.

Werkspot/ Instapro 2019 | 4

Content

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General perceptions

The following insights are general perceptions expressed by participants from the Usability Test.

Most relevant findings of the SR flow

1) First approach to find SPs - Insights

• **Word of mouth recommendations are top of mind when the need arises to hire an SP.**

- 4 out of 5 users mentioned asking in their network for recommendations when it comes to hiring an SP for any given job around the house.
- Users also mention using Google to search online, this can be directly for SPs or to get informed on the job that they need to do.

1) First approach to find SPs - User quotes



Word of mouth

- "First step is that I always ask in my network, community, neighborhood..." (Male, 50s)
- "I mainly ask around or use the Yellow Pages" (Male, 65)
- "Normally what you do is ask friends, people you know, that's the best way because they can say if he's reliable" (Male 40)



Combined approach

- "I do ask friends or family, but also I look with Google" (Female, 40s)



Online search

- "Internet is convenient for me, I don't have the network (to ask) because I have moved so many times in my life" (Male 30s)

2) Process to hire - Insights



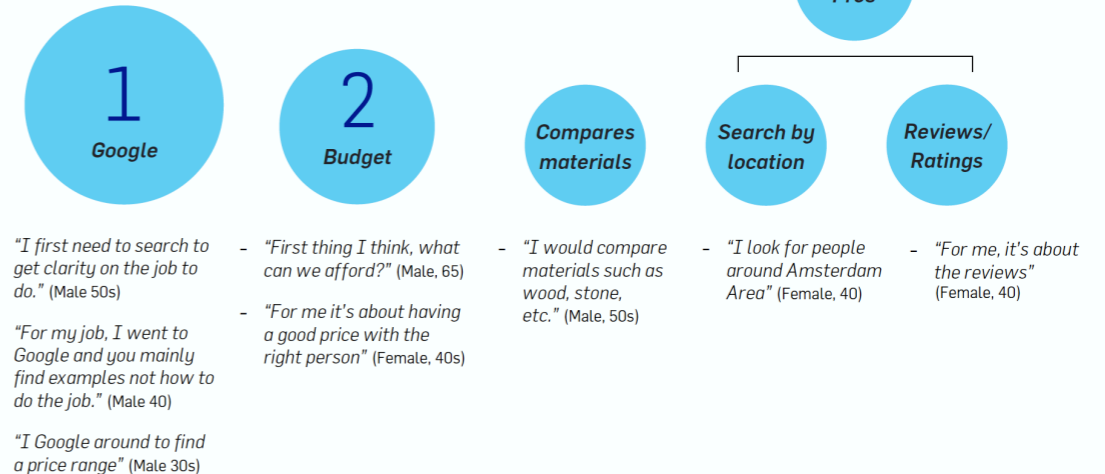
- Google is the main source of information when the need for a job arises.
- Users seek to have a budget overview for their jobs.

- Before posting a job or hiring an SP, users have the need to get informed about the project they seek to do, Google is the main ally in this process.
- Budget planning is sought out by users in order to remain in control over the whole process.

2) Process to hire - User quotes



It is not a linear process that all 5 users have in common. This is a summary of their priorities when looking to hire an SP:



3) How SPs are perceived - Insights



- There is a negative perception present when referring to SPs.

(e.g. foreign, want fast euro. This perception is not only about Werkspot SPs)

- 3 out of 5 participants have mentioned a negative perception against SPs. This can come from a first hand negative experience or by word of mouth through people they know.

3) How SPs are perceived - User quotes



- | Positive | Neutral | Negative |
|--|--|--|
| <ul style="list-style-type: none"> - "I have experience with Werkspot, I like the company and the service (SPs)" (Male 30s) | <ul style="list-style-type: none"> - "Nice guy, not Dutch in background, maybe Turkish or something." (Female 40s) - No previous experience with Werkspot. (Male 65) | <ul style="list-style-type: none"> - "I think the guy that are in there (WS platform) are there for the fast euro..." (Male 50s) - "They are on the internet, they are on Werkspot, guys that are not to trust..." (Male 40) |

4) Previous experience with Werkspot - Insights



• *The majority of previous experiences with Werkspot have been positive.*

- Users express positive opinions about Werkspot as a company, whether it is by first hand positive experiences or searching the company online against competitors.

4) Previous experience with Werkspot - User quotes



Positive experience

- "I use Werkspot for the cars, as well as for the painters."
(Male 50, has posted 5 SRs, 4/5 were executed)
- "I had a nice experience with Werkspot."
(Female, 40s)
- "I have used Werkspot for renovations more than once because I have moved around a lot."
(Male, 30s)

- "The guys who did my ceiling had no reviews but they were a new company. Good people and I was very happy with their job, I gave them a review, we help each other out."
(Male, 40)

No experience

- "I have no experience with Werkspot, but I looked it up, I also looked at your competition and your platform looks more professional."
(Male 50s)

SR Flow Insights

The presented results derive from the Usability Test conducted with 5 participants in the Netherlands.

Users are the experts of their own experiences

5) Price guides - Insights



• *The information is considered useful but too abundant and would not be read complete under normal circumstances.*

- Users considered the information was primarily aimed at those who had no idea about the job to be done, then it would be deemed useful.
- For users who have clarity over their job it can be perceived as a hassle and they want to more forward to actually posting the job.

5) Price guides - User quotes



Positive

- "It's nice to have some pictures. (Regarding the information) It's almost perfect, I think." (Female 40s)
- Are you able to find a price estimation? "Yes, I get an idea of price ranges" (Male 65)

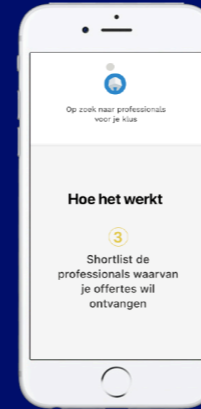
Neutral

- "If I wanted to get some flooring done and I don't know about it, reading this would give me direction." (Male, 40)
- "This is for when you don't have any idea yet on prices, then it would be useful." (Male 30s)

Negative

- "It's useful information but I would not read this under normal circumstances." (Male 65)
- "What the hell is that? Doesn't tell me anything... It's terms I have never heard before." (Male 50s)
- "You say 'make the floor even', but I don't know what that means, if I am able to click that word to get more information, it would be better." (Male 40)

6) Pacifier - Insights



• The pacifier's purpose is not clear. It is perceived as a loading process and as such, its content is not deemed necessary.

- Most users had no comment about the pacifier until the screen was revisited and the majority of the comments were negative or neutral.

6) Pacifier - User quotes



Positive

- "Good, that's the thing that I wanted to read, it's good." (Male 40)

Neutral

- "It's okay... I can't say much." (Male, 50s)

Negative

- Does not notice the pacifier, when asked about it: "It doesn't really add anything for me." (Male 30s)
- "I try to recall it, but it was too quick..." (Female 40s)
- "It is too fast to pay attention to it." (Male 65)

7) Measuring areas - Insights



• There is some confusion regarding if the users should actually measure the area or not.

- Users are divided between actually measuring the space or just making a guess to estimate on it.
- It is mentioned that Werkspot should clarify which information is needed, as this will measurement will influence the price of the proposal by the SP.

7) Measuring areas - User quotes



Positive

- "Some people might do it on a hunch, you have to do it anyway in order to go to a shop and buy the flooring." (Male 50s)
- "Me, personally, I figure it out myself pretty easily." (Female 40s)

Neutral

- "I already know to add the 10% extra space." (Male, 30s)

Negative

- "You are asking for an estimation, so I will estimate on it." (Will not measure) (Male 40)
- "I would write down an estimation, I will not measure myself." (Male 65)

8) Project details - Insights



• There is a perception of the 'starting date' having an influence over the price of the service.

• Clarification over 'flexibility' of start date would help users feel more secure.

- The majority of the participants understand the three presented options for the starting date, nonetheless, more information would clarify and make them feel more comfortable with the process of posting an SR.

8) Project details (starting date) - User quotes



Positive

- "The three options are clear to me." (Male, 65)
- "Three options are perfect." (Female, 40s)

Neutral

- "It's good to have some options but it will influence the price, if you want it now it would be more expensive." (Male, 30s)
- "The options are clear, but what I am missing here is, I am flexible but until a certain point..." (Needs an estimate for the start date) (Male 40)

Negative

- "I don't understand why there's three options..." (Seems confused) (Male, 65)

9) Upload picture - Insights



• Upload picture is primarily qualified as a good feature for the SP to get more context on the job to be done.

- The only negative perception is due to the fact that the user considers it should be upfront where you are describing the job, instead of at the end of the SR.

9) Upload picture - User quotes



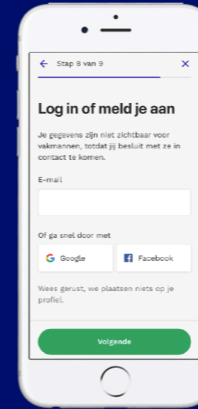
Positive

- "It's useful because if I have an offer they ask for more information and now it's already there." (Female, 30s)
- "This is always good, to have the option to upload pictures or drawings." (Male, 40)
- "It's useful for the professional to get more in context of the home." (Male, 65)

Negative

- "Everything was logic until here... When you want to buy something it's natural to first explain, upload the picture should be before." (Male, 50s)

9) Log in - Insights



• Facebook and Google log ins are avoided by most users due to privacy concerns.

- The only user who opted for a Facebook log in was a Millennial and he had trouble remembering passwords, thus, he preferred to log in through Facebook.
- Users over 40 mentioned privacy concerns and the fact that Werkspot could access their information, which prompted them to select email log in only.

9) Log in - User quotes



Positive

- (Facebook) "Actually, I use it a lot because of the passwords." (Male, 30s)

Negative

- "Always email, never Facebook, I don't want you to have my information." (Male, 50s)
- "Facebook or Google, never because of privacy..." (Male, 65)
- "Maybe it's a personal thing, but I would never go on the Facebook or Google account, I know it was personal information." (Female, 30s)
- "Email, Facebook no, it's personal and private. Maybe a phone number..." (Male, 40)

10) Invite page (original copy) - Insights



• Users fail to read the text and there is a sense of confusion regarding the number of SPs and criteria to select.

- Users pay special attention to the ratings and reviews in order to select an SP, even though some express concerns regarding the authenticity of the reviews.

10) Invite page (original copy) - User quotes



Positive

- "I find it nice, before it was a bit messy (referring to old SR), via email it was hard to compare. I can choose now who I think it's best." (Female, 40s)
- "I look at the ratings, area (location), for me it's quite important." (Female, 40s)

Negative

- "It should be sent to everybody, not just the ones I select... then Werkspot doesn't add anything to the process" (Male, 50s)
- "It would be useful to filter through a table by best reviews, location, etc. I would select a maximum of 3 to 5." (Male, 65)
- "I don't get why I have to choose a specialist, if I do that then I don't need Werkspot." (Male, 50s)
- "Explicitly state that these reviews are real, provided by real people." (Male, 65)
- "For me, those 10 vakmannen are confusing, I never would send 10 requests because it's too much work to review 10 proposals." (Female, 40s)

10.1) Invite page (modified copy) - Insights



• The change in copy did not have an influence on the understanding of the model.

- 3 to 5 SPs is still mentioned as the "ideal quantity" of SPs to select. Otherwise, the perception is the job will fall on them by having to review and compare multiple proposals.
- Reviews are still mentioned as the predominant reason to hire an SP.

10.1) Invite page (modified copy) - User quotes



Positive

- "I would choose the one with the higher score and reviews, so that one most probably will be on top." (Male, 30s)

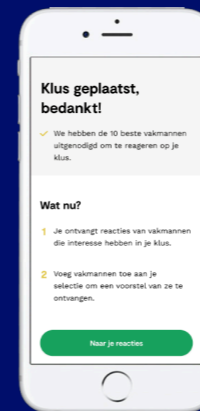
Neutral

- "Quality is more important than the location. If it's around the corner it's convenient for him, not for me." (Male, 30s)

Negative

- "For me it's a maximum of 3 to 5 (SPs) otherwise you have so much to compare..." (Male, 30s)

10.2) Invite page (auto-invite) - Insights



• User would not want to select SPs on his own. He places his trust in Werkspot to deliver the best 10 SPs.

- Even though this way is perceived to be more reliable, there remain doubts about how Werkspot selects these "10 best SPs", is it by reviews, area?

10.2) Invite page (auto invite) - User quotes



Positive

- "In my mind, there is a feeling of reliability, but Werkspot also assumes responsibility because I trust when you say it's the 10 best ones." (Male, 40)

Neutral

- Would you prefer to select the SPs yourself? "No, I would not want to because I don't know them and I would have to check." (Male, 40)

Negative

- "How do you know they are the best? Also, why 10? Why not 15 or 20?" (Male, 40)

11) SP Reviews - Insights



• Reviews are crucial in the decision process to hire, yet, users question their authenticity.

- Users explain that reviews are important when deciding to hire an SP or comparing proposals, yet, there is an embedded perception that reviews are often faked by companies.

11) SP Reviews - User quotes



Positive

- "For me it's not important if they are old or new (to the platform), it's about the ratings." (Female, 40s)
- "For me, the reviews are important. I compare prices and reviews to decide." (Male, 30s)

Negative

- "I would never post a review because I question if they are real or not, I know companies buy reviews..." (Male, 65)
- "I read reviews but I know they are not always trustworthy, like with other companies, they fake reviews, I know that happens..." (Male, 40)
- "Reviews on a site, of course they give me an indication, not more than that..." (Male, 40)

Experience Journey Mapping

By using this tool we were able to have an in-depth look at the participants reactions step by step.

Detailed look per participant



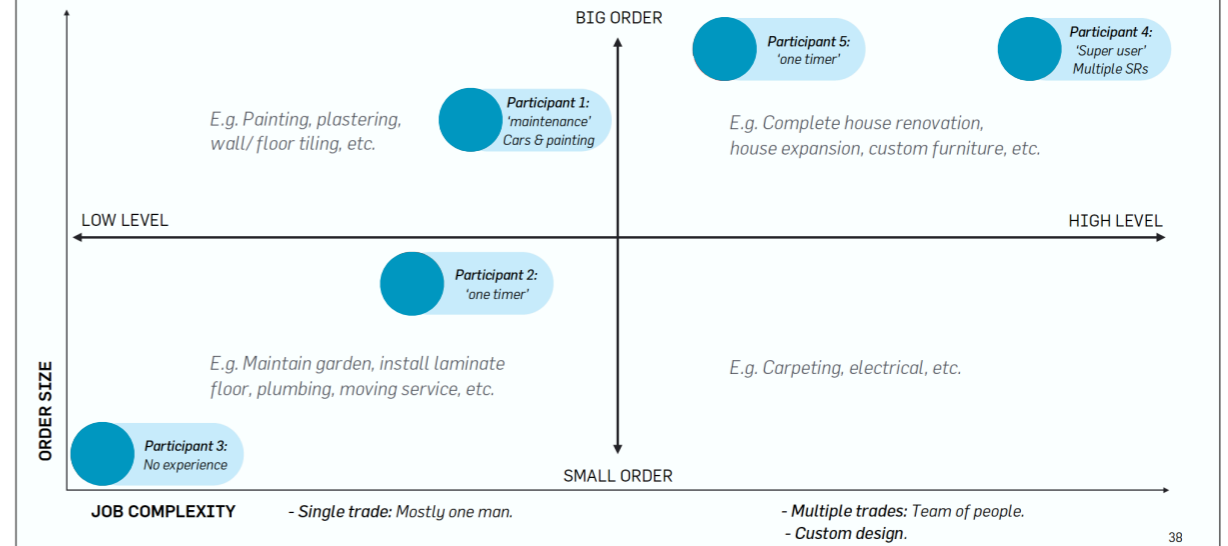
Experience Journey Mapping format used to analyze data

Usability Test - SR Flow

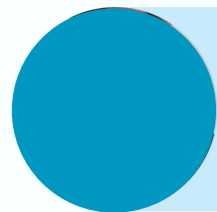
STAGES	0. The test	1. Role guide	2. Profile	3. Location	4. Type of house	5. Project	6. Areas	7. Project details	8. Upload picture	9. Additional info	10. Log in	11. Sign in	12. Place job	13. Invite SRs	14. Post test
GOALS
STIMULUS SCREENS															
REACTION (EMOTIONS)															
USER THOUGHTS (QUOTES)															
RESEARCHER INTERPRETATION (NOTES)															
JOURNEY	→														
OPPORTUNITIES															

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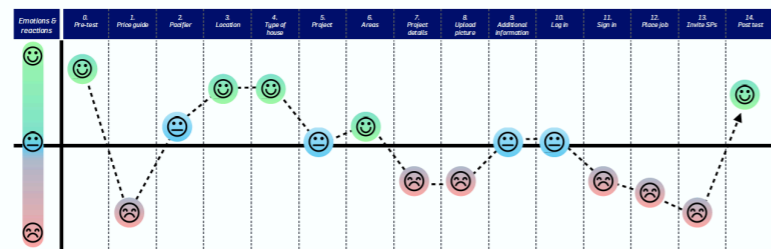
Consumer Mapping - Usability test participants



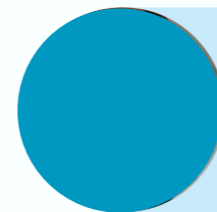
User profile - Participant 1



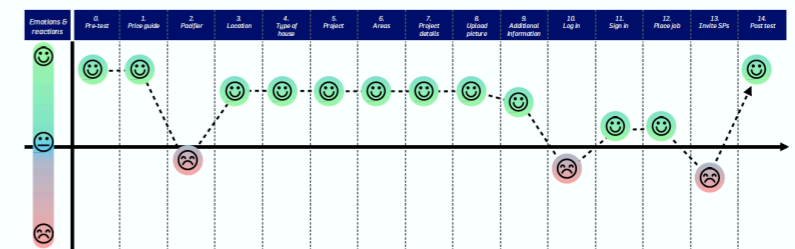
- Name:** [Redacted]
- Age:** 50s
- Living arrangements:** Homeowner in Hilversum
- Work:** Global Event Manager at Xsens (Technology industry)
- Experience with Werkspot:** Posted 5 SRs, 4/5 were successfully completed



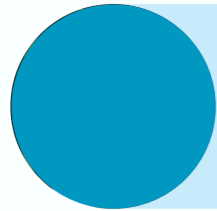
User profile - Participant 2



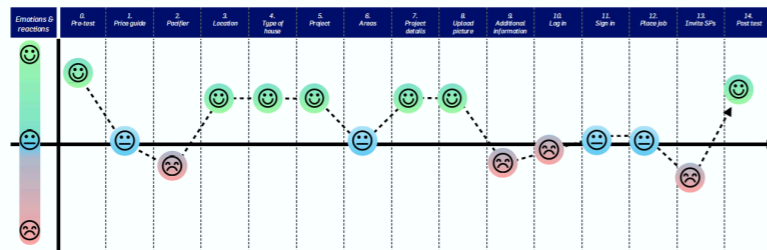
- Name:** [Redacted]
- Age:** 40s
- Living arrangements:** Homeowner in Amsterdam (apartment)
- Work:** Banking industry
- Experience with Werkspot:** Has posted and executed SRs previously



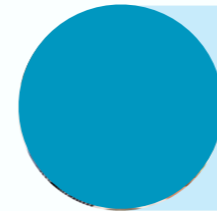
User profile - Participant 3



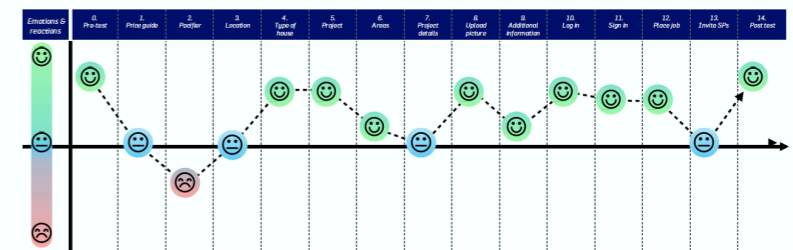
- **Name:** [Redacted]
- **Age:** 65
- **Living arrangements:** Homeowner in Enschede
- **Work:** Retired
- **Experience with Werkspot:** Has not posted an SR yet



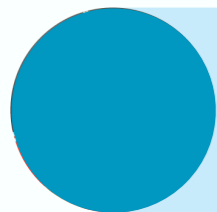
User profile - Participant 4



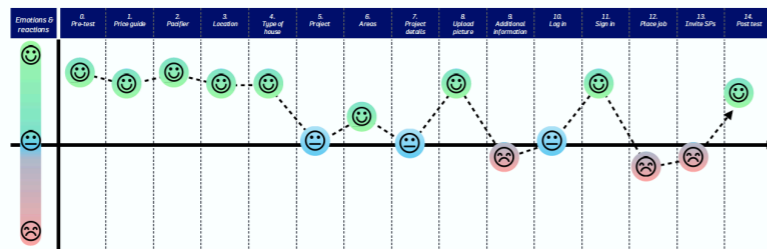
- **Name:** [Redacted]
- **Age:** 30s
- **Living arrangements:** Homeowner in Den Haag
- **Work:** Finance - freelancer
- **Experience with Werkspot:** Posted and completed more than one SR for house renovation



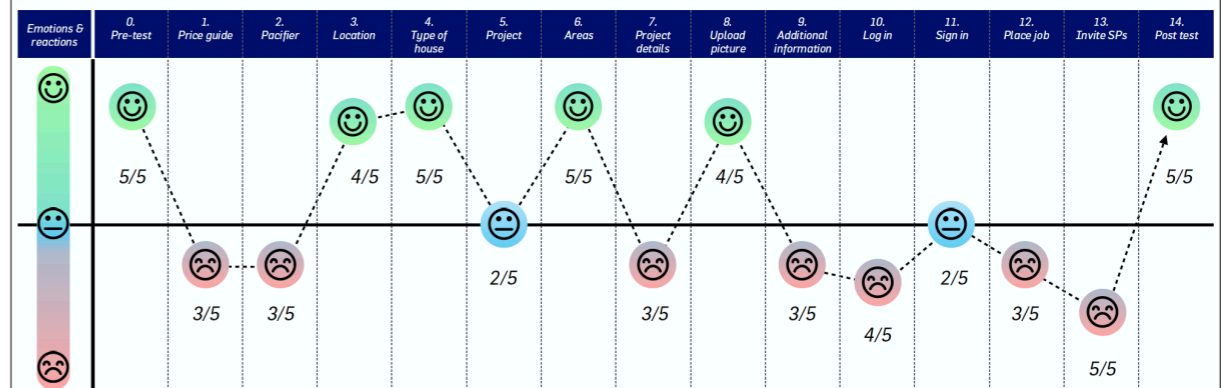
User profile - Participant 5



- **Name:** [Redacted]
- **Age:** 40
- **Living arrangements:** Homeowner in Amsterdam
- **Work:** Government related
- **Experience with Werkspot:** Posted SR for big renovation project



Experience Journey Mapping - Average from all participants



Experience Journey Mapping - Pain point 1 - Price guide



"Doesn't tell me anything... It's terms I have never heard before."

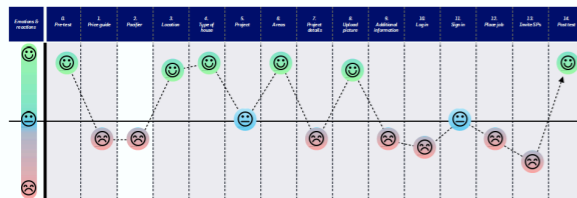
"The most logical step at this point would be to search (filter information), maybe I'm too 'Google' minded..."

"This is for when you don't have any idea yet on prices, then it would be useful."

Experience Journey Mapping - Pain point 1 - Price guide

Stage	Insights - User experience	Areas of opportunity
Step: Price guide	<ul style="list-style-type: none"> The information is considered useful but too abundant. Some participants state they would not read all the information under regular circumstances. Some terms used on the price guide can be confusing. 'Google mindset' - Participants would like a search tool to look for specific information. 'Wikipedia mindset' - Participants would like to be able to click terms and have more information about it. Coolblue is mentioned as a best practice to be able to ask experts about doubts they have for their job. Participants would like a price calculator to have a more precise price estimation. In a mobile interface, the call to action to post an SR is often missed and participants are confused about where to click to start the SR process. 	<ul style="list-style-type: none"> Participants were positive about the graphical elements that facilitated the understanding about information, such as price tables and pictures. Some terms in the price guide, especially technical terms can be clarified to make it easier to understand. The three most mentioned features that would improve the user experience are: Coolblue - ask an expert, Google - searching tool, Wikipedia - click words for clarification.

Experience Journey Mapping - Pain point 2 - Pacifier



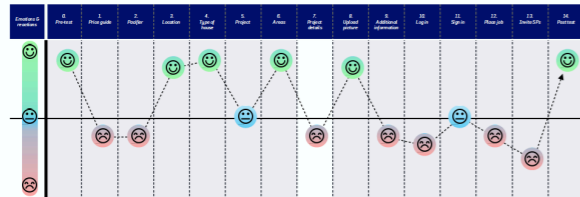
"It does not add anything for me..."

"I try to recall it, but it was too quick."

Experience Journey Mapping - Pain point 2 - Pacifier

Stage	Insights - User experience	Areas of opportunity
Step: Pacifier	<ul style="list-style-type: none"> The vast majority of the participants consider that the pacifier is too fast to be able to pay attention to the text. It can be perceived as a loading process, and as such, the information it contains it's not deemed necessary. Most participants fail to read the information stated unless explicitly told to look at it. Only one participant was positive about the pacifier. 	<ul style="list-style-type: none"> Due to the fact that the vast majority of participants did not consider the pacifier to be a useful feature, some changes are needed or, it can be removed because it does not influence the rest of the process.

Experience Journey Mapping - Pain point 3 - Project details



"It's good to have some options but it will influence the price, if you want it now it would be more expensive."

"What I'm missing here is, I am flexible, but until a certain point..."

(requires clarity over what it means 'time wise' to select the 'flexible' option.)

Experience Journey Mapping - Pain point 4 - Additional info.

Stage	Insights - User experience	Areas of opportunity
Step: Additional Information	<ul style="list-style-type: none"> The participants want to be guided throughout the process, and it is unclear what the expectation is from Werkspot on what kind of information should be stated in this stage. When participants select the option for the SP to buy the material, they consider there were no questions asked about this and consider it should be asked in the SR. 	<ul style="list-style-type: none"> Participants ask not to rely on them to remember which information to write, if it is a required field, it should be built into the SR questionnaire. Participants want more questions related to the materials if the SP will buy it for them, it should be built into the SR or clarified, otherwise it makes them question what to put in the 'additional information' field when the material information is missing.

Experience Journey Mapping - Pain point 5 - Log in



"Email always... I don't want you having more information than you need."

"If I put my Google or Facebook I would start getting all these 'shitty things'..."

Experience Journey Mapping - Pain point 5 - Log in

Stage	Insights - User experience	Areas of opportunity
Step: Log in	<ul style="list-style-type: none"> The vast majority of the participants consider email to be the preferred medium to log into Werkspot. There is a strong perception of the lack of privacy when signing in with Facebook or Google accounts. Participants don't trust companies to make the best use of their personal information and it is mentioned that if you sign in with Google or Facebook they would receive unwanted advertisement, even if this is not the case. 	<ul style="list-style-type: none"> As long as it is optional, it is okay to remain with the three possible log in options (Facebook, Google and email). The copy for the Log in page could include that Werkspot's main concern is to protect their users privacy for reassurance that their data will not be mishandled.

Experience Journey Mapping - Pain point 6 - Place job



"State you're not obligated to buy anything, it's an RFP and the final deal is between you and the specialist."

"If Werkspot would provide me with some Warranty, or information, for example, the companies that we work with have a certificate."

"If the job goes terribly wrong, can I come to you? To Werkspot, as Airbnb. They help you if someone destroys your home..."

Experience Journey Mapping - Pain point 6 - Place job

Stage	Insights - User experience	Areas of opportunity
Step: Place job	<ul style="list-style-type: none"> There is a need to balance expectations and clarify what Werkspot is offering. Some participants mention to include this is an RFP 'request for price' and not an obligation to buy. In order to feel more secure at this stage, some mention the need to see a budget overview. There is a general doubt when they select the option for the SP to buy the material for them, because they consider there were no questions asked about this crucial part of the process. Another concern is the type of warranty that Werkspot offers, especially when the job is very complex, like a house renovation. 	<ul style="list-style-type: none"> Werkspot could clarify that by posting an SR, the user is not obligated to pay, and the payment comes until a deal has been struck with the professional. The option for the SP buying the material should be better developed with followup questions, or integrate in the text that this will be a conversation with the professional, otherwise it causes confusion on users. For some participants, it is needed to have some form of warranty for the job to be done.

Experience Journey Mapping - Pain point 7 - Invite SPs



"I don't get why I have to choose a specialist, if I do that then I don't need Werkspot..."

"It should be sent to everybody, not just the ones I select... Then Werkspot doesn't add anything in the process."

"How do you know they are the best? Also, why 10? Why not 15 or 20?"

"In my mind, there is a feeling of reliability, but Werkspot also assumes responsibility because I trust when you say it's the 10 best ones."

Experience Journey Mapping - Pain point 7 - Invite SPs

Stage	Insights - User experience	Areas of opportunity
Step: Invite SPs	<ul style="list-style-type: none"> Participants mention the need to have a filter to best select SPs (Filters based on ratings, location, etc.) 10 SPs is considered a big number, the vast majority of participants would be comfortable selecting between three to five SPs from the list. The perception is that if they were to select more, it would be harder to compare. There is a doubt of whether the request gets send to more SPs outside the ones selected. Some users expressed concern over the value of Werkspot if they have to select the SPs by themselves. On the other hand, with the screen changed to the auto-select SPs, the participant expressed he would not like to choose because he would not know how to decide. Ratings/ reviews are the main decision factor to choose an SP, yet they question their authenticity because the assumption is reviews can be bought. 	<ul style="list-style-type: none"> The higher the number of presented SPs, the harder it is for the user to compare. The users seek for filtering options that could facilitate the selection process. It can be stated in the text if more SPs would be contacted outside these 10. Include in the copy that all reviews have been verified and are provided by real Werkspot consumers.

G. Diary Study Report



The Renovation Experience – diary studies

May-July '19, Amsterdam
Researchers: Roxana Cociorba, Daniela Romero

1



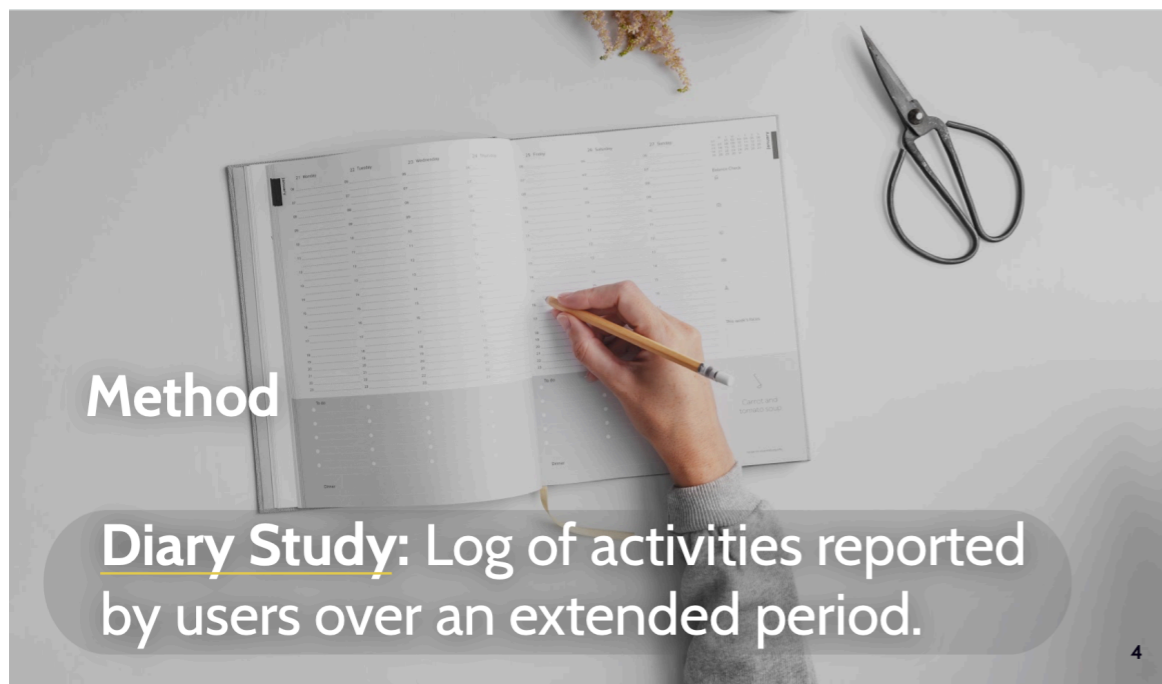
Agenda

Method

Main Findings

Next Diary Studies

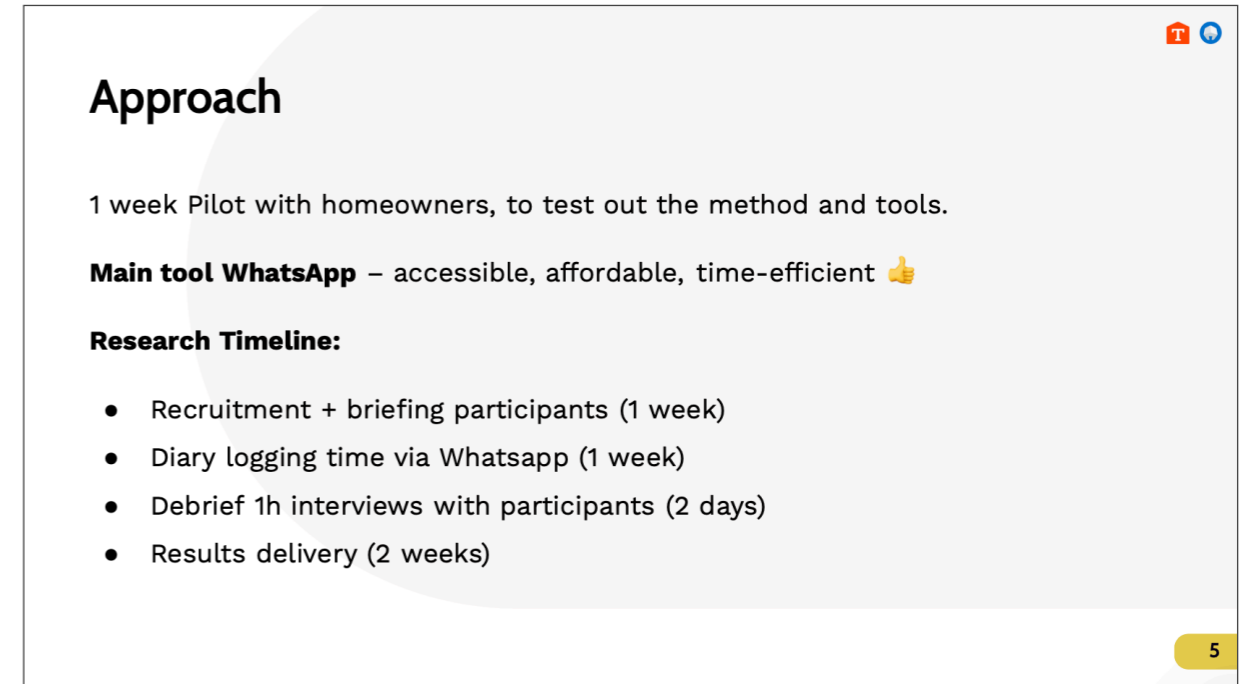
2



Method

Diary Study: Log of activities reported by users over an extended period.

4



Approach

1 week Pilot with homeowners, to test out the method and tools.

Main tool WhatsApp – accessible, affordable, time-efficient 👍

Research Timeline:

- Recruitment + briefing participants (1 week)
- Diary logging time via Whatsapp (1 week)
- Debrief 1h interviews with participants (2 days)
- Results delivery (2 weeks)

5

Approach

Extras:

- Created briefing pdf. with examples of message logs
- Screener survey
- Conversation scripts
- Visualised user journeys - used them as prompts in the debriefing interviews

6



7



Renovations start before buying the house

- Consumers who want a renovation credit (Bouwdepot) start planning renovations before owning the property. This means anticipating what is needed, planning a budget, discussing with contractors or acquaintances and applying for the renovation credit with the mortgage.
- For us, this means a number of consumers will start looking for price information and personalised advice way before having the intention to hire a professional.

9

G. Diary Study Report

“ The purchase of the house was all about the renovation, otherwise we would not have bought it. As I have a background in interior design, I made **constructional drawings**, we requested prices for the **biggest construction parts**, and based on these drawings we could ask for an ‘**Evaluation Report**’ before and after construction, so we could request a building credit. (bouwdepot) ”



Findings

- Before formal property ownership, high intent users start looking for information about their renovation via professionals and network.
- Preparations like constructional drawings are useful for evaluations and requesting a mortgage.

Insight

The renovation journey starts before property ownership.

11

Recommendation

Our target customers can also be in the early stages of property ownership which means we can cater to new audiences.

12



Building understanding

- Research in renovation work is essential, and consumers say they are forced to learn about the industry, whether they like it or not.
- To precisely communicate expectations, various tools are used: technical drawings, spreadsheets to keep a budget overview, pdfs with photos of every corner and desired changes, moodboards, materials lists, etc.
- Each consumer finds their own tools and methods, as long as it helps them communicate with the SPs. The most knowledgeable cs used industry jargon and were very specific about what results they wanted.

14

Findings

- Some homeowners need more information to decide between hiring dedicated companies versus one single contractor.
- With complex renovations, consumers need technical knowledge to make decisions.

“ Initially, the only things I wanted to do was changing the floors, remodel or change the stairs and enlarge/renovate the bathroom/toilet. I got a **bouwdepot** with the mortgage for this work. This proved to be complicated due to the floor plan of the apartment (...). I was planning to use dedicated companies for each one of these services (e.g. **Uipkes, Brugman**), but **I felt it was risky** since I **didn't know the proper order** and there would be **preparation work** that these companies wouldn't do. ”

U Ulysses,
Full house renovation

Findings

“ I received the keys of the house in February, and I **expected to start the renovation as soon** as possible. I spent part of the first two months away and doing very little research on how to do the renovation, so **it all went very slowly.** ”

U Ulysses,
Full house renovation

- Some renovations can be slow, they require time for the user to search for information and be convinced.
- Some users resort to making documents that facilitate explaining their needs and serve as a basis for their SRs and conversations with SPs.

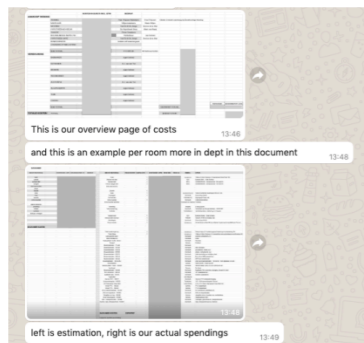
Findings

- Word-of-mouth continues to be the primary medium for finding SPs.
- Drawings facilitate an informed discussion between consumers and professionals, and help avoid misunderstandings.

“ They of course do also a lot of calculations and also from a technical perspective it was handy to reflect my plans with them. That was all for the sake of gut feeling. To get the price of a contractor **I asked at the office for connections.** And in our circle of friends/family as Utrecht is not the city where I have my connections. **Drawings make it really easy to have a solid good discussion.** Otherwise it's very easy to have misunderstandings ”

D Desiree,
Full house renovation

Budget Spreadsheets



Budget spreadsheet table with columns for 'AANKOOP WONING', 'KOSTEN IN EURO'S INCL. BTW', 'BEDRIJF', and 'VERBOUWING'.

Budget Spreadsheets

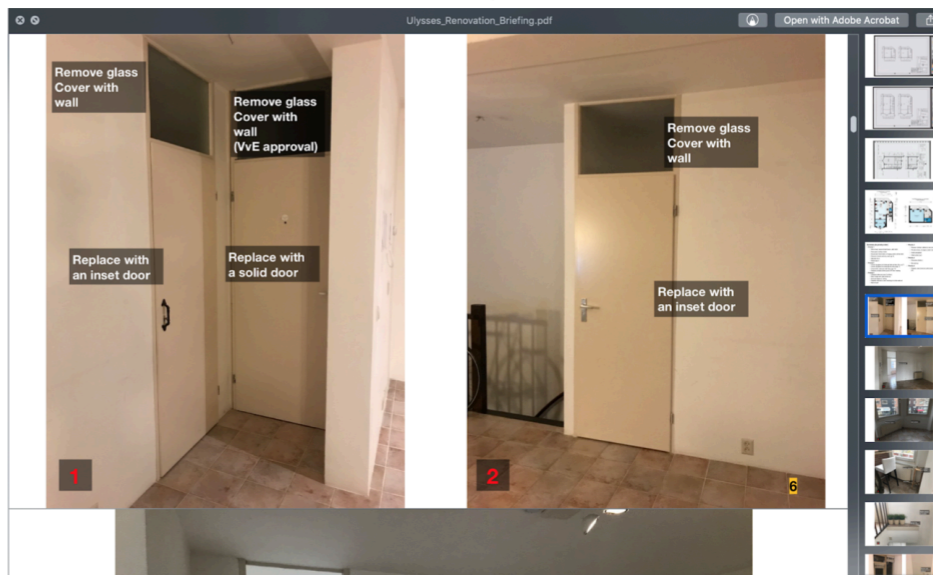


Detailed budget spreadsheet table for 'BADKAMER' (bathroom) with columns for 'AANKOOP MATERIAAL', 'KOSTEN INCL. BTW', 'BEDRIJF', 'INHOOF MATERIAAL', and 'WINKEL'.

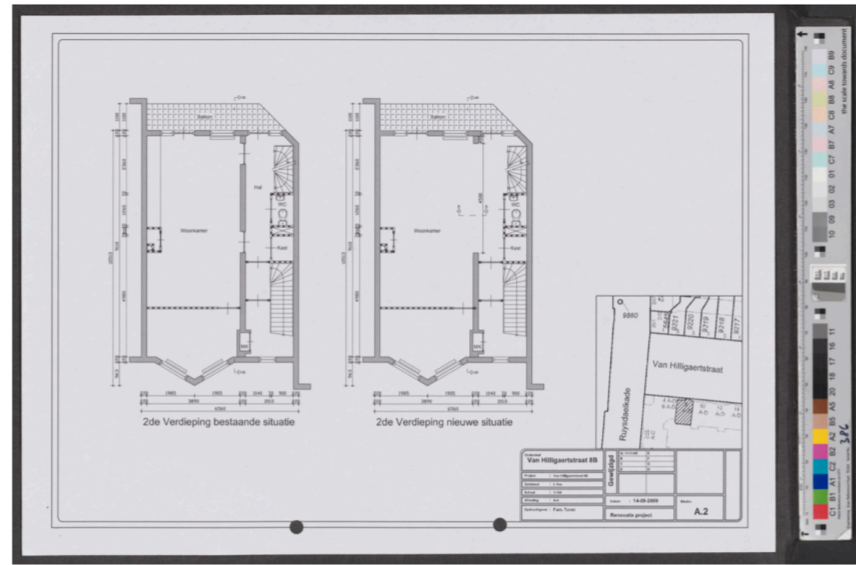
Keeping a record of materials:



'Renovation Pdf' - an extensive document of changes wanted



Technical drawings



22

Detailed customer email towards SP

Goal: make sure the work and wishes is clear towards the SP, and that they have agreed upon materials, expectations and budget.

This is an example of how I put everything in an email. This is the floor job

Beste Niek,

We zouden graag met jou in zee gaan wat betreft de opdracht voor de vloer.

Om het voor ons beide helder te hebben vat ik even ons telefoon gesprek van vandaag hieronder samen. Mocht ik nog iets missen dan hoor ik daarop graag jouw aanvulling.

Resumé:

Het gaat om een vloer van 54m² massief eiken in visgraat motief. Deze vloer is nieuw gelegd, vol in de lijm, geen nagels en onbehandeld. Er zitten kleine hoogte verschillen in de delen en wat naden. Soms zijn de naden zeker groter dan 1 mm, dit met name in de slaapkamer waar een deeltje een beetje mis ging met het leggen. Ter aanvulling, alles is begane grond en loopt in een stuk door.

Jij gaf aan de vloer te kunnen schuren (de vloer mooi vlak te krijgen), de naden te kunnen vullen (2x zou waarschijnlijk nodig zijn), je gaf aan dat bij de grote kieren je desnoods eerst kit kan gebruiken om dit goed op te vullen.

Voor de uitstraling is onze wens een matte onbewerkte look waarbij de vloer zijn natuurlijke rustieke karakter behoudt. Jij adviseert ons daarin een Ultra matte lak, vergelijkbaar aan Skylt.

Deze werkzaamheden zouden op een bedrag van €32,50 p. m² uitkomen, wat in totaal uitkomt op een bedrag van €1755,- incl BTW (+ incl materiaal en voorrijkosten)

Jij vertelde ons dat je 15 mei kan starten en 16 en 17 mei daar ook voor nodig hebt. (3 dagen werk totaal)

Volgens mij is daarmee alles samengevat. Zou jij dit aan ons kunnen bevestigen en zonnig als ik iets gemist heb aan kunnen vullen?

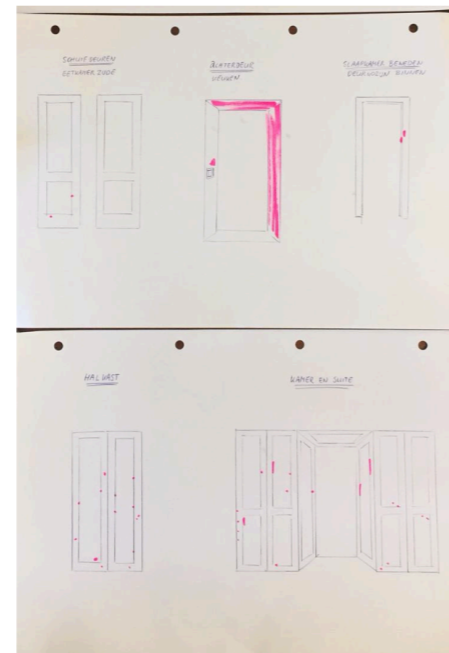
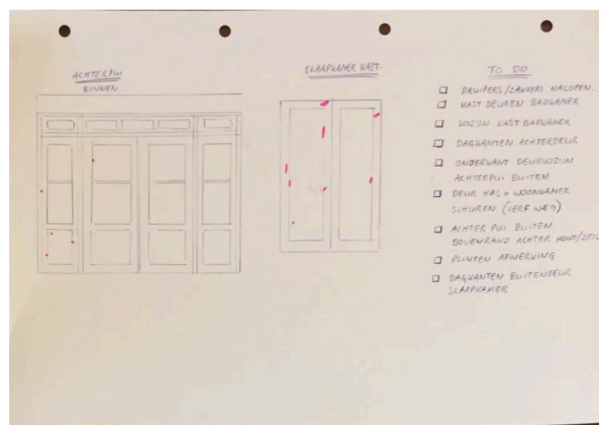
Daarnaast willen wij graag weten of wij in ons huis kunnen slapen en zo niet om welke nachten dat zou gaan. En, hoe laat je de 15e verwacht te starten, dan kunnen we zorgen dat we er klaar voor zijn.

We horen graag van je.

We kijken uit naar je komst

23

Detailed drawing & checklist of spots that need repainting, after the initial painting job



24

Insight

Consumers need to build deep understanding of the renovation work but don't always know how

25

Recommendation 1

WS could act as a tool for consumers to learn about the renovation and plan it.

26

Recommendation 2

Some users need more guidance than others. WS could provide assistance to users on how to best communicate their wishes.

27



28

It's all about trust

- Online is unknown territory and it's subject to assumptions.
- Anything that seems strange will immediately defer the user - from the visual aspect of the site and profiles, to the way SPs communicate, how often they communicate, nr. of reviews, etc.
- Consumers mentioned they take reassurance in reviews and proofs of quality, but only if these are above a certain number and look realistic.

29

“ When I have the **slightest weird feeling about it, it’s a NO**. A comment that I might think 🤔 or the contractor himself makes a weird response, then whatever... (I drop it and look somewhere else) ”

D Desiree,
Full house renovation

Findings

#Fear of the unknown

- Skeptical users are more likely to react against anything that is considered to be ‘strange’.
 - **Examples:** Service Professional’s communication skills, how often they communicates, etc.

“ **I asked for him** (invited SP). So **he was not from the losers list who were chasing jobs**.

Another guy kept on contacting me via whatsapp, sms, call, I get super irritated by that. It gives me the feeling that you need the job too much and I don’t trust that situation so you’re out ”

D Desiree,
Full house renovation

Learnings

- Showing too much availability makes can make users perceive the SP “needs the job too much”.

“ It does not really has its best reputation. I come from an area where live many contractors etc. The overall saying is that the **good people are not on Werkspot**. (...) So **it’s risky** to hire someone via Werkspot because it’s often people who deliver a bad job.

If I would live in the area where I am from, I also would never use it because I know there a lot of people in various fields of expertise. Only now I am in Utrecht and **my network is not here**. ”

D Desiree,
Full house renovation

Findings

#Online skepticism

- Some users consider it ‘risky’ to hire via Werkspot due to the ‘bad quality’ that SPs might deliver.
 - This is part of the trust barriers that users have to break when hiring SPs online.
- Some users are motivated to use Werkspot by not having access to a network that can recommend an SP.

“ I posted my renovation job on Werkspot, but I didn’t act upon the responses. The reason: I was traveling and **I didn’t see the data that would give me confidence** (high quality before and after photos, number of reviews)... ”

U Ulysses,
Full house renovation

Findings

- Some users in the early stages want to hire specialized companies, this depends on the type of renovation that will be made.
- Skeptical users need more evidence of quality (before/after photos and reviews) from Werkspot SPs.
 - If they are not ‘reassured’ they are quick to migrate to alternatives.

“ Posting the request was fine, but it's a different mindset than the old experience of 'shopping around' for a company. I did this **shopping around at Bouwnu** looking at companies that would serve my area and had lots **(100+) of positive reviews**. Even though **the process** with Bouwnu **made me more comfortable**, almost all companies were busy and wouldn't take any work. ”



Ulysses.
Full house renovation

Findings

- Hiring SPs online is an uncertain process, users rely heavily on reviews (quantity and quality).
- Bouwnu (competitor) is considered by some users to have more professionals with 100+ reviews than Werkspot.
 - There is a correlation between reviews and user trust.

Insight

Trust online comes with difficulty, but it is helped by evidence of quality.

35

Recommendation 1

WS could provide more trust by aiming to increase the number of reviews and making reviewing easier.

36

Recommendation 2

WS could provide a standard way of documenting portfolio photos for SP's to build on the users trust.

37



38

Recommendations are low barrier to trust

- A renovation is a ‘foreign territory’ for most people. Knowing someone with a similar experience who provides a recommendation is very easy to trust.
- There is a ‘familiar component’ that is not present online.
- Consumers consider recommendations to be easier, it takes the hassle away from having to look for an SP. 🧑🏻‍🔧



39

...but don't always live up to the expectations

- There is little evidence of quality from the SPs work.
- Even if the consumers can see the work the SP did in another house, it does not guarantee the quality will be the same.
- Consumer satisfaction with the results of SPs hired via WS was stated to be just as high, if not higher than WoM-SPs.
- However, **(for SPs hired via WS)** when asked if they wrote a review - **consumers mentioned they will recommend the SPs to others (via WoM)** but didn't remember if they reviewed them or not.



40

Findings

- WoM recommendations, are easy to trust but don't guarantee the quality the SP will deliver.
- Word of mouth is still the predominant mean to hire SPs, even with uncertain outcomes.



Jamie,
Several renovations: cement flooring, garden, kitchen and bathroom renovation

“ He came out to our house before it was finished and gave us recommendations based on our floor plan, and **we also had seen his work at a friend's house** so we thought the result would be good. Unfortunately **they did a very bad job and caused us a lot of stress.** They couldn't fix the floor for 7 times in a row. We had to move out of the house for 3 weeks with a 4-month old baby.”

Insight

Friends & family recommendations are easier to trust for the initial hire, but the results are not necessarily better.

42

Recommendation 1

Facilitate a WoM type of recommendation via WS. Convey a 'familiar feeling' behind the person recommending the SP.

43

Insight 2

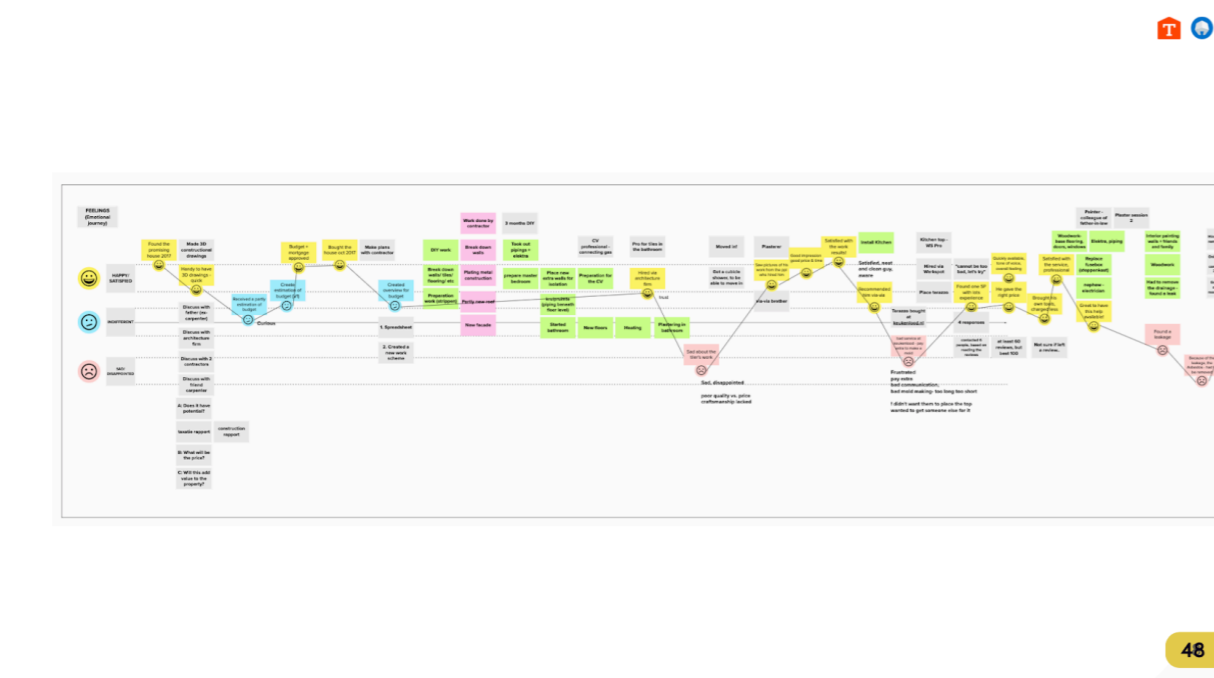
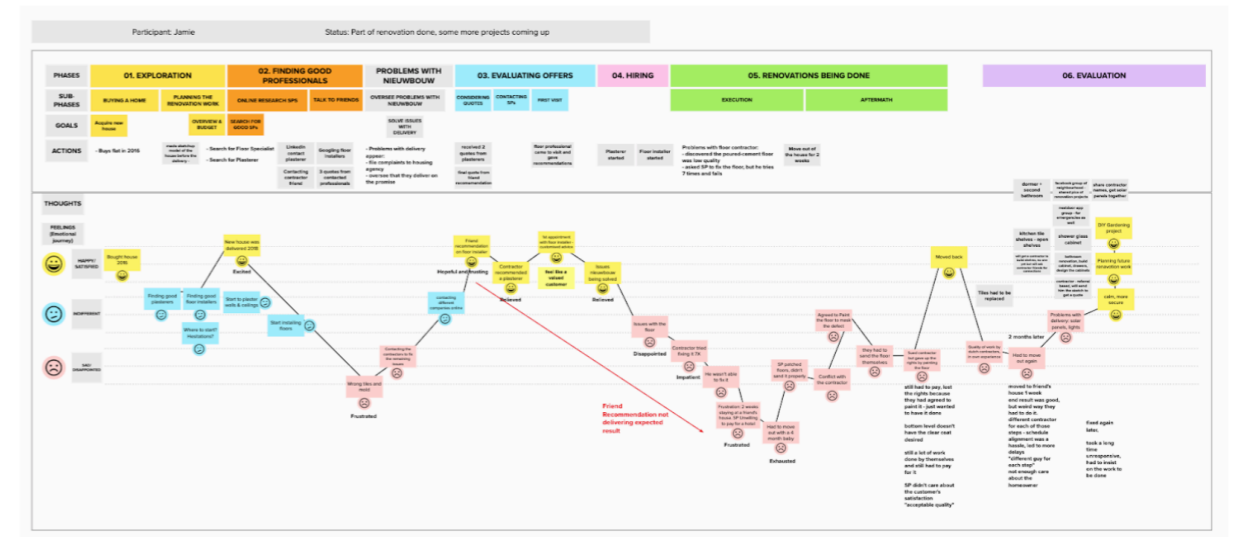
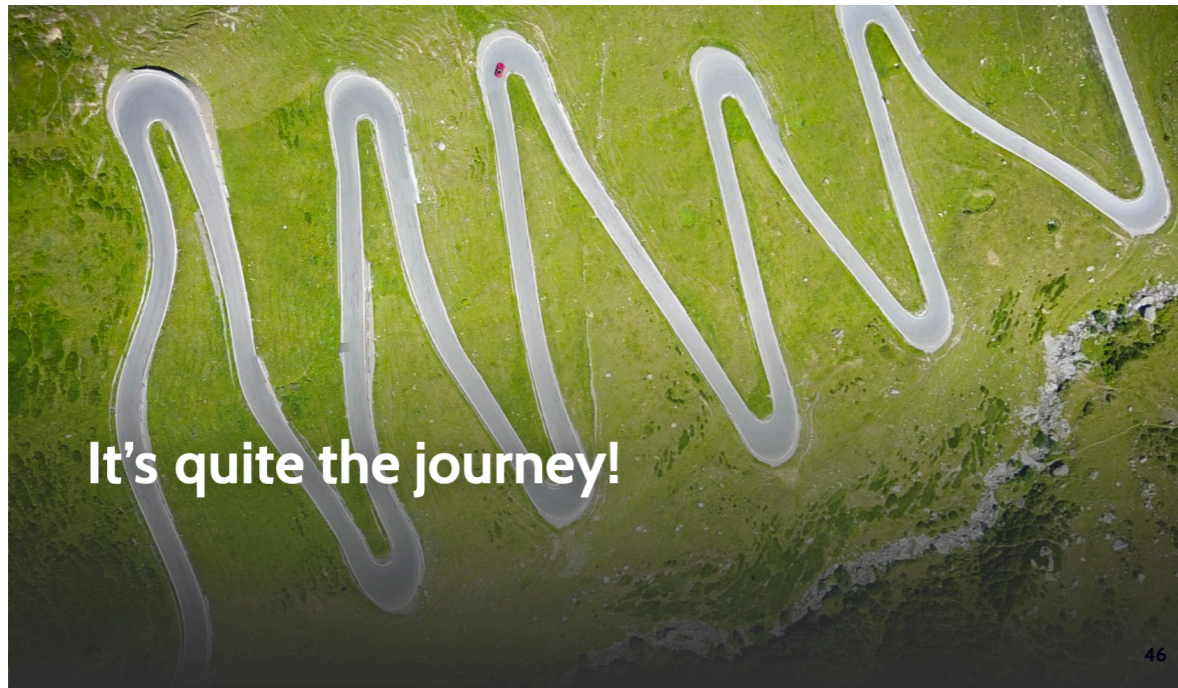
Even when consumers are satisfied with SPs hired via online, the tendency is to recommend them via WoM - thus not closing the loop online.

44

Recommendation 2

Make it worthwhile to review and recommend online, to close the loop; this in turn will create stronger profiles + trust for new consumers.

45



We learned about the steps prior and during renovations

Prior to renovation

- **House mortgage:**
 - Bouwdepot + hypotheek
- **Renovation advice:**
 - architecture firm
 - own network, acquaintances
 - contractors
 - friends, family
 - google search
- **Finding a house:**
 - Funda, others

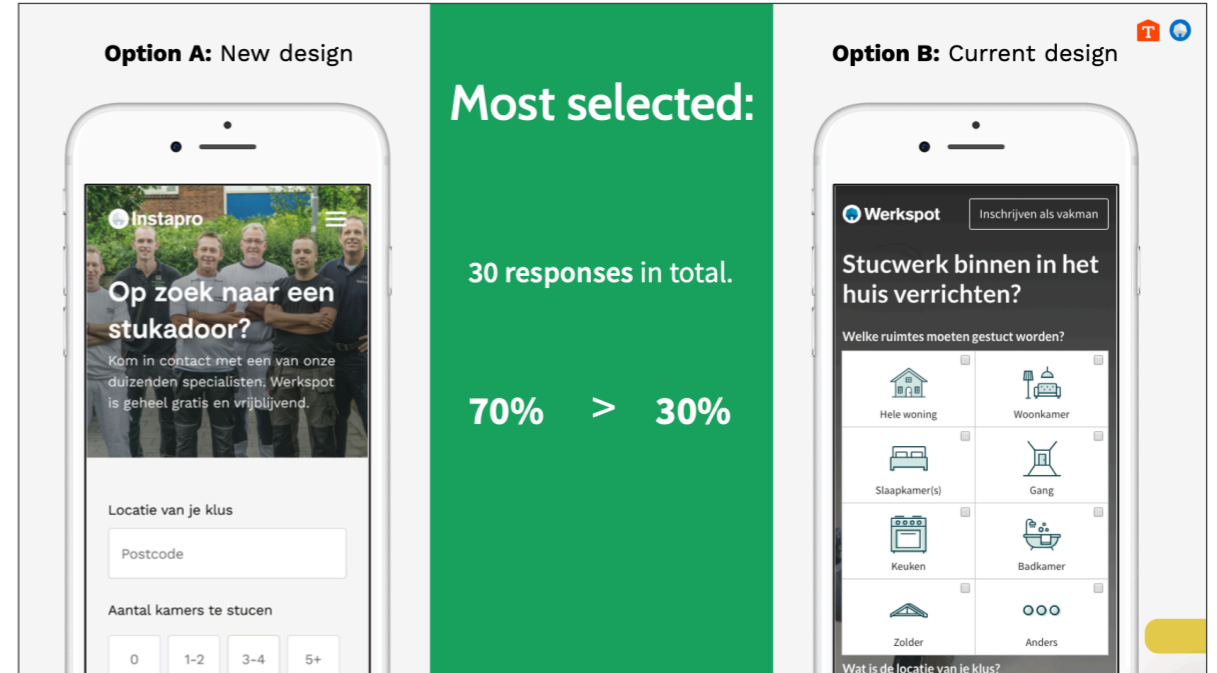
During renovation

- **Finding a professional online:**
 - Werkspot, Google, Facebook pages and independent contractors.
- **Alternatives:**
 - Bouwnu (SPs with 100+ reviews) Zoofy, etc
 - WoM recommendations
 - Specialized companies (Uipkes, Brugman, Loodgieter, etc)

G. Online Concept Testing Report



Online Concept Testing is a research method that was continuously applied through the graduation project with over 300 people in the Netherlands, France and Italy. It was conducted until a successful outcome had been reached. This is one of the multiple reports that were delivered.

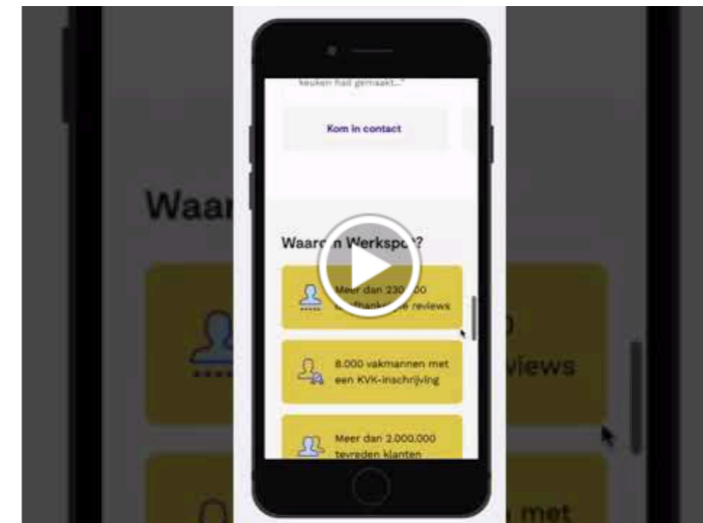


Confidence in new design

The design is still undergoing iterations, nonetheless, we are heading in the right direction by reaching higher levels of user preference.



How does the new design look like?



Why was it selected the most?

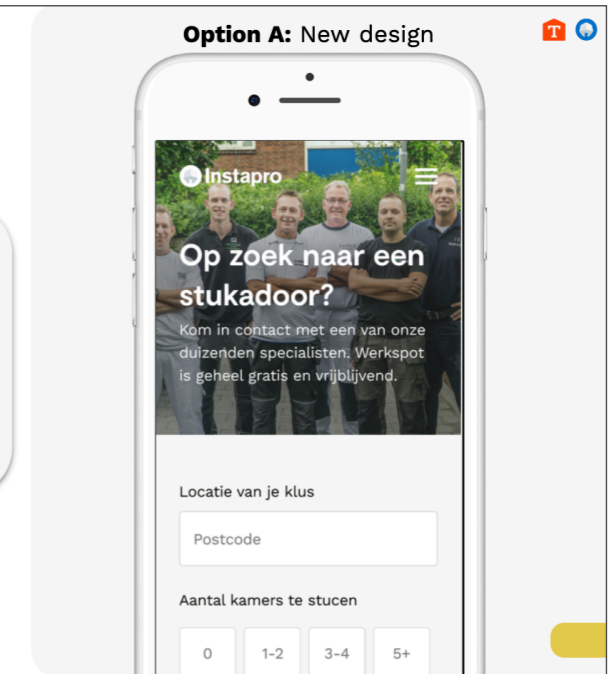
Some elements that favored the selection of this option were:

- **Photos** (Make it more personal)
- **Reviews** (Reliability/ Confidence)
- **Clarity** (Information & design)



User Quotes

“Generates confidence (because of the **photo**) because you immediately see who you are doing business with. In addition, **clear and fresh design**, less businesslike and more personal than the others.”



What information is relevant if you are looking for a plasterer?

Reviews (x12)

Plasterer experience (x10)

Availability (x3)

Insights

- Users want to immediately know more about the plasterers before they can hire (skills, expertise, previous work, availability)
- They most valuable information are the customer reviews.

What information is missing if you are looking for a plasterer?

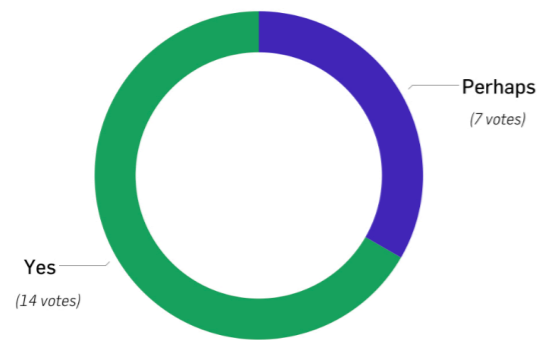
Price/ Cost (x15)

Price per m² (x4)

Insights

- The most sought after information is cost of plastering, especially in the context of cost per m².
- The pricing cluster of landing pages could be re-explored.

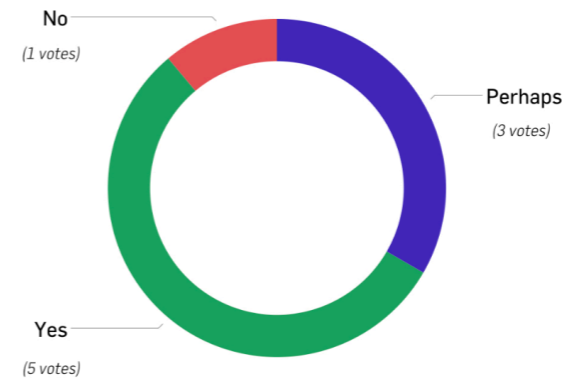
Would you use this website?



New design

The majority of people answered they would use this website. (14 out of 21)

Would you use this website?



Current design

5 out of 9 respondents that chose this option stated they would use it.

Only 1 person out of 30 indicated they would not use the site.

Information that would help the users the most:

- **Reviews about the plasterers** 60% = 18 votes
- **Form to describe my job** 17% = 5 votes
- **More information about plastering** 10% = 3 votes
- **Plasterers in my area** 10% = 3 votes
- **How the site works** 0% = 0 votes
- **Reviews about the website** 0% = 0 votes

What does it look like in the landing page?

- **Reviews about the plasterers** 60% = 18 votes

Stukadoors die binnenkort beschikbaar zijn

The Freehander Man
★★★★★ (135)
✓ Lid sinds 2015

"Ton heeft super mooi en strak onze keuken gestuct. Is nog een keer terug gekomen om zijn eigen werk te controleren..."

[Kom in contact](#)

Best beoordeelde stukadoors

Stukadoorsbedrijf van Gaalen
★★★★★ (384)
✓ Lid sinds 2015

"...goede communicatie met een 'niet lullen maar poetsen' mentaliteit, dat zie je tegenwoordig niet meer zoveel !"

[Kom in contact](#)

What does it look like in the landing page?

- **Form to describe my job**

17% = 5 votes







Locatie van je klus

Postcode

Aantal kamers te stucen

0 1-2 3-4 5+

Wat wil je gestuct hebben?

<input type="checkbox"/>	<input type="checkbox"/>
 Hele woning	 Woonkamer
<input type="checkbox"/>	<input type="checkbox"/>
 Slaapkamer(s)	 Gang
<input type="checkbox"/>	<input type="checkbox"/>
 Keuken	 Badkamer

What does it look like in the landing page?

- **More information** about plastering

10% = 3 votes

Recent afgerond stucwerk

Onze consumenten beoordeelden de 4744 aangesloten vakmannen met een gemiddelde score van 4.5 sterren over 88755 reviews.



Uitgevoerd door Skservices

...Hij communiceert duidelijk, is betrouwbaar en heeft goed werk geleverd (check de foto's maar van

Over stucen



Wat kost het stucen van je muren?

De kosten voor een stukadoor zijn afhankelijk van een aantal factoren, zoals het soort stucwerk... [Lees meer](#)

What does it look like in the landing page?

- **Plasterers in my area**

10% = 3 votes

Stukadoors bij jou in de buurt

van den Bos afbouw

★★★★★ (135)
✓ Lid sinds 2015

"Eduard heeft uitstekend werk afgeleverd! De wanden zijn strak opgeleverd net als de koof die ik voor de keuken had gemaakt..."

[Kom in contact](#)

User quotes

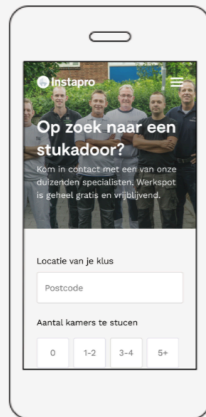
Why did you select this option?

"This option really **takes the customer as a starting point**, you can **indicate** which **space** should be plastered. The other option I think contains too many photos, which adds nothing to my idea."



Current design

User quotes



New design

Why did you select this option?

“Sounds reliable. Easy to search by filling in a few things. Glad there are also **reviews**. Gives **extra confidence**”

