

MASTER THESIS

DESIGNING A NEW DELIVERY SERVICE

for PostNL



APPENDIX

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Appendix A: Multicase Analysis

Multicase Analysis Set-Up

Goals

- Understanding competitive playfield
- Inspiration

Research questions

- 1) How does the competitor position itself?
- 2) What topics are discussed in the press release and media bank, and annual report of that company and what does that say about the competitor?
- 3) Which services does the competitor offer (including its last-mile services and pricing)?

Sampling strategy

PostNL's (in)direct competitors were divided into four categories: same country, postal company; same country, service provider; different country, postal company; & different country, service provider. Although most of these competitors are no direct threat to PostNL, much can be learned from them. Because most of these competitors operate in a similar yet different environment, the aim is to find particularities that provide inspiration or even translation and application to PostNL's practices.

I chose to pick one competitor from three aforementioned categories to cover the broadest spectrum of service providers. Since PostNL is the leading postal carrier in the Netherlands, the category 'same country, postal company' is left out. This type of purposeful sampling is also known as maximum variation purposeful sampling and aims to discover unique or diverse variations that have emerged in adapting to different conditions (Palinkas, 2015). Amazon (Prime), Coolblue and Posti are the chosen competitors. To collect comparable data, the data sources that were used are the competitor's annual report, website, and press release and media bank. The annual reports, and press release and media banks are coded line-by-line to create comparable data.

Data collection

- Analysis of primary and secondary sources
 - Websites, artikels, journals, interviews, newspapers, app
- Interviews with companies/experts to fill knowledge gaps

A.1 Amazon Analysis Form

GENERAL INFORMATION

Company name:	Amazon.com, Inc.
Headquarter location:	Seattle, Washington (United States)
Revenue:	10.073 million USD net income in 2018 (Amazon, 2019a)
Delivery volume:	Unknown, although Morgan Stanley estimates 2.5 billion parcels in 2019 (Cheng, 2019)
Number of employees:	647.500 as of December 31, 2018 (Amazon, 2019a)
Number of customers:	100 million+ Amazon Prime members (internationally) (Amazon, 2019b)
Active in:	Africa and Middle East (30 countries), Americas (31 countries), Australia, Asia and Pacific (23 countries), and Europe (46 countries) (Amazon, n.d.)

POSITIONING

Company's first impression

The first sentence you read on the Amazon homepage is: "Welcome to Amazon.com. We ship over 45 million products around the world." The rest of the homepage is solely focused on products: "Recommendations for you", "AmazonBasics", "Shop by Category", "Renewed Computers", etc. (Amazon, 2020a) This creates the notion that Amazon wants its consumers to mainly focus on buying products and less on its other services like Amazon Prime.

Company's press releases and media bank analysis

Source: The Amazon blog Day One (Amazon Day One, 2020)

Dates: not possible to filter on dates

Number of articles scanned: the first 150 results

Amazon publishes an extensive press release and media bank on its website. Amazon provides a 'Press center' with its latest press releases and comprehensive search functions (Amazon, 2020b). Next to the formal Press center, the company provides a blog that is updated daily called 'The Amazon blog Day One' (Amazon Day One, 2020). Here, readers can read up on the latest Amazon news and scroll through previous posts.

The formal press releases from the Press center are also published by Day One, albeit in a more informal way. I therefore choose to only analyze the articles that are published in Day One. The feature 'show newest' does not work, therefore I scan through the first 150 posts. These are the emerging themes:

Amazon's products and services (n = 32)

Amazon dedicates most of its posts to its products and services. Amazon's biggest pride appears to be Alexa with ten posts, closely followed by Amazon Prime with eight posts. Other posts include Prime Day, Amazon Pay and Prime Video. It seems logical that products and services are Amazon's biggest focus since its products and services are the company's core business.

Operations (n = 22)

It would not surprise me if Amazon receives much recognition and questions about how they manage their steady growth, and already extensive facilities and personnel. I think they respond fittingly by focusing a relatively large number of posts to their operations. The operations theme can be divided into three subtopics: (1) personnel (e.g. careers, hiring and wages), (2) real estate (e.g. offices and warehouses) and (3) compliance.

Social involvement (n = 20)

Amazon tries to convey its social involvement through several different community projects. I feel a sort of pride shimmering through their community related posts. For example, Jeff Wilke, CEO Worldwide Consumer at Amazon says: "This is a season of giving, and we are thrilled to deliver smiles and surprise hundreds of charities with the products they are in most need of right now." (Amazon Day One, 2019). The majority of the projects focus on charity, natural disaster relief, inclusive hiring and supporting several communities, such as: local initiatives, war veterans, LGBTQ, etc.

Innovation (n = 19)

Innovation is also one of the themes that receives attention from Amazon. The theme can be roughly divided into three subtopics: (1) tech events organized by Amazon (e.g. re:MARS, re:Invent and the Amazon Devices Event), (2) new technological solutions (e.g. warehouse robots, drones and droids) and (3) educational courses aimed at educating and recruiting STEM students (e.g. Camp Amazon).

Other themes

Next to the aforementioned themes, Amazon also publicates posts about sustainability, trends, holiday shopping and provides explanatory posts about, for instance, 'how to read your packaging label'.

Amazon's 'About Amazon' page states the following: "Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking." (About Amazon Staff, n.d.) I find it remarkable that three out of four statements are directly translated into emerging media bank themes: customer obsession into Amazon's products and services, passion for invention into innovation and operational excellence into operations. It creates the impression that corporate strategy is well aligned with marketing and external communication.

Annual report

Several topics have become apparent based upon 45 codes I extracted from Amazon's annual report 2018. These topics, from high to low loaded, are: (1) product, services and development (n = 10), (2) customer experience (n = 7), (3) risks and investments (n = 7), (4) strategy (n = 6), employees (n = 6), (5) external threats (n = 4), (6) operations (n = 3) and (7) marketing (n = 2).

Noteworthy is the strong connection between 'customer experience' and 'strategy': these topics appear to be inseparable. For example, "Amazon holds four principles: customer

obsession rather than competitor focus, passion for invention, commitment to operational excellence and long-term thinking" is a strategy code which links directly back to the customer experience code "Amazon wants to be Earth's most customer-centric company". Same goes for strategy code "Amazon's principal competitive factors are selection, price, convenience, including fast and reliable fulfillment. Additional factors include quality, speed and reliability of services" from strategy and customer experience code "Amazon provides easy functionality, good fulfillment and timely customer service".

'Strategy' and 'customer experience' seem to be dependent upon 'product, services and development'. This makes sense, since Amazon's core business is selling products, as we saw earlier in this analysis. Remarkable are the codes that state that Amazon tries to invent things that no one asked for, which can be linked to the 'risk and investments' code "Amazon rather makes bold than timid investment decisions". It indicates that Amazon is willing to invest in products and services that might become either a huge success or a big failure.

Amazon acknowledges that its extensive global presence entails considerable risks, such as: "Amazon's rapid growth strains global operations", "Amazon has a broad array of competitors in many sections" and "Amazon's business is subject to rapid change, the development of new business models and the entry of well-funded competitors". Nonetheless, Amazon appears to uphold a progressive mindset.

My last remark is the absence of naming sustainability. According to its website, Amazon values sustainability, but this does not come forward in the annual report. Therefore I question the real value Amazon attaches to sustainability.

SERVICES

Main service

Amazon Prime is Amazon's main service which includes multiple subservices. Amazon markets Prime as: "Get the best of shopping and entertainment with Prime" (Amazon Prime, n.d.). In the US, Prime includes unlimited access to Prime Video, Amazon Music, Prime Reading, Twitch Prime, exclusive deals on Prime Day, discounts at Whole Foods Market, Prime Wardrobe and photo storage. Prime is built on the foundation of unlimited fast, free (one-day where possible) delivery. With Amazon Day, Prime members can even choose a day of the week to be their delivery day (Amazon, 2019b) (Amazon Day One, 2019b). Amazon also offers guaranteed delivery and no-rush shipping. Consumers can try Amazon Prime for free for 30 days (Amazon Help & Customer Service, n.d.).

Other services

According to Amazon's annual report of 2018, Amazon offers programs that enable sellers to sell their products in their stores and fulfill orders through them, and programs that allow authors, musicians, filmmakers, skill and app developers, and others to publish and sell content. Amazon services developers and enterprises of all sizes through their Amazon Web Services segment, which offers a broad set of global compute, storage, database, and other service offerings. Amazon also manufactures and sells electronic devices. In addition, they provide other services, such as advertising (Amazon, 2019a).

Last-mile delivery options

Amazon delivers with or to Amazon Hub Lockers, Amazon Hub Counters, to P.O. Boxes and home delivery (with electric vans) (Amazon Help & Customer Service, n.d.). Interesting side note is that Amazon is actively developing drones to deliver parcels in less than 30 minutes. The deploy date is unknown and depends upon regulatory governmental support (Amazon Prime Air, n.d.).

Pricing

The regular price for a Prime membership is \$119 per year. If the consumer chooses to be charged on a monthly basis, the membership charge is \$12,99 per month. Prime Students are charged \$6,49 per month. EBT and Medicaid (food, cash and medical welfare programs) cardholders receive a discounted charge of \$5,99 per month (Amazon Help & Customer Service, n.d.).

Deliveries are mostly free for Prime members. If additional services are requested (e.g. Saturday shipping or same-day delivery), Amazon might charge extra (Amazon Help & Customer Service, n.d.).

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A.2 Coolblue Analysis Form

GENERAL INFORMATION

Company name:	Coolblue Holding B.V.
Headquarter location:	Rotterdam, the Netherlands
Revenue:	€1,35 billion in 2018 (Coolblue, 2019a)
Delivery volume:	Unknown, however the annual report states "647K doorbells rang by Coolbluers" (Coolblue, 2019a)
Number of employees:	4.500 (Coolblue, 2019a)
Number of customers:	Unknown
Active in:	The Netherlands and Belgium

POSITIONING

Company's first impression

There is not one 'real' message Coolblue tries to convey to its website visitors. Four sort of news items are the first things you encounter. Underneath the menu bar, there is a small hint of Coolblue's service: "Ordered before 23.59h, delivered to your home the next day for free", "Free returns" and "Best webshop 2018/2019". The web page layout has a recognizable clean blue look. After the news items, twelve products are presented, followed by product categories to browse through. It seems as if Coolblue wants to present itself in the first place as a convenient webshop (Coolblue, 2020b). After further research, it appears that Coolblue likes to convey the message "Everything for a smile".

Company's press releases and media bank

Source: Front Page News (Coolblue, 2020a)

Dates: January 2016 - February 2020

Number of articles scanned: 49

Coolblue has its own news webpage called 'Front Page News'. It reminds me more of a blog than a formal press release page. The post frequency is not very high: in 2019 Coolblue published 16 posts (Coolblue, 2020a). Two main themes stand out:

New products and services (n = 16)

Coolblue publishes most news about new products and services. Examples are: CoolblueBikes, the delivery and installation of white goods, an augmented reality function inside their app and the sales and installation of solar panels.

Coolblue's assets (n = 15)

Coolblue devotes many posts to its assets, in which a distinction can be made between real estate (i.e. stores and warehouses) and devices (e.g. electric vans, new parcel machines and a solar roof). Remarkable is the number of posts related to new stores that are being opened (n = 11).

Other themes

Other themes that become apparent when looking at Coolblue's news page, are: revenue and finance related posts (n = 5), awards and prizes (n = 4) and posts that provide a look behind the screens (n = 3).

Annual report

Coolblue calls its annual report the 'yearbook'. Several topics have become apparent based upon 67 codes I extracted from Coolblue's annual report 2018. These topics, from high to low loaded, are: (1) sustainability (n = 17), (2) values (n = 11), strategy (n = 10), customer experience (n = 10), culture (n = 8), services (n = 8) and assets (n = 3).

The first thing that I notice is that Coolblue does not mention sustainability often on its website or in its news articles, but that it is mentioned a lot in the annual report. Coolblue aims to become completely climate-neutral and already has taken steps into that direction (e.g. smaller packaging, waste management, offering recycle points, a solar roof, etc.). I wonder why Coolblue does not openly communicate about its ambitious sustainability goal.

In my opinion, Coolblue is a strong brand that is recognized for its blue-orange color scheme and customer service. What might underlie this, is the extent of attention that Coolblue pays to its values. According to the annual report, Coolblue's values are reflected in everything they do. There are no hard strategies mentioned in the report. Instead, they mention values as guidelines. I get the idea that its values are strongly correlated to the company's culture in which every employee is expected to comply to the company values.

It is no surprise that the rest of the annual report mostly is about customer experience and services. Coolblue's focus on delivering the best possible customer experiences is clearly expressed ("To achieve a high NPS, Coolblue needs to exceed customer expectations."). This is in line with the customer centric image I mentioned earlier.

SERVICES

Main service

If a product is ordered before 23.59, it is delivered the next day for free, even on Sundays. If you choose for another day or for evening delivery, the delivery is free. Coolblue also offers Coolblue VandaagNog (loosely translated: Coolblue Today): if a product is ordered before 12.00, the order is delivered between 18.00 and 23.00 that day. This service costs €4,95 per order (Coolblue, 2020c).

Other services

Coolblue offers several services next to their free delivery policy. The first one is a white good subscription: you pay a fixed fee per month and in return Coolblue makes sure you will always have a working device. If it breaks, you get a new one within 48 hours (Coolblue, 2020d). Coolblue also offers an installation services for televisions: the television is hung on the wall, installed, connected to a working signal and connected to WiFi (Coolblue, 2020e). The same goes for the installation of white goods (Coolblue, 2020f). Another Coolblue service is Backup Plan. With a Backup Plan, costs that fall outside the standard warranty are also covered. The standard warranty is extended by a number of years and the product is insured for fall-, impact- and water damage, and manufacturing defects. Some Backup Plans

insure in case of theft, loss, or damage due to accidental misuse. Coolblue offers several types of Backup Plans (Coolblue, 2020g).

There is one Coolblue services that stands out: Coolblue sells and installs solar panels in the areas Rotterdam, Amsterdam, Apeldoorn and Tilburg. After the installation, Coolblue advises on how to get the best return from the panels. They help with reclaiming VAT and give tips for maintaining the panels (Coolblue, 2020h). I think it is a very smart move to combine the sales and installation of solar panels. They already do the same with lower priced products like white goods and are now able to extend their product and service range to a high-investment product segment.

Last-mile delivery options

Coolblue offers three types of last-mile delivery: via PostNL (including options like regular home delivery or sending the parcel to a PostNL retail location), with their own electric vans (only for television delivery) (Coolblue, 2019b) or with CoolblueBikes (Coolblue, 2018).

Pricing

Coolblue's next day delivery is for free. Coolblue Today costs €4,95 (Coolblue, 2020c). The television hang and installation service costs €89,99 (Coolblue, 2020e). The white goods installation is for free, provided that no complications arise during the placement (Coolblue, 2020f). The price for the other services varies per product per service.

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A.3 Posti Analysis Form

GENERAL INFORMATION

Company name:	Posti Group Corporation (state owned)
Headquarter location:	Helsinki, Finland
Revenue:	0,7 million EUR net result for the period in 2018 (Posti, 2019a)
Delivery volume:	44,1 million parcels in 2018 (Posti, 2019a)
Number of employees:	18.522 in 2018 (Posti, 2019a)
Number of customers:	250.000 monthly users of the OmaPosti-app
Active in:	Finland, Russia, Sweden, Norway, Estonia, Latvia, Lithuania, Poland, Germany, Switzerland and the United States (Posti, 2019a)

POSITIONING

Company's first impression

Posti conveys a very clear first message when looking at its homepage: "The best services for eCommerce in one place. Carbon neutral transportation services, international network and eCommerce's own customer service guarantee the most coverage and the happiest customers." (Posti, 2020a) I find this quite a statement. Sustainability, an extensive network and customer service appear to be Posti's focal points. The rest of the webpage is mainly focused on sending a parcel, receiving an item and OmaPosti (translated: Your Post).

Company's press releases and media bank

Source: News releases (Posti, 2020b)

Dates: January 2016 - February 2020

Number of articles scanned: 198

Posti's press release page and media bank looks well-organized: the items are organized in a clean list and are sorted by date. Scrolling through some article titles, I notice that the topics of the articles are very diversified: one article is about a stamp design competition, another about labour union strikes and another is about the outcomes of a large e-commerce survey. It seems as if Posti makes no distinction between serious news and fun news. The themes that emerge, are:

Post stamps (n = 36)

Surprisingly, the biggest theme that I could find within Posti's news releases is post stamps. Posti devotes much attention to stamps in terms of post stamp design competitions, the release of new stamp editions and the illustrations on their post stamps. In some articles, Posti explicitly mentions the relation between stamps and emotions. Unfortunately, I was not able to figure out why Posti pays this much attention to stamps and emotions.

Process changes and operations (n = 30)

Via its news releases, Posti keeps its customers up to date when it comes to its operations and process- and price changes. The most posts are about changes in delivery rates and

delivery times. Other articles concern shipment delays, privacy statements, opening hours, etc. The article in this theme share mostly practical information.

Human Resources (n = 28)

Another big emerging theme is HR. This theme can be split in two subtopics: the relocation of job positions within Posti and labour union strikes. I find it remarkable that a 'non-sexy' theme receives this much attention on Posti's news release website. I feel like Posti is trying to be very transparent on everything that is happening without considering what is fun to read or not.

Innovation (n = 20)

Strikingly, only few Posti articles concern a fun-to-read theme such as innovation. A focus point is the growth of e-commerce which Posti seems to pay a lot of attention to. Posti even conducted its own e-commerce survey. Other topics are new Posti services, food delivery advancements and the development of pick-up possibilities. It is noteworthy that Posti only mentions its OmaPosti service twice in total. Posti seems to innovate mostly via cooperations with other companies.

Furthermore, Posti has many 'loose' articles on its news release page. Think about holiday-specific posts, sales numbers, mergers and acquisitions, and sustainability-related posts. Once again, I notice that a fun-to-read theme like sustainability is only mentioned few times.

Annual report

Posti does not have one regular annual report, but one financial statements report and one sustainability report (Posti 2019a; 2019b). In my opinion, you could say that the financial statements report focuses on Posti's accountability towards the government of Finland and its shareholders, whereas the Sustainability Report focuses on Posti's accountability towards its customers and the environment. I chose to combine both reports and analyse them as if together they are one annual report.

I extracted 26 codes from the financial statements report and 30 codes from the sustainability report. The following topics have become apparent: (1) strategy (n = 10), sustainability (n = 10), Posti as service provider (n = 9), social responsibility (n = 7), employees (n = 7), services (n = 7) and operations (n = 4).

The first thing I notice is the strong connection between 'strategy', 'sustainability' and 'social responsibility'. As the reports state: "Posti's sustainability is divided into four themes: responsible service provider, sustainable business, creating value for stakeholders and engaged multi-skilled employees." The first two themes are directly translated into 'sustainability' and 'social responsibility' which are also two of the bigger code themes that emerged from the reports. 'Social responsibility' is strongly correlated to 'employees', as stated by Posti: "Providing a safe and healthy working environment for employees is the key objective of Posti's people responsibility." Given that Posti literally states how much they care about sustainability and responsibility, and that this also comes forth from the analysis, makes me believe that Posti is a decisive and truthful.

Remarkably, the message Posti wants to convey based upon its annual report is completely different from the message Posti conveys through its news releases. Whereas the annual report is mainly about sustainability and social responsibility - both 'sexy' topics, the news releases are mostly aimed at processes, prices and strikes - mostly dull topics. Sustainability and social responsibility are almost never mentioned in the news releases. I wonder why the annual report and news releases are this unaligned. Innovation is only mentioned once in the annual report.

SERVICES

Main service

OmaPosti - Finnish for Your Post - is the postal service from Posti. It enables the user to receive all his or her letters, invoices and parcels in one place and receive notifications about the arrival these. A purchase can be tracked and can be routed to a pickup point of choice. Unique to the OmaPosti service is that it can be used used to receive official letters from nearly 50.000 businesses and organizations. The authorities using the service include several hospital districts and cities as well as the employment offices.

Other services

Posti provides the standard postal carriers services such as sending and receiving a parcel. As an extra service, Posti sells postage stamps that can be customized by consumers.

Last-mile delivery options

Posti appears to deliver its parcels primarily to parcel lockers. Home deliveries are mostly done by appointment.

Pricing

Receiving a parcel is free. Sending a parcel has the following prices (Posti, 2020c):

Size XXS - €4,90

Size S - €5,90

Size M - €7,90

Size L - €10,90

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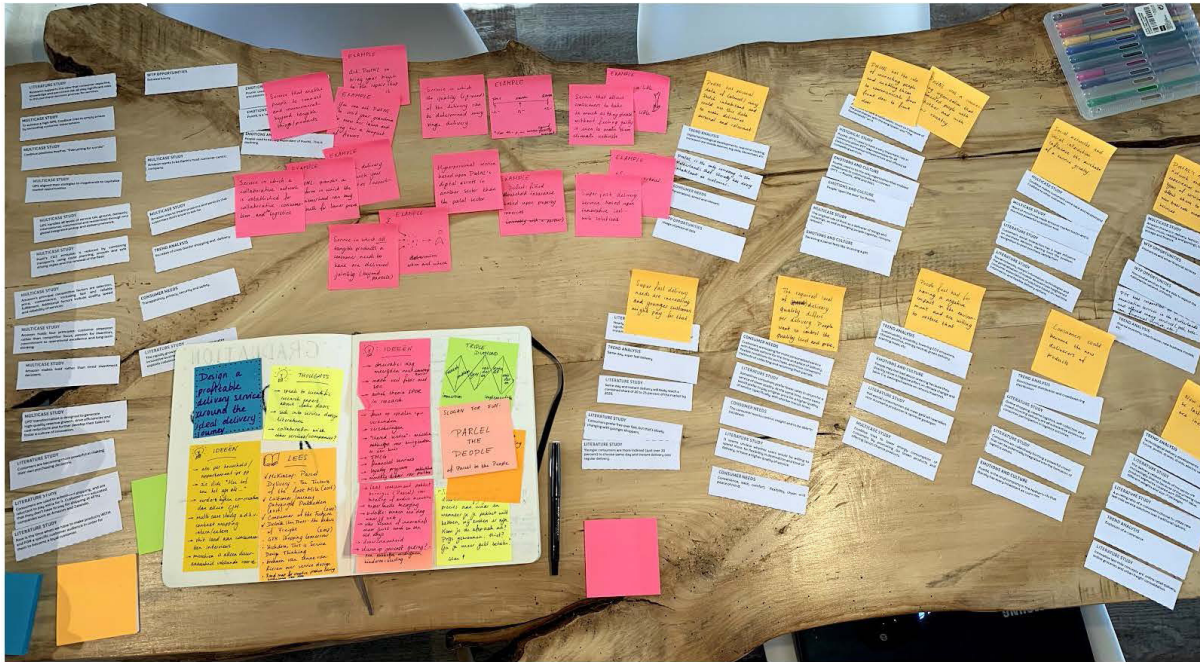
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Appendix B: Search Area Session



Appendix C: Insight themes

Theme 1: Super fast delivery needs are increasing and younger customers seem willing to pay for it.

- LITERATURE STUDY Nearly 25 percent of consumers are willing to pay significant premiums for the privilege of same-day or instant delivery.
- LITERATURE STUDY Same-day and instant delivery will likely reach a combined share of 20 to 25 percent of the market by 2025.
- LITERATURE STUDY Consumers prefer free over fast, but that's slowly changing with younger shoppers.
- LITERATURE STUDY Younger consumers are more inclined (just over 30 percent) to choose same-day and instant delivery over regular delivery.
- TREND ANALYSIS Same-day, super fast delivery.

Theme 2: The required level of delivery quality differs per delivery. People want to control the quality level and price per delivery.

- LITERATURE STUDY It seems unclear whether users would be willing to spend more for flexibility in destination and time of delivery, or have a higher quality of service.
- LITERATURE STUDY Sometimes consumers prefer lower rates in return for a service of lower quality. At the same time, some users would prefer to pay a higher price for a higher quality of service (specifically, with shorter transit time).
- CONSUMER NEEDS Customers are looking for more personalized service with flexible options for the time and place of delivery, flexible conditions for purchase, and more convenient methods of collecting and returning their parcels.
- CONSUMER NEEDS Convenience, ease, comfort, flexibility, cheap and peace of mind.
- CONSUMER NEEDS The consumer wants control, insight and to be able to (re)direct.

Theme 3: People feel bad for having a negative impact on the environment and are willing to compensate.

- LITERATURE STUDY The number of consumers that is willing to pay more for sustainable products has increased.
- TREND ANALYSIS Sustainability, durability, lowering CO2 emissions, climate positive, energy neutral, green delivery, planting trees, etc.
- CONSUMER NEEDS Convenience, ease, comfort, flexibility, cheap and peace of mind.
- MULTICASE STUDY Coolblue tries to lower energy consumption of customers by promoting Go Green products and offering Second Chance products.
- EMOTIONS AND CULTURE People may feel bad about ordering because they directly cause a negative effect on climate change and labor (i.e. 'delivery shame' and 'returns shame').

Theme 4: Consumers have the potential to become crowdsourced deliverers.

- LITERATURE STUDY Consumers are collectively forming a powerful crowd that can be potentially integrated into the formation of logistics values.
- LITERATURE STUDY Online shopping, reverse logistics, self-collection and crowdsourcing delivery are all substantive evidence of consumer participation in logistics activities.
- TREND ANALYSIS Omnichannel distribution and crowdsourcing distribution.
- EMOTIONS AND CULTURE PostNL is the only company in the Netherlands that literally has every inhabitant as a customer.

Theme 5: PostNL has data of almost every Dutch inhabitant and therefore has the opportunity to make services personal and relevant on a national level.

- TREND ANALYSIS Digital technological developments: real-time tracking, increased use mobile devices, big data, blockchain, etc.
- CONSUMER NEEDS Personalized, aimed and relevant.
- WILLINGNESS TO PAY OPPORTUNITY Usage of personal data.
- EMOTIONS AND CULTURE PostNL is the only company in the Netherlands that literally has every inhabitant as a customer.

Theme 6: New and more diverse last-mile solutions are developed and operated.

- LITERATURE STUDY A growing ratio of e-customers choose to utilize new last mile service solutions over traditional options.
- LITERATURE STUDY The delivery-related needs of the sector are increasingly diverse because of the growing number of product segments covered with different values, different weights and size of packages.
- LITERATURE STUDY Innovative last-mile concepts are: online retail delivery, online groceries and urban freight consolidation.
- TREND ANALYSIS Explosion of e-commerce.
- TREND ANALYSIS Technological delivery developments: fleet of the future, pudos, drones, droids, electric vehicles, etc.

Theme 7: PostNL traditionally has the role of connecting people and enabling them to communicate from door to door on a national level.

- MULTICASE STUDY The original role of Posti as a deliverer of things and meanings, as well as bringing people together, remains relevant.
- EMOTIONS AND CULTURE People 'open the door' for PostNL.
- EMOTIONS AND CULTURE PostNL used to be the only organization that enabled inhabitants to communicate and connect (PTT --> PostNL, KPN and ING).
- EMOTIONS AND CULTURE Receiving a parcel feels like receiving a gift.
- HISTORICAL STUDY PostNL (PTT) used to have a very important role in communication: PTT was responsible for all (tele)communication-infrastructure and offered all compelling services.
- HISTORICAL STUDY Post used to have a nationalistic touch to it because of the post stamps with the king/queen and "the Netherlands" on it.

Theme 8: The purchase decision for a service is strongly influenced by consumers' social networks and social interactions.

- LITERATURE STUDY Social networks, instant information technologies and the generalisation of mobile devices have heightened consumer expectations of solutions based on real time information and flexible delivery options.
- LITERATURE STUDY Customer's social interaction has a huge influence on purchase decisions, starting from the problem recognition to post-purchase satisfaction.
- MULTICASE STUDY Coolblue makes customers come back and recommend Coolblue to other customers.
- MULTICASE STUDY Word of mouth has made Amazon the market leader and is the most powerful acquisition tool.

Theme 9: PostNL's extensive network and past experiences with many types of services might ease the adoption of new services.

- TREND ANALYSIS Shared economy, Uberfication, new business models, etc.
- MULTICASE STUDY Amazon Prime is in delivery, fashion, entertainment (video, music, reading and gaming), food, cloud storage and finance.
- HISTORICAL ANALYSIS PostNL (PTT) used to have a very important role in communication: PTT was responsible for all (tele)communication-infrastructure and offered all compelling services.
- WILLINGNESS TO PAY OPPORTUNITY Insurances and other financial services.
- WILLINGNESS TO PAY OPPORTUNITY Non-postal services that are able to exploit the nationwide network of PostNL.

Appendix D: Sensizing Diary



Instructie

- 1** Begin met het invullen van dit boekje drie dagen vóór de dag van het interview.
- 2** Geef iedere dag uitgebreid antwoord op de vragen. Jow interpretatie van de vragen is goed.*
- 3** Mail het ingevulde boekje voor aanvang van het interview naar me toe, of heb hem hard-copy bij de hand bij aanvang van het interview.

*Kom je er niet uit? Geef niet! Hieronder vind je de definities van 'dienst', 'digitale dienst' en 'logistieke dienst'.

Dienst

Een dienst is een ontastbaar product of handeling, waarbij de klant de aanbieder betaalt voor het ontvangen van het ontastbare product of de handeling. Voorbeelden van dienst industrieën zijn: entertainment, financiële diensten, gezondheidszorg, onderwijs, persoonlijke verzorging, telecom, logistiek, etc.

Digitale dienst

Digitale diensten zijn diensten die alleen via internet of een ander digitaal netwerk worden geleverd. Veelal worden digitale diensten aangeboden via websites, apps en platforms.

Logistieke dienst

Logistieke diensten zijn diensten waarbij mens of product tegen betaling worden vervoerd. Je kunt hierbij denken aan het vervoer van eten, pakketjes en personen.

Voordat je begint...

Zou je misschien de onderstaande gegevens en vragen willen invullen?

Algemeen

1. Leeftijd:

2. Woonplaats:

3. Hoogst genoten opleiding (MBO/HBO/WO/anders):

4. Hoe ziet de samenstelling van jouw huishouden eruit (bijv. studentenhuys met drie huysgenoten, eenpersoons studio, woning met partner en drie kinderen, etc.) ?

Stellingen

Geef voor onderstaande stellingen jezelf een score van 1 tot en met 5, waarbij 1 staat voor "geldt totaal niet voor mij" en 5 voor "past helemaal bij mij". Klik de score aan, of omcirkel deze.

5. Als ik mezelf vergelijk met mijn omgeving, ben ik één van de eerste die nieuwe producten en diensten uitprobeert.

Oneens 1 2 3 4 5 Eens

6. Ik interesseer me voor de nieuwste technologische ontwikkelingen en innovaties, en probeer hiervan op de hoogte te zijn.

Oneens 1 2 3 4 5 Eens

Datum van vandaag: _____

Welke dienst heb jij onlangs gedeeld met of uitgeleend aan iemand?
Leg graag uitgebreid uit wat de situatie was.



Hoe heb jij dat ervaren?

Welke dienst heb jij onlangs geleend van iemand anders?
Leg graag uitgebreid uit wat de situatie was.




Hoe heb jij dat ervaren?

1

Datum van vandaag: _____

Welke digitale dienst heb jij onlangs gedeeld met of uitgeleend aan iemand?
Leg graag uitgebreid uit wat de situatie was.



Hoe heb jij dat ervaren?

Welke digitale dienst heb jij onlangs geleend van iemand anders? Leg
graag uitgebreid uit wat de situatie was.


Hoe heb jij dat ervaren?

2

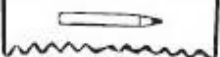
Datum van vandaag: _____

Welke logistieke dienst heb jij onlangs gedeeld met of uitgeleend aan iemand?
Leg graag uitgebreid uit wat de situatie was.

Hoe heb jij dat ervaren?



Welke logistieke service heb jij onlangs geleend van iemand?
Leg graag uitgebreid uit wat de situatie was.



Hoe heb jij dat ervaren?

3

Appendix E: Interview Guide

INTERVIEW VOORBEREIDING

Voor mensen die Zoom willen: tijdig link sturen
Recorder x2 (toestemming vragen)
Laptop met Skype/Zoom
Kladblokje met pen

INTRODUCTIE

Bedankt dat je mee wilt doen aan dit onderzoek. Ik studeer Industrieel Ontwerpen aan de TU Delft en ik ben bezig met mijn afstudeerproject waarin ik een nieuwe service ontwerp voor een Nederlands postbedrijf.

Ik wil graag benadrukken dat er geen goede of foute antwoorden bestaan en dat jij de expert bent van jouw ervaringen. Ik stel soms expres vage vragen die misschien wat lastiger aanvoelen. Ik ben nieuwsgierig naar alles wat er in jou opkomt en ik zou het fijn vinden als je dat met me wilt delen.

Vind jij het goed als ik dit interview opneem zodat ik deze later kan terugluisteren?

Voordat we beginnen, nog even een iets formeels. Ga jij er mondeling mee akkoord dat ik de geanonimiseerde gegevens uit jouw dagboekje en wat je vertelt tijdens dit interview gebruik voor mijn onderzoek?

Dan gaan we nu beginnen!

HET INTERVIEW

Fase 1: huidige ervaringen - het dagboekje

Vragen:

1. Wil je me vertellen over wat je hebt opgeschreven in je dagboekje de afgelopen drie dagen?
(Focus op de verhalen, ervaringen en emoties)

“Ik zou nu graag willen focussen op **digitale diensten**. Dit zijn diensten die alleen via internet of een ander digitaal netwerk worden geleverd. Veelal worden digitale diensten aangeboden via websites, apps en platforms.”

[Cheat sheet: subscription vs eenmalig gebruik van dienst; verschillende industrieën (entertainment, financiële diensten, gezondheidszorg, onderwijs, persoonlijke verzorging, telecom, logistiek, etc.)]

2. Welke digitale diensten deel jij met of leen jij wel eens uit aan iemand anders?
3. Waarom deel jij deze digitale diensten met iemand anders?
4. Welke digitale diensten leen jij wel eens van iemand anders?
5. Waarom leen jij deze digitale diensten wel eens van iemand anders?

“Ik zou nu graag willen focussen op **logistieke diensten**. Dit zijn diensten waarbij mens of product tegen betaling worden vervoerd. Je kunt hierbij denken aan het vervoer van eten, pakketjes en personen.

[Cheat sheet: eten (Thuisbezorgd.nl), pakketjes (PostNL) en personen (OV of Uber)]

6. Welke logistieke diensten deel jij met of leen jij wel eens uit aan iemand anders?
7. Waarom deel jij deze logistieke diensten wel eens met iemand anders?
8. Welke logistieke diensten leen jij wel eens van iemand anders?
9. Waarom leen jij deze logistieke diensten wel eens van iemand anders?

Fase 2: ervaringen in het verleden

“Ik wil nu graag even teruggaan in de tijd.”

Vragen:

10. Als je nu even terugdenkt aan de tijd voordat je diensten gebruikte waar we het net over hebben gehad... Welke diensten heb je dan in het verleden gebruikt?
11. Hoe heb je dat toen ervaren?
12. Heb je deze diensten destijds gedeeld met iemand of geleend van iemand?
Vervolg vragen (optioneel)
13. Welke digitale diensten heb je in het verleden gebruikt?
14. Welke logistieke diensten heb je in het verleden gebruikt?
15. Hoe heb je dat toen ervaren?

Fase 3: huidige ervaringen

“We gaan weer even terug naar het heden...”

Vragen:

16. Welke eigenschappen moet een gedeelde dienst hebben zodat jij de dienst als fijn ervaart?
17. Wat vind jij vervelend aan (sommige) gedeelde diensten?
18. Merk jij dat je op een andere manier van gedeelde diensten gebruikmaakt nu we in een Corona crisis zitten?

Fase 4: denken over de toekomst

“Ik wil het nu graag met je hebben over de toekomst van gedeelde digitale en logistieke diensten.”

Vragen:

19. Hoe denk jij dat de toekomst van digitale diensten eruit ziet?
20. Hoe denk jij dat de toekomst van logistieke diensten eruit ziet?
21. Hoe denk jij dat het delen van diensten er in de toekomst uitziet?
22. Hoe zie jij jezelf in die toekomst gebruikmaken van digitale en logistieke diensten?

AFSLUITING

Oké, dat was het! Is er nog iets wat je graag kwijt zou willen? Heb je zelf nog vragen?

Appendix F: Code Book

Theme	Quote	Sub-theme	Memo
Logistics and digital (shared) services	"I don't like to borrow, so I try to minimize that with subscriptions and services."	Burden to borrow digital service N = 7	Not borrowing out of principle; takes more effort to borrow than to own; borrowing creates dependence
	"I don't like to borrow a service when it makes things harder. Like borrowing Uber: it costs more effort to ask someone else to book one for me than I do it myself."	Burden to borrow logistics service N = 5	Not borrowing because it takes more effort to borrow than to own
	"If the situation occurs that that is the fastest route [...]. If I don't have an account and the other person does, I'll use the other person's account."	Borrowing digital services out of practical considerations N = 4	Mostly about the quickest way to achieve something
	"I live next to a friend who has a Bol.com Select membership. [...] He offered to use his membership. [...] It was the price that made the difference."	Borrowing logistics services out of practical considerations N = 16	Mostly about price or efficiency
Payment	"I like it that you can split the costs. Thus, not that prices rise when you add more people so you can keep the costs low."	Sharing to save costs N = 18	Saving costs is a big - if not the biggest - driver of sharing

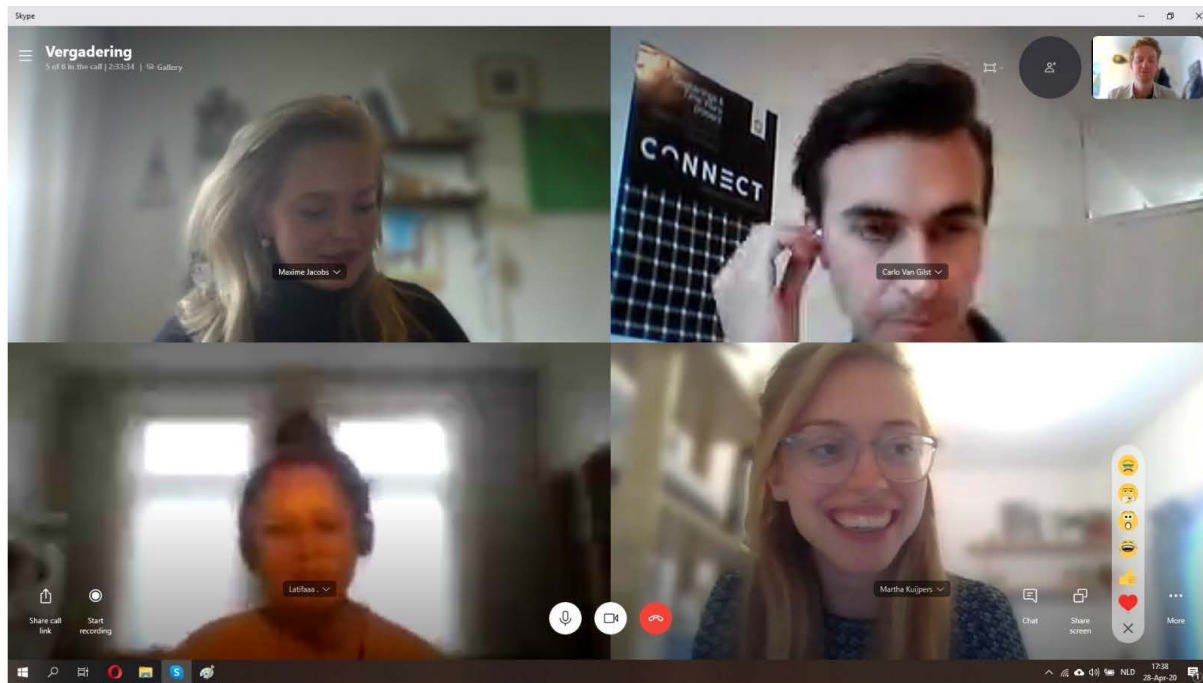
	"I think we are moving towards many types of subscriptions and that it will become normal to spend €40,-, €50,- or so on subscriptions on a monthly basis."	Rise of subscription models N = 5	There will be more subscription services and in different forms
	"I am prepared to pay for a service that I enjoy."	Willingness to pay N = 11	People pay out of principle, out of ease, to keep control or to enjoy the full experience
Corona	"It is not like I started using new services, but I am making more use of services."	Different use of services N = 29	Mostly digital communication services
	"Suddenly we all use much more digital services. [...] Especially digital services."	More use of digital services N = 12	Entertainment, communication and education services
	"My parents have used the Albert Heijn delivery service for the first time. That is only because of corona because otherwise they would have never used it."	Corona as incentive to use new services N = 4	Elderly
	"Because we are forced to work from home, many people might experience how easy it is to work from home. [...] Also, the good thing about corona is that it lasts long enough to accustom people."	Change of the status quo N = 11	Change in working habits, ordering online and appreciation of freedom and independence

Privacy	"That my algorithms don't work anymore is my biggest offence."	Annoyance of sharing login data or accounts N = 17	Personalization is ruined
	"I pay close attention to not give my account data to everyone. [...] I don't like the feeling that people keep on passing it through."	No control over login or account N = 6	Idea: temporary password
	"I share less because I need to give my account away. It means that somebody else can log in as me and change or collect my personal data."	Access to personal data N = 5	
	"My biggest concern is that you don't know what they do with your data. That is my biggest worry."	Privacy violation by companies N = 18	All participants are aware that companies collect personal data
	"I think that data collection could entail many positive aspects, as long as it doesn't fall into the wrong hands."	Benefits of privacy data N = 10	On a personal and societal level
Sustainability	"I think that the way we consume will quickly become untenable."	Sustainable consumption N = 19	
	"I must say I am very open to a shared economy."	Shared economy N = 6	More B2C lending services

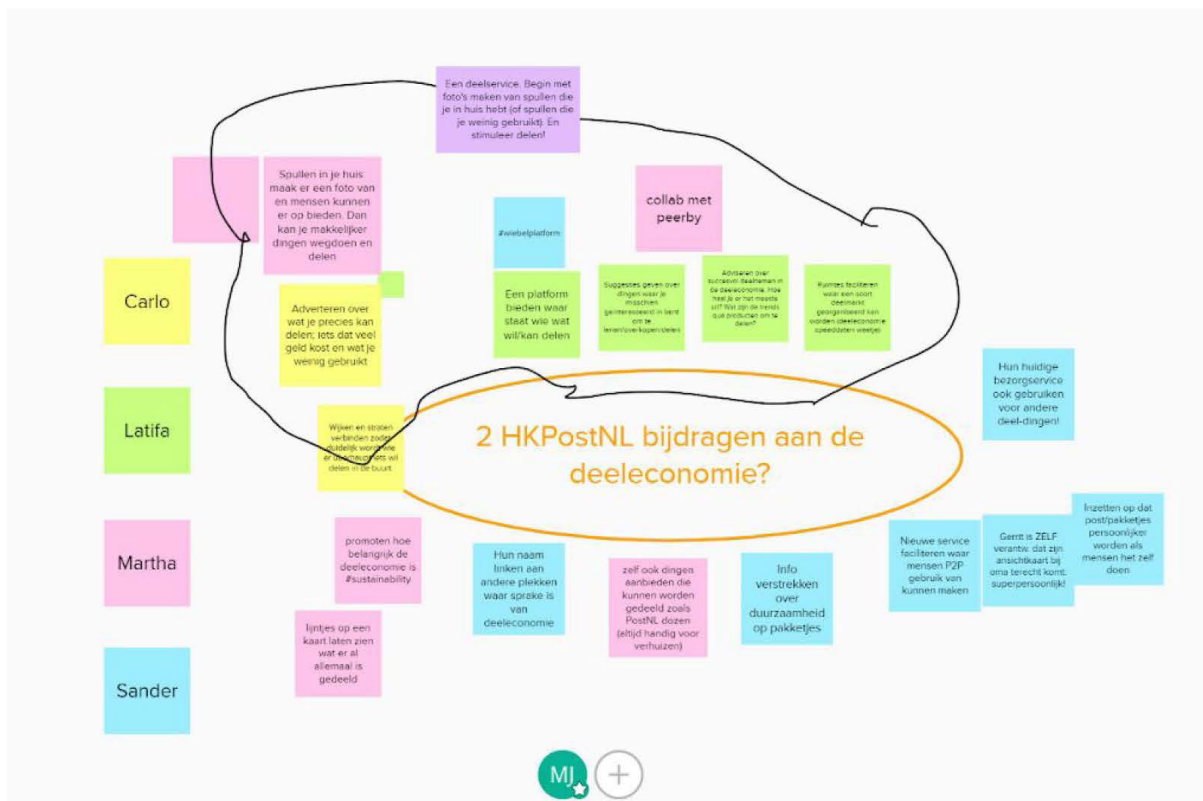
Future	"I think that the future is enormous, certainly in the field of digital services but also in logistics and normal services."	Rise of digital and logistics services N = 13	Every participant predicts growth in digital and logistics services
	"I do think that more will be shared - for certain."	Sharing more services N = 5	Also more B2B sharing
	"What I think is that we will make much more use of car sharing."	Rise car sharing services N = 9	Couple of younger participants pointed out that it is not needed to have your own car
	"I think that logistics services such as PostNL or DHL or Coolblue... that they will address sustainability. [...] That you can choose for sustainable delivery if you wait a bit longer for your parcel."	More sustainable logistics services N = 5	Focus on efficiency of delivery

Appendix G: Creative Sessions

Creative session with IDE students



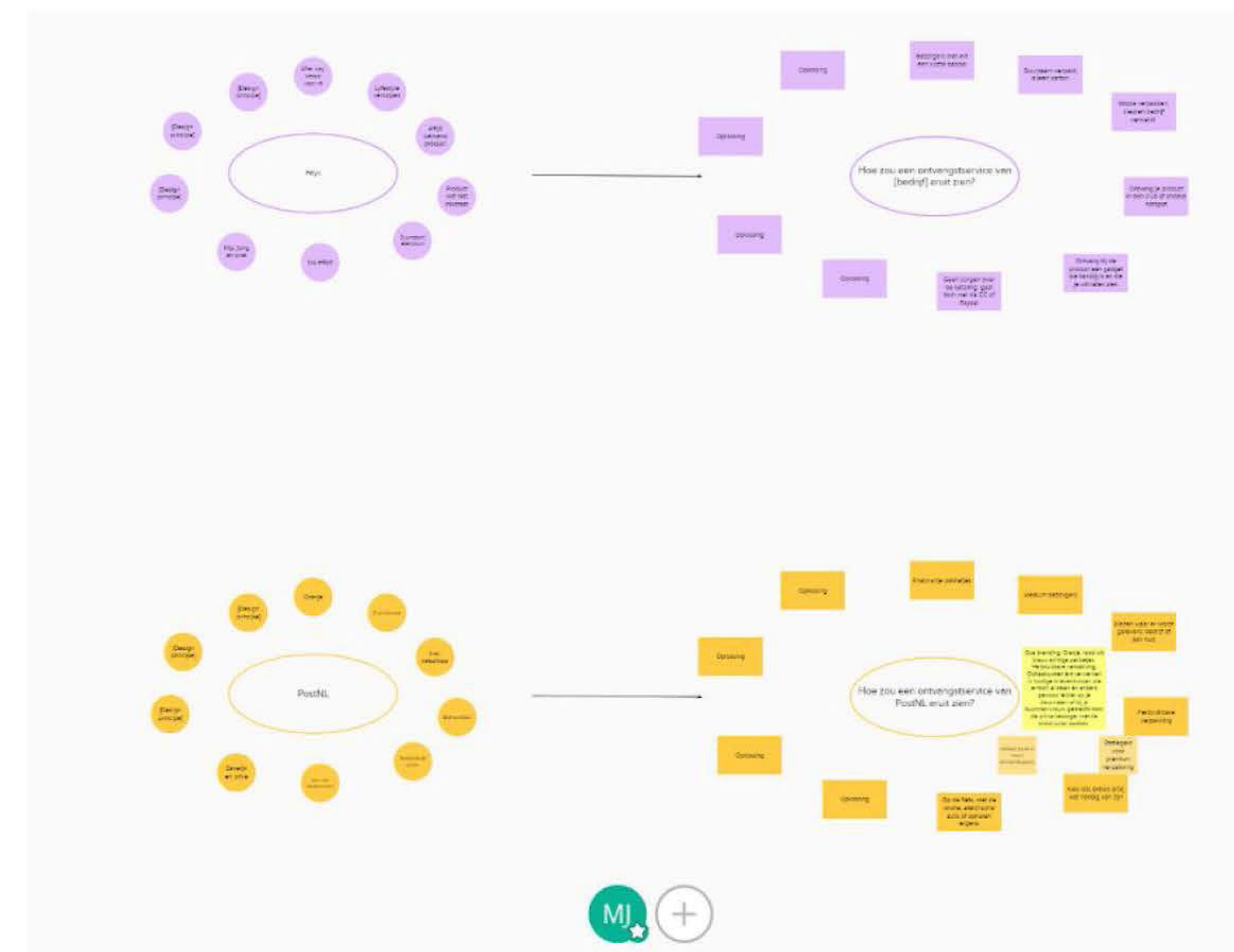
“How can...”



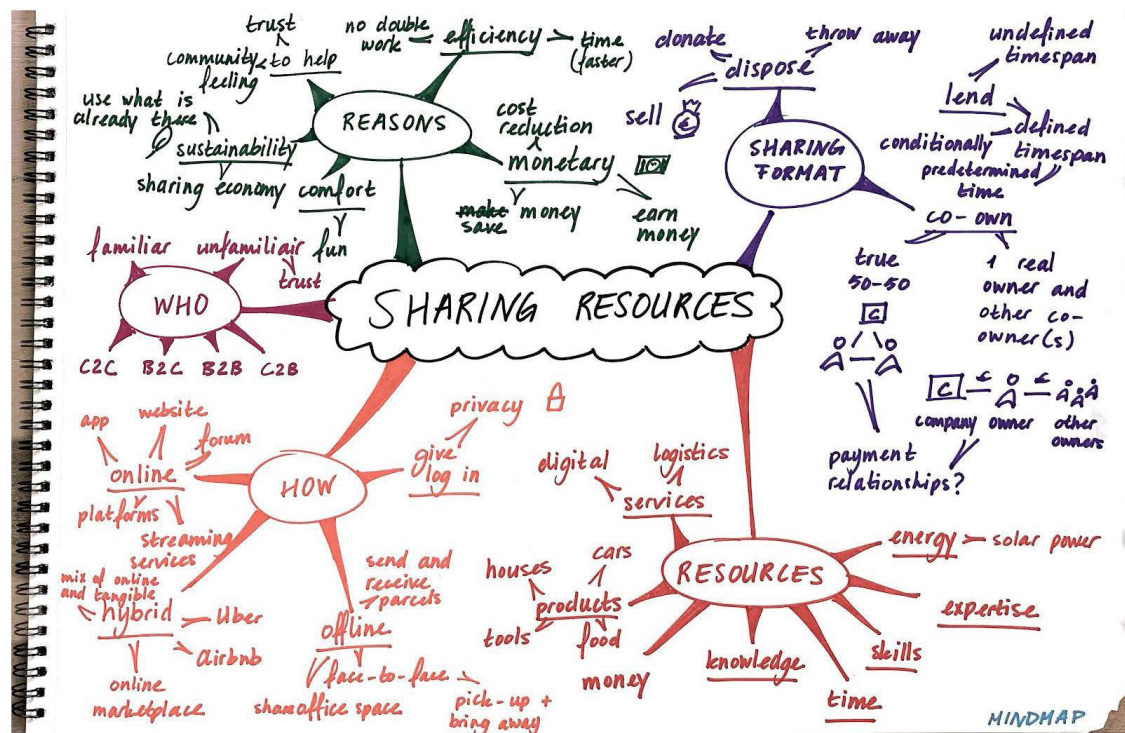
6.3.4.

Ronde 1	<p>Circulair systeem waarin 1 bezorging gelijk staat aan 1 verzending</p> <p>Ja want zo bezorgredits die je als wafels bij ook andere bezorgdiensten kan gebruiken (Zoals picnic, bloemen, Hellofresh)</p>	De Part Time Buurtbezorger (lvi up enzo, postNL pet)	Patatkraam
Ronde 2	<p>PITCH: 1 bezorging staat gelijk aan 1 verzending creditsysteem. Hoeft natuurlijk niet altijd zo te zijn. Bepaalde routes aanbieden die meer punten opleveren en waar dus meerdere bezorgingen worden gedaan. Je kan je punten ook inwisselen voor geld.</p> <p>Maar je kan ook bezorgers kopen (zo zelf bezorgen als je extra geld wilt uitgeven of geen tijd hebt om zelf te bezorgen). Dit zijn een soort Uber-drivers.</p>	Veruit het leukste (en pakzwaart bezorg bij de pakketjes naar mensen die een rit lang het pakketpunt kunnen of willen komen (ook kun je daar gemakkelijk een en soep, sully, ruwen assen)	Elke keer dat jij je pakketje ophaakt bij een pakketpunt of sorteercentrum, krijg je een patatje van de patatkraam als bedankje.
Ronde 3	Mensen krijgen ook extra motivatie doordat ze horen wat het effect op het milieu/de samenleving is t.o.v. het oude systeem, omdat PostNL ze dat vertelt.	Als je level up bent krijg je echt sicke privileges en hoor je bij de coole mensen die op VIP PostNL Trip mogen naar Ibiza, want daar staat het PostNL Party Pakket Centrum.	Je mag ook kiezen om je patat af te steen en dan krijg je bezorg privileges bij je volgende bestelling
Ronde 4	Game compleet maken, bepaalde coins plaatsen op routes die resulteren langs meerdere afleveradressen gaan. Zo krijg je als "bezorger" op dat moment een "puntje"	Pakketjes service combineren met dating app (Tinder). Zo heb je altijd een excuus om bij je crush lang te gaan met een pakketje.	Je kan ook een coupon krijgen voor Jack Bean, Poike Box of een andere meer verenvoerde hipster maaltijd!

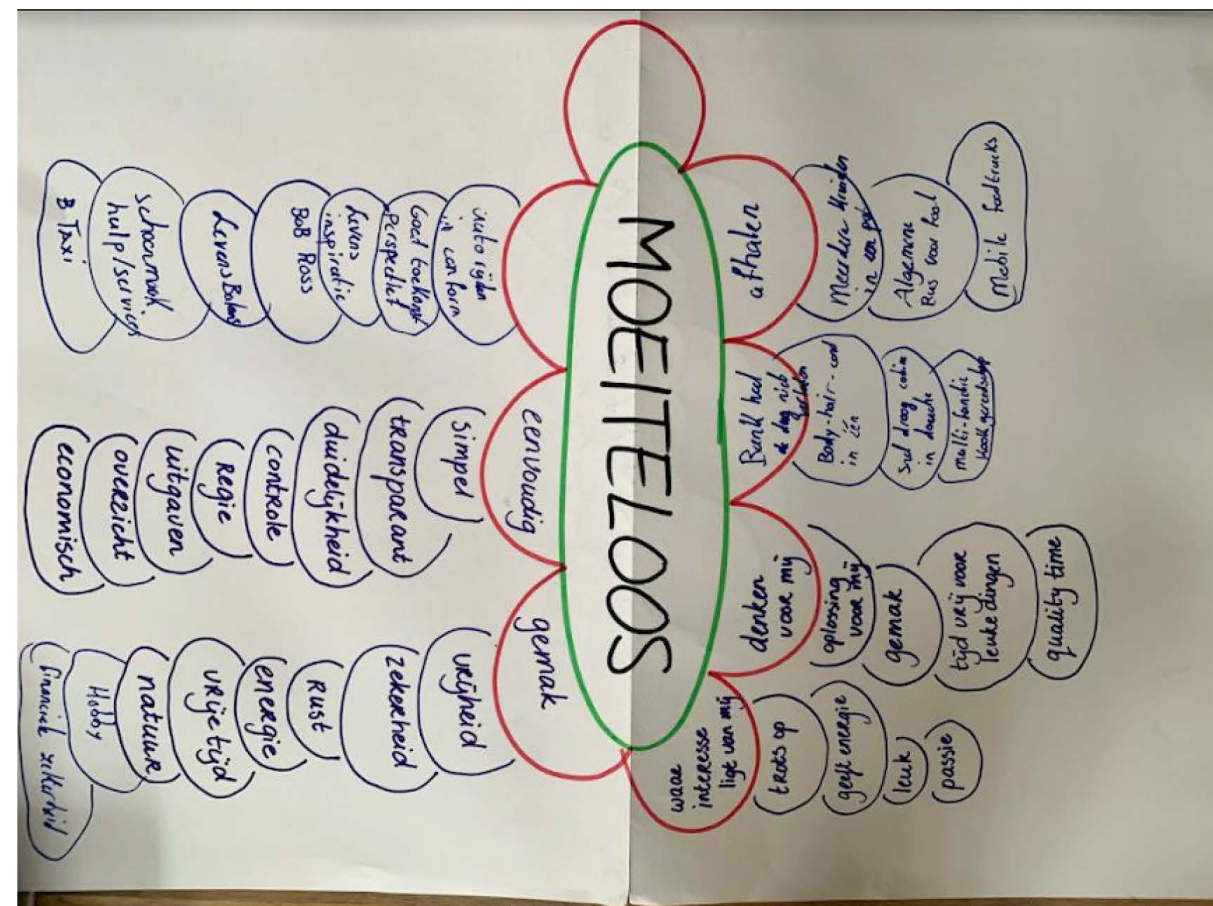
Creative analogy



Mindmap



Flower association



Appendix H: 21 initial ideas

Receive effortlessly

- 1 The deliverer has a fixed route with fixed points of time. The consumer can sign up for that place and time instead of the other way around. This way, the consumer knows exactly where he stands.
- 2 PostNL delivers the parcel on a location the consumer would go to anyway (supermarket, cinema, work, trainstation, grandparents, etc.). The consumer needs to indicate where he will be.
- 3 The consumer shares his digital agenda with PostNL (at least: where he is at what times). PostNL can determine the delivery location and time. The consumer doesn't have to stay at one place and is ensured of receiving his parcel.
- 4 A subscription for a PostNL parcel safe which can be shared with housemates/neighbors. The consumer pays a monthly fee for the safe. Can be expanded with a subscription for free reception and shipment. Or, everytime you take something out or put something in, you are charged (automatically via an app).



Sharing services

- 5 A super easy marketplace app to sell products. Get easily rid of stuff that you don't really use and make someone else happy with it. Make a photo, add some information – that's it. Easy money. PostNL picks up your goods and delivers them to the buyer. Users pay delivery costs.
- 6 A super easy marketplace app with the focus on trading (books, plants, clothing, etc.).
- 7 A super easy marketplace app with the focus on lending (tools, books, board games, etc.).
- 8 A combination of aforementioned ideas: an marketplace app in which you can choose to sell, trade or lend products (or multiple options). Easy way to make some money and help somebody else. In contrast to Marktplaats, the aim is not to make as much money as possible, but to clean up your house, help others, and making money doing so. No hassle with packaging, shipping labels or bringing the parcel to a post office. From the buyers perspective: cheap way of getting access to a product. Fun to seek bargains. Quick, easy and familiar reception via PostNL.



Sharing services

- 9 People can give stuff they want to get rid of to the PostNL delivery guy. PostNL sells these products via (PostNL) second hand stores and online. Variant: the seller receives a percentage of the selling price and the rest goes to PostNL. Variant: option in the marketplace app to let PostNL do the sales.
- 10 Pass on service. PostNL provides a box filled with second hand products. You can choose what you want to keep and put your own stuff in the box. The boxes are shuffled every ...
- 11 PostNL enables consumers to borrow products from PostNL that have something to do with transportation. For instance: if you want to ship a vase, you can lend breakage-proof packaging from PostNL. Or if you want to move: you can lend moving boxes from PostNL. If you want to ship a product, you lend re-usable packaging from PostNL.
- 12 A platform similar to Ticketveiling where you can post a product and potential buyers can place a bet.



SHARING SERVICES 6

B2C and C2B

- 13 Collabs with all sorts of producers of products to enable them to offer their products in a leasing format, like tools from Black&Decker, bicycles from Gazelle, computers from Dell, washingmachines from Bosch, etc. PostNL takes care of quick pick-up, delivery and returns at all times. A "lease" option button could be added in webshops.
- 14 Similar as previous idea, but instead of all companies offering their own leasing services, PostNL controls a leasing platform. The consumer indicates which product he wants to have access to and PostNL arranges the rest.
- 15 PostNL offers a service that allows the consumer to receive and send borrowed products limitlessly (no partnerships with companies, but direct relationship with the consumer).
- 16 A delivery service in which the services of all parcel delivery companies are offered conjointly (pick-up points, vans, distribution centers, bundeling parcels from multiple senders, etc.). The consumer chooses when and where and the system determines which deliverer should deliver the parcel to the consumer.



B2C AND C2B 7

Crowdsourced delivery

- 17 An app in which a consumer can ask a peer who travels somewhere near a location to deliver a parcel. The sender doesn't have to put in as much effort as when going to a post office and pays less. The deliverer earns (some) money. If the deliverer manages to deliver multiple parcels at once, he might earn a lot.
- 18 The crowdsourced neighbor deliverer: somebody from the neighborhood who delivers parcels from a pick-up point/sorting center to receivers when at where they want. The deliverer earns money. The receiver gets access to ultimate control.
- 19 An all-encompassing, crowdsourced delivery service: crowdsourced deliverers deliver literally everything: crisps from the supermarket, flowers from the local flower shop, a dress from the local clothing store, etc. Sort of Deliveroo/Uber Eats but for shops and stores. (Also lowers threshold for local shops to start shipping because no packaging or labels are necessary.)(Combination with idea 15 and/or 16?)



CROWDSOURCED DELIVERY 8

Taxi delivery

- 20 Combined people and parcel transportation service. A taxi driver needs to pick up Henk and collects parcel A and B on his way there. The driver brings Henk to his destination and drops off parcel A and B at their destinations afterwards. This means more income for the taxi driver and quicker delivery for the receiver.
- 21 When Uber or ViaVan driver have spare time or too less clients, they can do the last-mile delivery of parcels. (Combination with idea 15, 16 and/or 17?) (Taxi stand could become pick-up point.)



TAXI DELIVERY 9

Appendix I: 9 Elaborated Ideas

PostNalles

Allows the consumer to order everything at any time: ultimate convenience. An all-encompassing, crowdsourced delivery service: crowdsourced deliverers deliver literally everything. Crisps from the supermarket, flowers from the local flower shop, a dress from the local clothing store, etc. Sort of Deliveroo/Uber Eats but for shops and stores.

VARIANTS	ADDITIONS
Someone from the neighbourhood delivers parcels to receivers whenever and wherever they want. The deliverer picks up the parcels from a pick-up point/sorting centre.	Collab with Deliveroo and Uber Eats kind of companies?
	Much room for gamification
	Also interesting from a B2C perspective



PostNalles 11

PostNL Plaza

PostNL helps people to share the stuff they don't need or use anymore to people who would like to use or have that stuff via PostNL Plaza. People can give their 'old' stuff to the PostNL delivery guy. PostNL sells these products via PostNL Plaza, a digital platform similar to Retourplaza. Buyers experience the thrill of bargain hunting and enjoy easy delivery.

VARIANTS	ADDITIONS
The 'donor' receives a percentage of the sale. This increases the quality of the offered items on PostNL Plaza.	Collab with waste processing companies and apply for sustainability subsidy
	Collab with second hand stores
	Collab with charity



PostNL Plaza 12

Peoplease

Leasing made easy by PostNL. Consumers who want to rent or lease resources can do this via Peoplease. PostNL (or a partner) provides a leasing platform on which peers and companies can offer their resources. PostNL provides easy shipping and delivery all over the Netherlands.

VARIANTS	ADDITIONS
A collab with Peerby (Go) to deliver resources all over the Netherlands.	The focus should be on long-term renting (leasing).
A collab with, for instance, Bol.com to enable a lease option for many products.	Either: ask a percentage of the rental price and offer free delivery and returns, or: ask delivery costs.



PEOPLEASE 13

MarktNL

MarktNL is a marketplace app in which you can choose to sell, trade or lend products (or multiple options). To focus is on convenience: offering and finding products should be super easy. In contrast to Marktplaats, the aim is not to make as much money as possible, but to clean up your house, help others, and making money doing so. From the receivers perspective, MarktNL is a cheap and easy way of getting access to a product. PostNL picks up products from the seller to provide convenient shipping.

VARIANTS	ADDITIONS
Only a collab with Marktplaats to make shipment, delivery and returns super easy. PostNL picks up the sold product with reusable boxes and bring the product to the new owner. The deliverer takes back the box immediately so it can be used again.	Probably only possible in combination with a collab with Marktplaats



MARKTNL 14

IGet

IGet gives the consumer insight in when all his or her parcels will be delivered and gives the consumer control over where all his or her parcels need to be delivered. An app provides combined track and trace information of all partner deliverers and, if necessary, allows the consumer to choose a pick-up point from a different deliverer.

VARIANTS

The consumer can also choose another type of pick-up point: a neighbour who receives parcels from all deliverers.

ADDITIONS

Seamless collaboration and sharing of resources between deliverers in the far future

Direct connection to Bezorgpaspoort

Gimme

Gimme is an app in which a consumer can ask a peer who travels somewhere near a location bring along a parcel. The focus is consumers who need a parcel quickly, cheaply, from a large distance, sustainably or a combination of these. Shipping is easy, the deliverer earns money relatively easy and the receiver is in control of the reception location. Senders, deliverers and receivers have lots of freedom concerning the delivery of the parcel.

VARIANTS

ADDITIONS

PostNL's current pick-up points can be used as delivery points



IGET 15

Taximaxi

Taximaxi is a combined people and parcel transportation service. A consumer can choose for parcel delivery at any time, anywhere. People's and parcel's destinations are matched and the taxi driver delivers both.

VARIANTS

People and parcels are not combined, but as soon as the taxi driver has time to spare, he or she can switch from taxi driver to deliverer. Offering both options to the driver could also be possible.

The taxi driver could be enrolled at PostNalles to deliver not only parcels, but everything the consumer wants to have.

ADDITIONS

The pick-up point should be easy accessible for taxis.

Collab with Uber, ViaVan, etc.



TAXIMAXI 16



GIMME 17

Solipost

Solipost offers steady and guaranteed parcel delivery to consumers. The PostNL deliverer drives the same route everyday and stops at the same times. This way, the receiver always knows at what time to expect the deliver to minimize the delivery window. The consumer can timely readdress a delivery to a pick-up point.

VARIANTS

ADDITIONS

Solipost can be shared with housemates and neighbours by arranging who will take in the parcels of people who aren't available at that time.

Consumers can register for a delivery timeslot. The more neighbours register for a certain timeslot, the cheaper the delivery will be.

Can be combined with 'bundling'

Direct connection to Bezorgpaspoort

Can be combined with sustainable delivery



SOLIPOST 18

Bluis

Bluis is a multifunctional parcel safe that is shared by neighbours. Bluis allows consumers to receive parcels at a pick-up point close to home so that consumers always have access to deliveries. At the same time, Bluis can be used to easily send parcels. Bluis can also be used as temporary safe for sharing and lending items P2P. Consumers either pay a monthly fee for Bluis or pay per use.

VARIANTS

A subscription to Bluis could be rewarded with benefits, such as: 40% discount on shipments, first delivery for free, etc.

ADDITIONS

Collab with Airbnb or SnappCar (keys), Peerby (tools) or Marktplaats?



BLUIS 19

Appendix J: Criteria Scoring Sheet

		Desirability			Feasibility	
		1	2	3	4	5
		Share resources effortlessly	Cost reduction, efficiency and/or ease	Willingness to pay	Consumers pay within a year	Fit PostNL's strategic plans (favorite deliverer and payment relationship)
PostNalles	JH	3	3	2	4	3
	JM	4	4	3	4	4
	MJ	3	5	5	5	5
	RP	3	2	3	4	4
	Gem.	3.25	3.5	3.25	4.25	4
Peoplease	JH	4	4	2	2	1
	JM	4	4	2	2	2
	MJ	3	3	3	2	4
	RP	3	4	3	3	4
	Gem.	3.5	3.75	2.5	2.25	2.75
Solipost	JH	4	4	2	2	4
	JM	3	5	2	2	4
	MJ	4	4	2	2	4
	RP	2	4	2	2	3
	Gem.	3.25	4.25	2	2	3.75
Bluis	JH	5	5	4	4	4
	JM	4	5	3	4	3
	MJ	3	4	4	4	5
	RP	4	3	2	3	4
	Gem.	4	4.25	3.25	3.75	4

6	7	Suitability		Totaal
		8	9	
Access to know-how	Resources and investments	Fit PostNL's core values (Oranjekompas)	Fit PostNL's fair advantages	
2	3	2	2	24
3	3	4	4	33
2	3	4	3	35
3	4	4	3	30
2.5	3.25	3.5	3	30.5
3	4	1	2	23
2	1	2	3	22
4	3	4	4	30
2	3	4	2	28
2.75	2.75	2.75	2.75	25.75
4	5	4	4	33
4	2	4	4	30
4	1	3	4	28
4	3	3	3	26
4	2.75	3.5	3.75	29.25
4	3	4	4	37
4	2	4	4	33
4	2	4	4	34
3	3	4	4	30
3.75	2.5	4	4	33.5

Appendix K: Reasons to use PostNalles

	→ Reason to use service (consumer) // Won't get something vs. can't get something			
↓ What	Pure convenience (laziness)	No time to get something	Inability to get something (*in each case "inability" also means fear of corona, an old age or a (physical) disability)	Remarks
Food	Too hangover to cook.	Working on a deadline.	Food provider is not connected to Uber Eats/Deliveroo/Thuisbezorgd.	Many competitors in food delivery segment already.
	Not feeling like cooking.	Overplanned a day and no time to cook anymore.	*	
Groceries	Too hangover to go to the supermarket.	Already cooking but forgot a key element that is needed (right now).	Friends are over and the host(ess) can't leave anymore to get something crucial.	For regular grocery deliveries, people will continue to use Picnic/AH Bezorgt.
		Ran out of toilet paper and has no time to get some.	*	
	Intensely craving something but too lazy or can't get it right now.			Something that can't be delivered by Uber Eats, such as a bag of crisps.
Clothing	Needed to think about a dress/jeans/etc. and wants to have it anyway.	Needs to have a specific party/business/etc. outfit right now.	*	
	Wants to buy from a local store that hasn't got a webshop.			
Presents/gifts	Too lazy to buy, pick up and bring	Needs to have a gift delivered at a	*	Building block: a gift service that

	present.	certain day/time, but hasn't got the time to do so.		helps you to pick and deliver a present.
Flowers/plants	Likes to have some flowers and wants to support the local flower shop, but doesn't want to go there.	Enjoys having flowers from the local flower shop but doesn't have the time to buy them.	*	Need to be local flower shops because there are already many flower delivery services (FleurOp, Euroflorist, etc.).
DIY/hardware store/office supply store items (also: sewing items)	Working on something and likes to continue instead of going to the construction market/DIY store.	Crafting at home and forgot an important item. Needs to finish quickly.	*	Will probably be focused on small things (screws, sewing needle, etc.). A big wooden shelf could be a problem.
	Printing paper has run out but people would like to focus on work.	Creative session in about one hour but the office ran out of Post-Its and nobody has got the time to fetch them.	A woman has run out of tampons but can't leave the office (embarrassment could play a role here).	
Parcels and post	Needs to have a parcel that was delivered to a retail location/PBA now and doesn't want to pick it up.	Needs to have a parcel that was delivered to a retail location/PBA now and doesn't have the time to pick it up.	*	
	Wants to have a parcel as quickly as possible (the deliverer collects the parcel from a fulfilment centre/sorting centre).			Makes the delivery faster than regular PostNL delivery.
Medicines/drugs (also: morning after pill and pregnancy test)	Too lazy to visit the pharmacy.	Forgot to visit the pharmacy to pick up medicines but need them within ~ a day.	Too embarrassed to go to the pharmacy to buy a morning after pill.	How does this work when you need a recipe for a medicine?
			*	
Care products (e.g. contact lens solution; tampons; condoms)	Ran out of baby diapers but would rather stay at home with the baby.	Ran out of make-up remover and needs to have it tonight but hasn't got the time to pass the Kruidvat.	Needs to have paracetamol and tissues but is too sick to leave the house.	
			*	

Cigarettes, lighters and alcohol	Already at a party and ran out of cigarettes. Would rather stay there than leave and come back.	Forgot to buy a bottle of wine for a dinner tonight and hasn't got the time to go to the supermarket.	Too young to buy alcohol (not an option ofcourse).	Is this ethical?
			*	
Hardcopy prints and scans	Too lazy to go to the university/library/print shop to print (and to drop off).	Deadline is approaching and no time to pick up a printed report.	Doesn't have a printing location somewhere nearby and isn't able to print.	
			*	
Books, magazines, newspapers, lotteries and stationaries	Wants to read a certain newspaper but doesn't want to go and buy one.	Wants to buy a lottery ticket before tonight but hasn't got the time to buy one.	*	
Sports equipment	Needs fall protection for a skeeler round tonight but rather not goes into town.	Needs a whistle to give training tonight but hasn't got the time to buy one.	*	
Toys	Would like to have a new game console controller to play with but doesn't want to get it.	Wants to play a new board game but hasn't got the time to pass the toy store.	*	
Jewelry	Saw a nice necklace the other day from a local store and would like to have it home-delivered.	Wants to wear new jewelry to a gala tonight but hasn't got the time to visit the local jewelry store.	*	

Appendix L: Narrative Study Google Forms

Een nieuwe bezorgdienst

Hoi! Bedankt dat je me wilt helpen met mijn afstudeerproject. Ik wil graag inzicht krijgen in een nieuwe bezorgdienst die ik aan het ontwerpen ben. Om dit te bereiken, heb ik deze Google Forms opgesteld die bestaat uit drie korte onderdelen:

- 1) Eerst vertel ik snel over de nieuwe bezorgdienst
- 2) Dan vertel jij kort jouw verhaal
- 3) Tot slot stel ik nog een paar korte vragen

De bezorgdienst

"Kort geleden is er een nieuw type bezorgdienst gelanceerd. Met deze bezorgdienst kun je altijd en overal alles laten bezorgen. Zie het als een huwelijk tussen PostNL en Uber Eats waarbij je dingen kunt laten bezorgen zoals: opladers, contactlenzenvloeistof, een zak chips, een kledingstuk van de lokale boetiek... Letterlijk alles wat je nodig hebt.

Je bezorging wordt gebracht door een fietskoerier of een PostNL pakketbezorger. Jij geeft aan wat je wilt hebben en de bezorger zorgt ervoor dat jij het ontvangt waar en wanneer je maar wilt. Dit kan heel specifiek zijn ("Ik wil een bos oranje tulpen van de lokale bloemist ontvangen om stipt 14:00 op mijn werk") of ongespecificeerd ("Ik wil vandaag thuis een pak WC-papier ontvangen voor 21:00").

Je betaalt voor het product plus variabele bezorgkosten die afhangen van de gewenste snelheid en afstand van de bezorging."

Bestel wat je dan ook
maar wilt hebben

De bezorger haalt je bestelling
op bij elk mogelijke locatie

De bezorger bezorgt je bestelling
waar en wanneer jij dat wilt



Jouw verhaal

Nu is het jouw beurt. Ik ga je een verhaaltje laten zien en ik wil je graag vragen om de lege plekken in te vullen met jouw eigen ideeën en ervaringen. Denk terug aan de laatste keer wanneer je iets nodig had en je geen zin had om het zelf te halen.

Het is zaterdag, ___([1] tijdstip)___, en je bent ___([2] locatie)___ . Je wilt al een tijdje ___([3] product)___ hebben, maar je hebt geen zin om het zelf te halen want ___([4] reden)___ . Je opent de bezorgdienst app om het product te bestellen. Je wilt dat het product ___([5] bezorglocatie)___ wordt bezorgd ___([6] tijd)___ . Je vindt dat ___([7] bezorgkosten)___ schappelijke bezorgkosten zijn voor jouw bestelling.

[1] tijdstip *

Vul hier een tijdstip in. Voorbeeld: "17:00" of "drie uur 's middags".

Jouw antwoord

[2] locatie *

Vul hier de plaats in waar je zou kunnen zijn.

Jouw antwoord

[3] product *

Vul hier het product in dat je zou willen hebben.

Jouw antwoord

[4] reden *

Vul hier de reden in waarom je geen zin hebt om het product zelf te halen.

Jouw antwoord _____

[5] bezorglocatie *

Vul hier de gewenste bezorglocatie in.

Jouw antwoord _____

[6] tijd *

Vul hier in wanneer jij het product wilt hebben. Voorbeeld: "om 18:00", "vóór negen uur 's avonds", "binnen twee uur" of "zo snel mogelijk".

Jouw antwoord _____

[7] bezorgkosten *

Vul hier in wat jij schappelijke bezorgkosten vindt voor jouw bestelling.

Jouw antwoord _____

Omschrijving van de nieuwe bezorgdienst

"Kort geleden is er een nieuw type bezorgdienst gelanceerd. Met deze bezorgdienst kun je altijd en overal alles laten bezorgen. Zie het als een huwelijk tussen PostNL en Uber Eats waarbij je dingen laten bezorgen zoals: opladers, contactlensvloeistof, een zak chips, een kledingstuk van de lokale boetiek... Letterlijk alles wat je nodig hebt.

Je bezorging wordt gebracht door een fietskoerier of een PostNL pakketbezorger. Jij geeft aan wat je wilt hebben en de bezorger zorgt ervoor dat jij het ontvangt waar en wanneer je maar wilt. Dit kan heel specifiek zijn ("Ik wil een bos oranje tulpen van de lokale bloemist ontvangen om stipt 14:00 op mijn werk") of ongespecificeerd ("Ik wil vandaag thuis een pak WC-papier ontvangen voor 21:00").

Je betaalt voor het product plus variabele bezorgkosten die afhangen van de gewenste snelheid en afstand van de bezorging."

Wat vind je van deze nieuwe bezorgdienst? *

Waarom vind je dit? Wat lijkt je er (on)handig aan? Wat vind je positief? Wat vind je negatief?

Jouw antwoord _____

Wanneer zou jij deze bezorgdienst gebruiken, denk je? *

Jouw antwoord _____

(Optioneel) Hoe zou jij deze nieuwe bezorgdienst noemen?

Ik koop een drankje voor je als jij de uiteindelijke naam verzint! ;)

Jouw antwoord _____

Appendix M: Qualitative Narrative Study Data

[2] locatie	[3] product	[4] reden	[5] bezorglocatie	[6] tijd	[7] bezorg	Wat vind je van deze nieuw
Thuis	Goed belegd broodje	Geen tijd en geen eten in huis	Thuis	14.30	10,00	Prima, denk alleen dat het e
Een feestje	Cadeau	Ik bij een feestje ben en de jarige wil verrassen zonder	Op het feestje	16.30	4,50	Een heel goed idee. Dit mist
Kantoor	Sport legging	In avond sport les en geen kleding daarvoor	Kantoor	17.00	5,00	Super handig! Alleen moet j
Eindhoven	2 pizza's van domino's	teveel moeite na een zware werkdag	de tennisbaan	binnen 1.5 uur	3,00	Goed initiatief, maar kosten i
in Eindhoven	een krat bier, 15 euro	uitgeput na een lange werkdag	naar de groene toren	binnen 1.5 uur	3,00	Heel goed idee, wel moeilijk i
Thuis	Fiets	Winkel ver weg	Thuis	Binnen 24 uur	5,00	Het dient het ultieme gemak
Thuis	Je autosleutel terug	Die ligt nog bij je ouders (15 km verderop)	Thuis	Binnen drie kwartier	20,00	Heel handig! Handig lijkt me
thuis	verf	de bouwmarkt is ver weg om te fietsen en niet goed h	thuis	binnen een paar dagen	2,00	Goed dat het elk product is
thuis	tampons	het regent	thuis	binnen een uur	2,00	Het lijkt me vooral handig vo
Een vriendin	Lenzenwielstof	Heb het niet bij me	bij die vriendin	Binnen twee uur	8,00	Lijkt me heel nice, alleen vra
Thuis	Een cadeau voor een vriend (spel)	Weet niet zeker of je het gaat vinden	Thuis	De volgende dag	3,00	Lijkt me een goede ontwikke
Thuis	Kleren	Winkels zijn dicht door corona	Thuis	De volgende dag	5,00	Het lijkt me heel handig maa
Thuis	A-Merk 2ehands golfclubs	Veel uitzoekwerk	Thuis	Ergens dezelfde dag	15,00	Overbodig. Je kan alles ook
het strand	een poncho of een paraplu	toen ik aankwam leek het erop dat het ging regenen n	op het strand	ergens tussen 19:00 en 21	15,00	De dienst lijkt op de dienst
in je bed	een vaderdag cadeau	je hebt geen idee wat	zondag	middag	5,00	Het is erg nice dat je lokaal
Bij mijn vriend in ee	Medicijnen	Kan door een operatie niet autorijden	Aalst Waalre	Om 17.00 uur	10,00	Lijkt mij heel gemakkelijk Da
thuis	pinzasaus	werk	thuis	om 6 uur	2,00	Klinkt handig
Vessem	Chinees eten	Geen Chinees in de buurt en ik mag niet meer rijden	Thuis in Vessem	Uiterlijk 21.00	7,50	Kan heel nuttig zijn
Op mn werk	Pointer voor een presentatie	Geen tijd om zelf naar de winkel te gaan	Op mn werk	Volgende dag om 08.00	10,00	Geweldig gemakkelijk. Geen
thuis	lunch	nog druk aan het werk	thuis	Voor 12.30 uur	3,00	Super handig, denk wel dat j
Thuis	Boodschappen	Lui	Thuis	Voor 18.00	5,00	Goed dat het op de fiets wor
Werk	Gebitsbeschermers voor sporten	Ik ben nog aan het werk	Werk	Voor 18.00 want dan begin	7,50	Fijn, kan effectiever zijn dan
Thuis	een cadeau voor een housewarming	geen tijd en zin	Thuis	voor 18.00	2,00	Het is praktisch als je in hog
thuis	avondeten	je bent al de hele dag op pad geweest	thuis	voor 20.00	4,00	Ik weet niet of ik helemaal d
Thuis op de bank	cadeautje voor iemand waarvan je vanavond ee	Winkels gaan sluiten en dat haal ik niet	Thuis of onderweg naar de	Voor 20.30 dan begint de b	5,00	Ik vindt wel een nice to have
Centraal station	Schoonmaakmiddelen	Ik moet door naar werk	Werk	Voor 21.30	5,00	Negatief omdat mensen dan
Centraal station	Schoonmaakmiddelen	Ik moet door naar werk	Werk	Voor 21.30	5,00	Negatief omdat mensen dan

[2] locatie	[3] product	[4] reden	[5] bezorglocatie	[6] tijd	[7] bezorg	Wat vind je van deze nieuw
Werk	Gebitsbeschermers voor sporten	Ik ben nog aan het werk	Werk	Voor 18.00 want dan begin	7,50	Fijn, kan effectiever zijn car
Thuis	een cadeau voor een housewarming	geen tijd en zin	Thuis	voor 18.00	2,00	Het is praktisch als je in hog
thuis	avondeten	je bent al de hele dag op pad geweest	thuis	voor 20.00	4,00	Ik weet niet of ik helemaal d
Thuis op de bank	cadeautje voor iemand waarvan je vanavond ee	Winkels gaan sluiten en dat haal ik niet	Thuis of onderweg naar de	Voor 20.30 dan begint de b	5,00	Ik vindt wel een nice to have
Centraal station	Schoonmaakmiddelen	Ik moet door naar werk	Werk	Voor 21.30	5,00	Negatief omdat mensen da
Centraal station	Schoonmaakmiddelen	Ik moet door naar werk	Werk	Voor 21.30	5,00	Negatief omdat mensen da
Thuis	Traktatie kind	Kan thuis niet weg	Thuis	Voor 8 uur s ochtends	7,50	Wel handig, denk wel duur
thuis	een bepaald schoonmaakmiddel dat mijn schoo	de specifieke winkel die dit verkoopt is ver weg	thuis	voor maandagochtend 9 u	3,00	Het is nog lastig in te schatt
Thuis in Rotterdam	Webcam	In de Mediamarkt was 'ie gister uitverkocht. Weet niet	Abraham Kuypertlaan, Rott	Vóór volgende week dinsd	5,00	Lijkt me heerlijk. Als het ech
haarlem	betonnen tuinbeeld	het is zwaar en lastig te vervoeren en de verkoper ver	bij vrienden in amsterdam	zaterdag om 17.00	30,00	het lijkt me opzicht handig, i
Thuis	eten	de supermarkt is dicht	thuis	zo snel mogelijk	1,00	Klinkt alsof het wel handig k
ik pyjama op de bar	Toch nog een zak snoep voor de zoete trek na	ik lig op de bank in pyjama zonder schoenen	Door de brievenbus thuis	zo snel mogelijk	1,00	Goed idee! Op sommige m
Thuis	Een gezonde avondmaaltijd	Ik ben moe en heb geen puf om het te halen en te ber	Thuis	zo snel mogelijk	2,00	Klinkt handig. Wat voor mij
Thuis	Kurkentrekker	Ik vergeet steeds dat ik hem moet halen en denk er al	Thuis	zo snel mogelijk	2,00	Goed initiatief. Vooral in cez
Het park, Rotterdam	Een zak ijsblokjes	te veel moeite / te relaxed aan het chillen.	Het park	zo snel mogelijk	2,50	het voelt een klein beetje on
thuis	sushi	je bent brak	thuis	zo snel mogelijk	3,00	Slim!! Het is alleen wel ech
Thuis	Ice tea green	Brakheid	Thuis	zo snel mogelijk	3,50	Lijkt me top, weet alleen ne
Thuis	Zonnebrand	Tijdsnood	Thuis	zo snel mogelijk	3,50	Het lijkt me enorm handig d
in de tuin	een schoffel	de bouwmarkt iets te ver weg ligt om met de fiets te g	thuis	zo snel mogelijk	5,00	Super handig, want het kom
in een café in Amst	Hoedje tegen de zon	Dan raak ik mijn plek op het terras kwijt	Gebrouwen door vrouwen	zo snel mogelijk	5,00	Lijkt me wel fijn, maar wel a
De Kralingse Plas	3 flessen koude Rosé + glazen	Geen winkel in de buurt	Aan de steiger	zo snel mogelijk	7,50	Sluit aan op de trend dat je
Thuis	Kluspullen	Tegen de tijd dat ik alles heb gehaald heb ik geen tijd	Thuis	zo snel mogelijk	10,00	Ik heb er ethische vraagstu
in het park	Zonnebril	Dan moet ik weer uit het park en verschillende modelle	In het park	zo snel mogelijk	10 euro	bove Chill dat het op elke locat
Thuis	Sapje	Ik ben in mijn brakke outfit en wil niet zo over straat	Thuis	zo snel mogelijk	10% van de j	Hendigggg
onderweg naar huis	Last minute boodschappen en kadootje voor fee	Te laat, red ik niet meer qua tijd	Thuis	zo snel mogelijk	Inclusief in m	Klinkt goed, volledig in cont
Thuis (mijn huidige	Kaas (want ik maak een tosti als lunch, en het b	Geen zin maar vooral ook geen tijd vanwege werk	Thuis (Van Bleywijkstrac	zo snel mogelijk / binnen e	2,00	Het lijkt me handig, omdat t

I can provide the complete Excel file on request.

Appendix N: Quantitative Survey Study Questionnaire

Denk terug aan de laatste keer dat je een product uit een winkel wilde hebben, maar dat het niet uitkwam om het zelf te halen.

Welk product wilde je hebben?

Wat hield jou tegen om het product zelf te halen?

Wanneer wilde je het product ontvangen?

- Zo snel mogelijk
- Op een bepaald tijdstip
- Maakte me niet zo veel uit
- Anders, namelijk...

Op welke plek wilde je het product laten bezorgen?



Verder

Hoe interessant vind je een bezorgdienst die ieder product, op elk tijdstip, waar je maar wilt kan bezorgen?

Zeer oninteressant 1 2 3 4 5 Zeer interessant

Hoeveel wil je per bezorging betalen?

Kies een optie

Verder

Tot slot nog een paar korte vragen over jou...

Hoe vaak laat jij iets thuisbezorgen? Denk hierbij aan: eten, boodschappen, pakketten, etc.

Minder dan 1x per maand

Ongeveer 1x per maand

Ongeveer 2x per maand

Ongeveer 3x per maand

Ongeveer 4x per maand

Vaker dan 4x per maand

Wat is je leeftijd?

Wat is je geslacht?

Man

Vrouw

Anders

Zeg ik liever niet

Wat is je woonsituatie?

Kies een optie

Afsluiten

Appendix 0: Quantitative Survey Excel Data Example

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Welk product wilde je hebben...	Aanleiding	Wanneer	Wanneer	WAAR	Hoe	Bezorg	Hoe vaak thuisbez	Leeftijd	Geslacht	Woonst	atie	
2	Verrijdbare krukken	Afstand, drukte op de weg,	Zo snel mogelijk	5045LB Tilburg		5	5	Ongeveer 1x per mai	63	Vrouw	Samenwonend	met partner	
3	Stoel	Afstand en grootte	Maakte me niet zo	Huisadres		5	10	Ongeveer 2x per mai	63	Man	Samenwonend	met partner	
4	Bureaustoel	Tijd	Zo snel mogelijk	Liefst op afhaalpun		5	0	Vaker dan 4x per mi	49	Vrouw	Anders		
5	Een parasolvoet.	Ik heb geen auto, ik durf daarmee niet	Zo snel mogelijk	Liendenhof 262		3	2	Ongeveer 4x per mai	84	Vrouw	Alleenstaand		
6	glazen ruit	afstand	Voor een bepaald	nijverheidsweg 5 6		3	0	Minder dan 1x per r	52	Man	Gezin		
7	Kastje	Geen tijd	Anders, n	Op een wo	Op mijn werk	5	5	Ongeveer 4x per mai	40	Man	Gezin		
8	globe	de afstand en de drukte in winkels	Anders, me	niet zo	Thuis	4	3	Ongeveer 2x per mai	71	Vrouw	Alleenstaand		
9	Vloerkleed	Te groot, gemak	Maakte me	niet zo	Thuis	3	5	Ongeveer 2x per mai	63	Vrouw	Samenwonend	met partner	
10	Kleed	Het kan gratis bezorgd worden	Op een bepaald	tij	Thuis	5	0	Vaker dan 4x per mi	36	Vrouw	Gezin		
11	bureaustoel	omvang	Op een bepaald	tij	Thuis	5	0	Ongeveer 1x per mai	68	Man	Samenwonend	met partner	
12	Kapstok	In de winkel in mijn buurt was de kops	Op een bepaald	tij	Thuis	5	3	Minder dan 1x per r	61	Man	Samenwonend	met partner	
13	Planten	Het weer	Zo snel mogelijk	Thuis		5	5	Ongeveer 4x per mai	37	Vrouw	Alleenstaand		
14	Badmat	Geen winkels meer om het te kopen	Zo snel mogelijk	Thuis		1	5	Ongeveer 3x per mai	56	Vrouw	Gezin		
15	Matras	Reistijd	Zo snel mogelijk	Thuis		4	0	Vaker dan 4x per mi	43	Man	Gezin		
16	vaas	geen tijd	Zo snel mogelijk	thuis		5	5	Minder dan 1x per r	53	Man	Samenwonend	met partner	
17	Zeeprekje voor in de douche	Online meer keus	Zo snel mogelijk	Thuis		3	0	Ongeveer 3x per mai	25	Vrouw	Samenwonend	met partner	
18	Gordijnroedes en stolp	Reiskosten naar IKEA, veel moeten lop	Zo snel mogelijk	Thuis in Lelystad		4	4	Ongeveer 2x per mai	34	Vrouw	Alleenstaand		
19	Gordijnen	Afstand tot de winkel, heb geen auto	Maakte me	niet zo	Thuis, lvm gewicht	3	3	Ongeveer 2x per mai	70	Vrouw	Alleenstaand		
20	Plafoniere	Geen tijd en in het achterhoofd ook Co	Zo snel mogelijk	Werk		5	5	Vaker dan 4x per mi	35	Man	Samenwonend	met partner	
21	draadmantjes	afstand	Voor een bepaald	zalfbommel		5	0	Minder dan 1x per r	67	Man	Samenwonend	met partner	
22	Onderdelen machine	Afstand en tijd	Maakte me	niet zo	aan de zaak	5	5	Ongeveer 2x per mai	51	Man	Samenwonend	met partner	
23	Digitale personen weegschaal	Thuis te moeten blijven om het te ont	Maakte me	niet zo	Blokker winkel in d	4	5	Ongeveer 1x per mai	66	Man	Alleenstaand		
24	batterijen en schoonmaker pc.	heb geen eigen vervoer en busje in ont	Zo snel mogelijk	broekhuizenstraat		5	3	Ongeveer 2x per we	69	Vrouw	Alleenstaand		
25	camera	Het moet verstuurd worden vanuit De	Zo snel mogelijk	Dahliastraat 26 961		3	5	Minder dan 1x per r	83	Man	Alleenstaand		
26	Nieuwe telefoon	Opdringerige medewerkers	Zo snel mogelijk	Het liefst thuis, pak		4	3	Minder dan 1x per r	27	Vrouw	Alleenstaand		
27	Iso stekker	Afstand	Zo snel mogelijk	Huis adres		5	0	Vaker dan 2x per we	53	Man	Gezin		
28	telefoon	niet in winkel op voorraad	Voor een bepaald	huisadres		4	5	Ongeveer 1x per mai	65	Man	Gezin		

I can provide the complete Excel file on request.

Appendix P: Delivery Mode Questionnaire

Stel je voor...

De schoenen die je op het oog hebt zijn uitverkocht bij de winkel bij jou in de buurt. Je wilt niet ergens anders naar toe om ze te halen, maar je weet dat ze bij een andere winkel wel nog op voorraad zijn. Je wilt de schoenen vanavond aan.

Hoe graag wil jij dat de volgende partijen jouw schoenen bezorgen?

	Helemaal niet graag		Neutraal		Heel erg graag
PostNL of een andere grote pakketbezorger zoals DHL, UPS etc.	1	2	3	4	5
Een particulier of kleiner bezorgbedrijf	1	2	3	4	5
Iemand anders die in de buurt is van de winkel en het artikel mee kan nemen	1	2	3	4	5

Stel je voor...

De schoenen die je op het oog hebt zijn uitverkocht bij de winkel bij jou in de buurt. Je wilt niet ergens anders naar toe om ze te halen, maar je weet dat ze bij een andere winkel wel nog op voorraad zijn. Je wilt de schoenen vanavond aan.

Waarom wil jij je schoenen liever niet door een particulier of kleiner bezorgbedrijf laten bezorgen?

Meerdere antwoorden mogelijk

- Service
- Betrouwbaarheid
- Snelheid
- Prijs
- Flexibiliteit
- Stiptheid
- Duurzaamheid
- Anders, namelijk...

Waarom wil jij je schoenen liever niet door iemand anders die in de buurt is jouw schoenen laten bezorgen?

Meerdere antwoorden mogelijk

- Service
- Snelheid
- Duurzaamheid
- Stiptheid
- Betrouwbaarheid
- Prijs
- Flexibiliteit
- Anders, namelijk...

Stel je voor...

De schoenen die je op het oog hebt zijn uitverkocht bij de winkel bij jou in de buurt. Je wilt niet ergens anders naar toe om ze te halen, maar je weet dat ze bij een andere winkel wel nog op voorraad zijn. Je wilt de schoenen vanavond aan.

Stel dat de bezorging door iemand die in de buurt is van de winkel duurzamer is dan andere manieren van bezorging. Zou je deze optie dan eerder kiezen?

Zeker niet	Neutraal			Zeker wel
1	2	3	4	5

Stel dat de bezorging door iemand die in de buurt is van de winkel goedkoper is dan andere manieren van bezorging. Zou je deze optie dan eerder kiezen?

Zeker niet	Neutraal			Zeker wel
1	2	3	4	5

Stel je voor...

De schoenen die je op het oog hebt zijn uitverkocht bij de winkel bij jou in de buurt. Je wilt niet ergens anders naar toe om ze te halen, maar je weet dat ze bij een andere winkel wel nog op voorraad zijn. Je wilt de schoenen vanavond aan.

Hoeveel wil je betalen voor de bezorging van de schoenen door de volgende partijen?

PostNL of een andere grote pakketbezorger zoals DHL, UPS etc.

Een particulier of kleiner bezorgbedrijf

Iemand anders die in de buurt is van de winkel en het artikel mee kan nemen

Kan je uitleggen waarom je dit zou betalen?

(0/4000)

Tot slot nog twee korte vragen over wie jij bent:

Wat is je geslacht?

Wat is je leeftijd?

Appendix Q: UI test Questionnaire

How did you experience the specification of which product you want to order?



Jouw antwoord

How did you experience the specification of the delivery location?



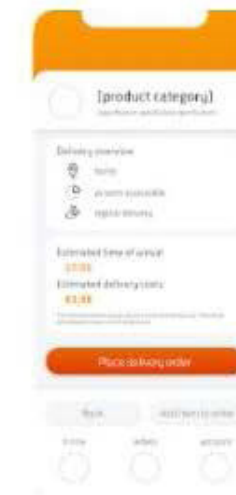
Jouw antwoord

How did you experience the specification of the delivery time?



Jouw antwoord

How did you experience the delivery overview before you confirmed the order?



Jouw antwoord

How did you experience the specification of how the delivery should take place?



Jouw antwoord

How did you experience the order overview?



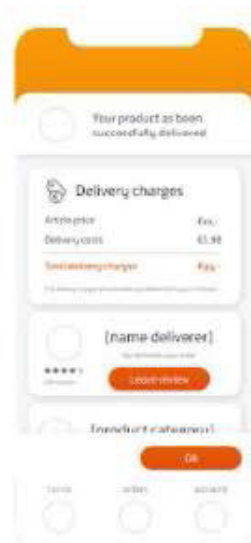
Jouw antwoord

How did you experience the pop-up that your order is on its way?



Jouw antwoord

How did you experience the delivery received screen?



Jouw antwoord

Overall: how did you experience the app?

Jouw antwoord
