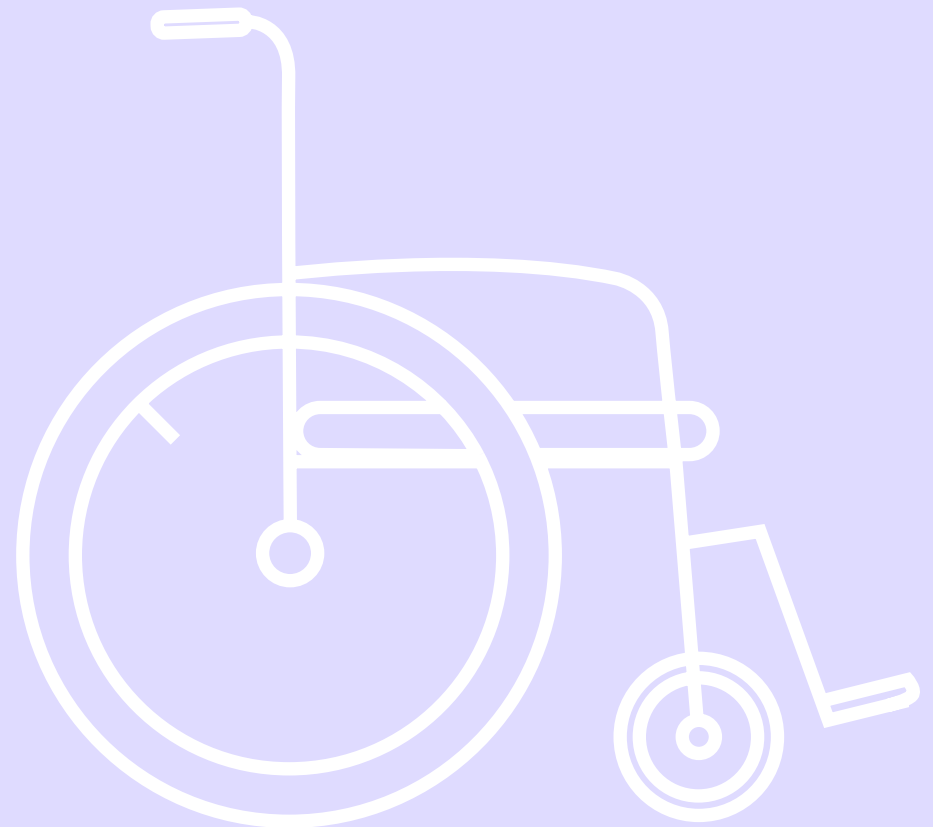# Design of a Strategic Roadmap to Increase Customer Satisfaction and Engagement

for Welzorg (at Louwman Group)

**Master Thesis**

Nathalja Wiersma

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**Master thesis**
MSc. Strategic Product Design
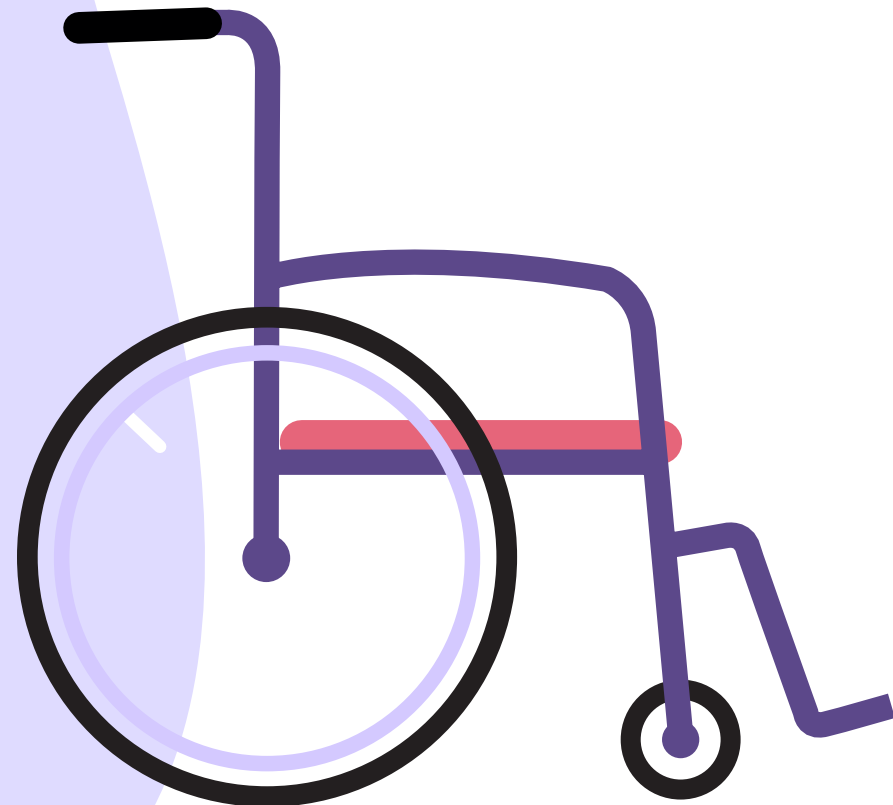Faculty of Industrial Design Engineering
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2022

# Design of a Strategic Roadmap to Increase Customer Satisfaction and Engagement
## for Welzorg (at Louwman Group)

**Master Thesis**

Nathalja Wiersma

# Preface

**Hi!**

As I write this, I am still a student at The Delft University of Technology. You are reading my final work, of which I'm very proud. This is my graduation project for the MSc Strategic Product Design at the faculty of Industrial Design Engineering in collaboration with Welzorg (Louwman Group)

I did not do this alone. When I met Agnes (company mentor). I knew this was an opportunity I wanted to look into. In the project brief, I had to write about what motivated me. After the talk we had together I found motivation in having the freedom to be creative and purpose in what topic I would be tackling. Agnes and I shared the same vision about how things could be better.

I want to thank my graduation committee too. Sonja and Sylvia, thank you for your patience and calmness. When I was questioning my decisions it was nice to have reflective talks. The encouragement really helped!

I had many supportive friends and family reach out. Graduation is tough sometimes. The people around me made it so much less heavy. From late-night walks to dragging me to join sports classes and receiving many hugs. I am very grateful to you all.

During the project, I met a lot of wonderful people, for which I am also very grateful because the more they talked with me about the topics at hand, the more my project came alive. I wanted it to be about people and not only business, strategy and products, because in the end that is what makes the difference. The people I've met along the way made the experience the way I wanted it to be.

The project was challenging in some ways because a lot of contexts were still unknown to me. This made it a complex puzzle at times. All in all, I'm glad I got to be a part of this.

Thank you!

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# Executive summary

The healthcare system in the Netherlands has trouble finding solutions for its complexity and fragmentation. Until now challenges like shortages, long lead times and lack of communication between stakeholders led to less satisfied customers. WZ (Welzorg) wants to be able to provide more sufficient service. The customer is often overlooked. So the main question is: What are the needs of the customer and how can we improve satisfaction?

WZ wants to tackle these problems. The target group analysed in this project are young families with children with a disability who request a manual wheelchair. Research findings in the user analysis show a distinction between functional and emotional needs. WZ can meet the functional needs but emotional needs are especially important for this target group and are understated.

WZ wants to be a leader in mobility and knows that this is only possible if they start thinking from the customer's perspective. Hence the question of how to meet these emotional needs.

The exploration of the Customer Journey Maps and interviews with stakeholders (such as advisors and occupational therapists) led to the insight that the most important emotional needs are clarity, being listened to and having a say in the matter.

To get WZ aboard and more willing to change a vision and three horizons are created and integrated into a roadmap:

- Horizon 1, a short-term concept: The Praatplaat, a tool to better inform and engage with the care givers via consultation at the occupational therapist or revalidation center. This makes it easier for the young families to keep track, be engaged and have an overview of the process. For WZ it is an opportunity to strengthen relationships with stakeholders and use attributes they already possess: experience and expertise about the medical devices.

- Horizon 2, a process optimization, in which information exchange between stakeholders (the advisor and the occupational therapist) is proposed for smoother cooperation and sharing of knowledge after conversations with customers. This results in the customer having a sense of recognition and not having to repeat itself every appointment.

- Horizon 3, a long-term concept: setting up test-pilots with customers and new suppliers, to improve the product portfolio together and builing new relationships. The result is having the customer feel more understood and involved and for WZ to have validation of the added value to the portfolio.

In conclusion, the new proposals in the roadmap substantiate possibilities for WZ to innovate and to play into the emotional needs of the customer. This is essential as the goal is to become a leader in the field of mobility and be a step closer to its customer focused vision by offering relevant products.

# Contents

## List of appendices

# Abbreviations

| | |
|---|---|
| Welzorg | **WZ** |
| Louwman | **LM** |
| Functionally oriented indication (Project Welzorg) | **FGI** |
| Social Support Act | **WMO** |

# 01

# Thesis introduction

This chapter explains the reasons for initiating this thesis project, the relevancy of this project, and the design approach, and shows an overview of the design process. It explains necessary background information to understand the problem and context. The project brief will be discussed and the design goals will be stated.

# 1.1 Focus on the customer

WZ wants to be leading in mobility in The Netherlands. In the Netherlands there are approximately 1.4 million people with a motor disability (VGN, 2022). Municipalities contract companies such as WZ based among other things on customer satisfaction. This will be more and more the determining factor in the future. WZ currently still links the customer to medical devices based on functional needs and financial motives. The process of choosing the right fit for the customer is strongly linked to legislation, choices of the municipality and choices of other stakeholders, so money and practical things often come first and not necessarily the customer. As a result, the expectations of the customer are not always met. WZ wants to change the focus from the functional needs to give the customer-oriented KPI more emphasis.

What WZ wants is to get insight into the pain points, wishes and needs of customers, especially when it comes to medical devices, because there is a knowledge gap there.

The target group for this project is young families with a child with a disability. This can be from the age of 4 or 5 year olds to a later age when a disability progresses (<18 years old). The idea to focus on families came from my own experience during my BEP at the TU Delft working with families with children with Duchenne. It struck me how much it takes to be able to function normally as a family with a disabled child, especially in the field of medical devices. That seems obvious, just order one, but unfortunately, it is much more complex in practice.

These families, like many other families that are connected to WZ, need not one but many for support. It's a big step to mentally prepare for the possibility that your child will be confined to a wheelchair for the rest of his life besides stress, work, finances, and taking care of other relatives. That is why the added value of starting with this specific group of customers is of great importance. The impact on the lives of this group is much greater and so is the gratitude.
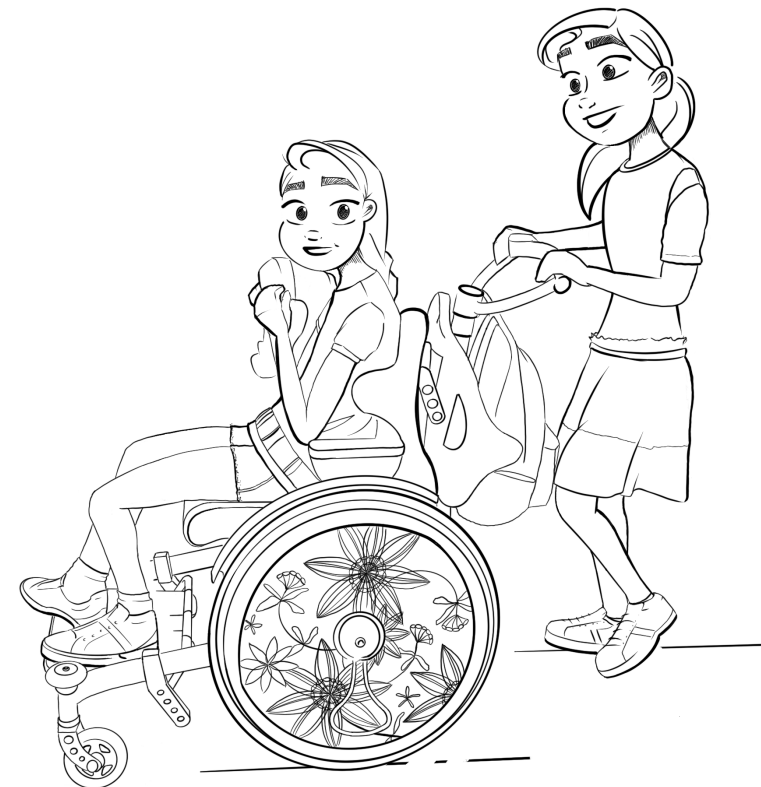
A big problem in health care is fragmentation (Ministerie van Volksgezondheid, Welzijn en Sport, 2018). The complexity of the health care system leads to impoverishment of care and the patient bears the brunt of this. Authorities, organisations and companies must work together in this network to provide for the patient. High costs, waiting times and shortages make this a very unpleasant experience. Customer satisfaction is important because it is a measure by which a company can determine whether products and/or services meet customer expectations. Hence the main question: What are the emotional needs of the customer?

A problem that emerged is that WZ has no tools to determine the emotional needs in relation to the service of, for example, requesting a wheelchair. Only the funcional needs can be easily deducted. In this report, therefore, customer interviews were conducted to discover the customer's needs and to turn the insights into ideas and advice to integrate into existing processes to improve products and services as their goal is to become leading in mobility in the Netherlands.

WZ acts on the mandate to operate as cheaply and adequately as possible. That is why the company is popular with municipalities that need to make cuts. This is in stark contrast to what the customer (or healthcare) wants to achieve. This led to the second main question: what can WZ do to fulfil the customer needs? and furthermore other stakeholders needs.

The objective of this project was to explore what to do with customer emotional needs and design a connected future vision and concepts in a roadmap for WZ to implement within the upcoming 10 years.

The added value of this project can be found in the opportunities presented in the research phase, which are found when looking at qualitative data. These are then further developed in the vision proposal. Novel concepts are then designed and evaluated. The outcome is discussed in the conclusion and recommendations for further implementation and/or development.

The emotional needs are investigated alongside the wishes of the target group (and direct stakeholders) when it comes to requesting a made-to-fit manual wheelchair. Who this target group is is discussed, as well as, why it is a good example for WZ to start looking into.

A vision is developed for improving the experience in the upcoming years. The final concept turned into an integrated plan, based on customer insights to, in the end, improve customer satisfaction and engagement and for WZ to become leading in mobility.

**Main questions:**
**- What are the emotional needs of the customer?**
(and other stakeholders' needs)
**- What can WZ do to fulfil these needs?**
**- How can WZ become leading in mobility?**

What can Welzorg do?

What are the
emotional needs of
the customer?

# 1.2 Background

Welzorg (part of LM group) housed in Raamsdonksveer in the Netherlands, is specialized in providing medical devices, home adaptations, car adaptations and improving accessibility. They are fundamentally a rental company. The customer base consists of a wide target group with people of all ages with a disability and various disability types. WZ collaborates with municipalities, health insurers, care offices, UWV, housing associations, entrepreneurs and, naturally, the customers.

Their goal is to increase the mobility and self-reliance of the customer, but also unburden customers from all the concerns that come with requesting medical devices. WZ works together with municipalities on helping clients receive the medical devices they need. WZ is one of the four big companies in The Netherlands that offers advisory support (see Figure 1) and rentable assets by introducing preselected models from trusted suppliers to clients to choose from. They offer home/car adaptations, mobility scooters, hand bikes and wheelchairs among other things.

WZ can offer made-to-fit service, but there is a lot of room for errors (incomplete deliveries, not meeting expectations, follow-up visits needed, extra costs due to complexity of customization, extended waiting time etc.) during the process of finding and creating the right fit. Not only can it be time-consuming but it is also very costly for the client because of the personal contribution that you have to pay besides the PGB (personal care budget). It is also costly for WZ to personalize the models or offer products outside the product portfolio. The resources from WZ are lease-lend (WZ Circulair, 2019), so there are only so many options and adjustments possible. The resources have to be reused to be worth the investment. This is a complex balance therefore WZ is looking for ways to innovate.

In the last couple of years, WZ had to make cutbacks and reorganize. The various facilities were centralized in a central warehouse and a central office. In addition to the money KPI, the 'people-focused KPI has become increasingly important (Kloosterman, A, 2022). WZ wants to include customer wishes of end-users in services and add to functional benefits.



*Figure 1. The municipalities in NL where WZ is active*

Moreover, municipalities want to move towards a system in which the customer assessment is considered in the choice of WZ wants to include customer wishes of end-users in services and add to functional benefits. Moreover, municipalities want to move towards a system in which the customer assessment is considered in the choice of the right intermediary. Choosing WZ or a competitor then depends on customer satisfaction.

So, WZ wants to know more about their customer. Who is this customer? In this project, the focus is on children with manual wheelchairs. The customer journey is mapped from the starting point, before contact with WZ, until use after the service.

It is interesting to record the journey for this target group because for children there is an extra level of complexity. There are the needs of parents, and the rest of the family and together they go through the process several times as children grow and need change over time.

In addition to functional needs, there are also other needs to consider. Perhaps functional needs are not the most decisive factor in choosing the right medical device.

It also leads to questions like What processes outside of WZ play an important role? What can WZ influence with the tools they have? What are the stakeholders from the customer's point of view? How do companies, municipalities and other stakeholders plan to innovate? It is interesting to compare the different factors in the customer journeys and find what is the common thread throughout the story and gain new insights and improve the process of requesting a wheelchair.

# 1.3 The process of requesting a (manual) wheelchair

The process outline has been drawn up by the National Framework of Standards for Resources (Actieteam hulpmiddelen, 2020). The ideal course of action is explained below because it forms the basis for the research.

HELP!

The process starts with determining that something needs to change or happen because of a limitation. This can be for multiple reasons. The customer must then actively ask for help.

Research often precedes the start of an application request. There is a lot of information to be found online.

First, you go to your GP or a more specialized team of healthcare providers (rehabilitation centre, occupational therapist, physiotherapist e.g.) for a form or report for your medical device. They will help you make a list of requirements based on functional needs, but also include the wishes in the application.

RULES
1
2
3

This form is then often sent to qualify for support from the Social Support Act (WMO) by the healthcare provider to your municipality. The municipality must then investigate the personal situation of the applicant within six weeks of the notification. The outcome of this investigation determines whether he or she will receive financial support from the Social Support Act.

The report or form is then sent to a provider of medical devices (WZ e.g.). They will advise you about the options and plan at-home visitations where they will propose a medical device and make an order with you.

The order is then processed and assembled in the depot and prepared for shipment.

The shipment via the provider (WZ) is then delivered to your home. There the manual wheelchair is adjusted, explained and made ready for use.

# 1.4 Project approach

The design process in this report follows the principle of the Double Diamond by the British Design Council in 2005 (see Figure 2). The Double Diamond (Ball, B. J., 2022) is built up in four different phases that diverge and converge to go from broad research to good decisions and from many ideas to the final substantiated design concept.

The goal of this project is to create a future vision for WZ (in Define), the roadmap (in Develop) is then made to create a tool with steps for reaching that goal. This is done by first using the input of customers and stakeholders (in Discover), dealing with manual wheelchair requests or relating medical devices.

Different tools were used during the different phases. For example, in the Discover phase (the most important in this project, hence the largest bubble) it can be seen that a Service Blueprint and Customer Journey Maps have been designed for the stakeholder analysis.

The Discover phase means to delve as deeply as possible into the matter and find the most important insights. Several interviews were therefore conducted during this phase to approach the subject from different perspectives. The Service Blueprint is an overview of all processes that take place in the background, which the user does not immediately see. And the Customer Journey Maps contain emotions and important statements from the interviews with users mentioned per step in the process. The Service Blueprint and Customer Journey Maps were chosen to process interviews, because they form a visual overview in which a common thread and the corresponding bottlenecks can be recognized.

The insights of the Discover phase are important and come back in the Define phase in which the Project Brief is composed. Choices made affect all stakeholders. That is why it was decided to create the joint future visions on the basis of a creative session within WZ and to draw up the design criteria for the roadmap in the next phase.

The roadmap has been compiled in the Develop phase. Based on a creative session at Basalt (different stakeholder), the necessary input was collected to design concepts. These are compared and finally planned out in the implementation map, so that the company and other stakeholders can benefit from them.

Finally, in the Deliver phase, we look back at the important insights, the end result and the implementation. Recommendations and limitations are discussed and the evaluation can be found.

**Discover**   **Define**   **Develop**   **Deliver**
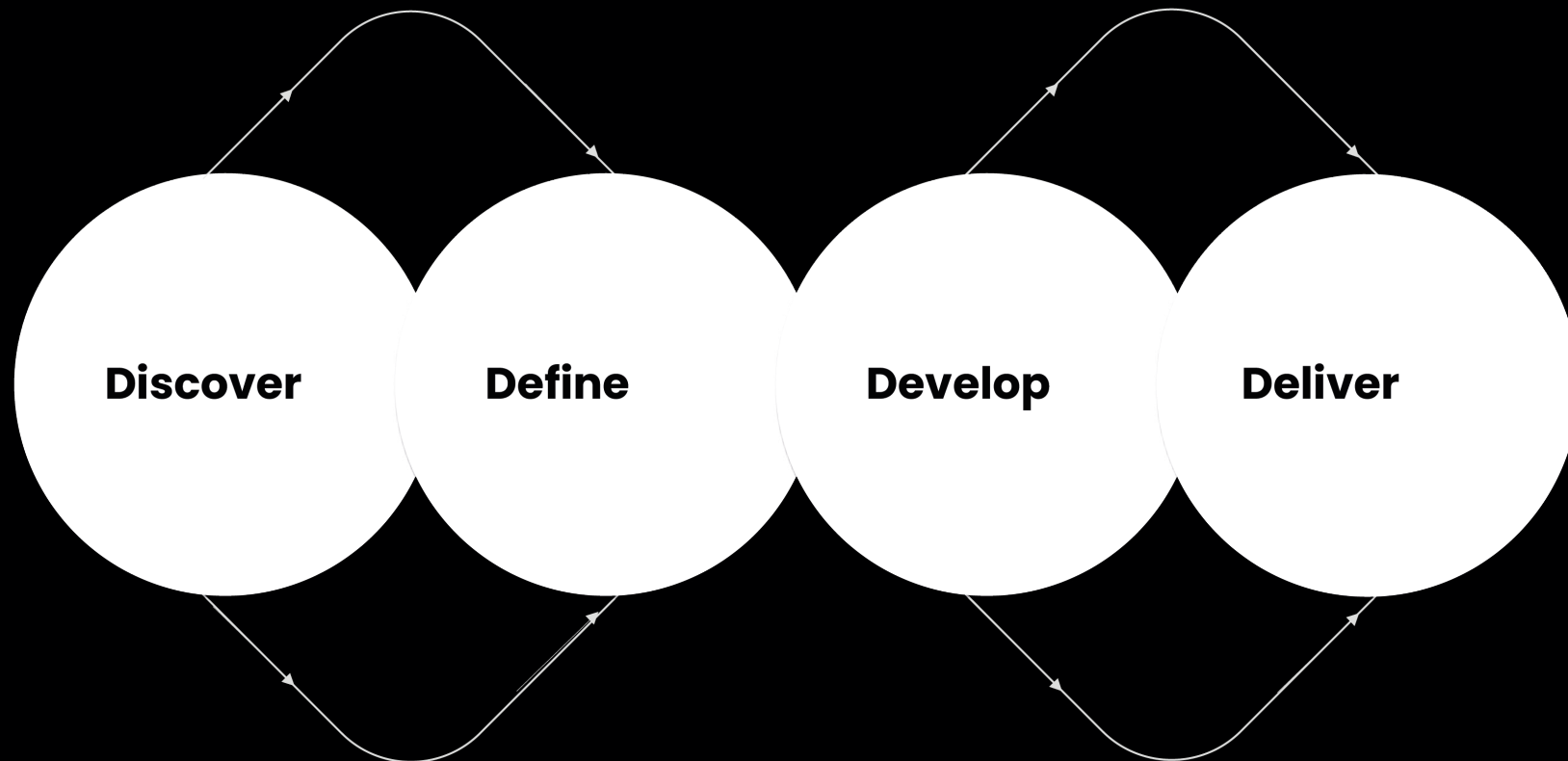
TOOLS

INTERNAL ANALYSIS WELZORG
USER INTERVIEWS
INTERVIEWS/OBSERVING ADVISORS AND
OCCUPATIONAL THERAPISTS

CREATIVE SESSION WELZORG

CREATIVE SESSION BASALT

OUTPUT

**INSIGHTS 1 + SERVICE BLUEPRINT**
**INSIGHTS 2 + CUSTOMER JOURNEY MAPS**
**INSIGTHS 3**
**CONCLUSION**

**VISION**
**PROJECT BRIEF**
**DESIGN CRITERIA**

**ROADMAP**
**IMPLEMENTATION MAP**

**CONCLUSION**
**RECOMMENDATIONS**

*Figure 2. The Double Diamond*

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# Discover : Creating an understanding of the Stakeholders

In this part of the report an analysis is done to create an understanding of the issues and the context. By delving into the problems as much as possible, allowing different perspectives, listening, experiencing and gaining knowledge about the subject there is less chance of prejudice. This is mainly done by spending time with the people who are experiencing the problem. It is then possible to define opportunities.

The main subjects discussed in this chapter are the stakeholders, their interests, the relationship with the user and the customer experience itself. Which parts are the most relevant and at which parts do they encounter problems? The process is mapped out in a Service Blueprint, the user interviews are processed in Customer Journey Maps and the interviews are processed into a summary of insights.
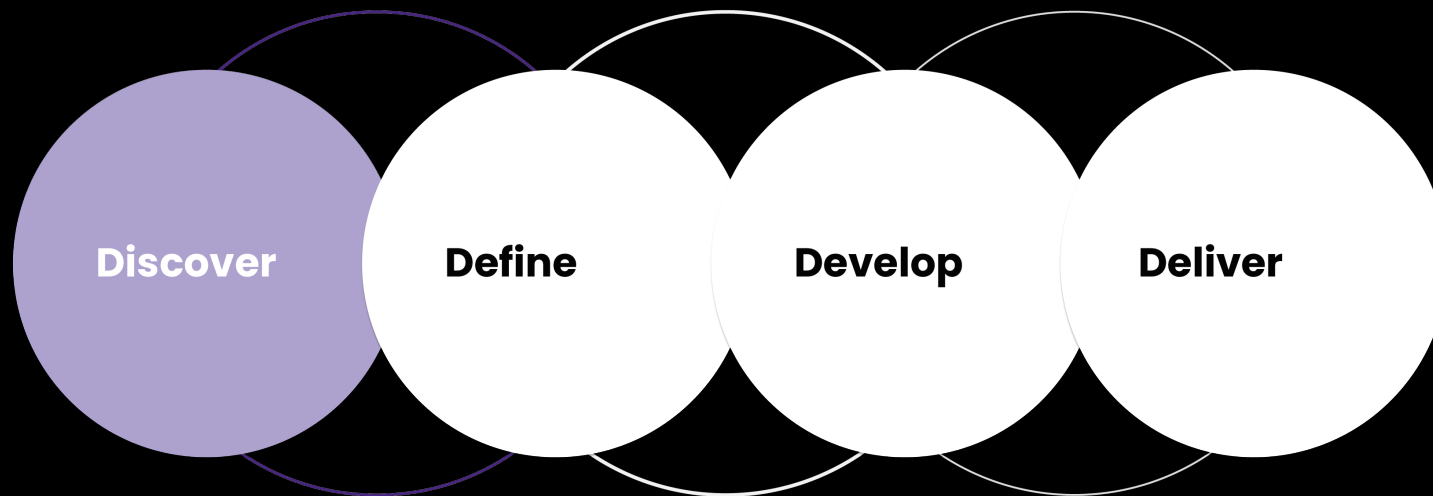
# 2.1 Stakeholder overview

## Introduction

This chapter gives an overview of the different relevant stakeholders when applying for a manual wheelchair (and other medical devices). Several parties are involved (see Figure 3). These parties all have their tasks and interests, so it is important to name the differences to take into account later. Many processes in healthcare are complex, if something changes, it also affects other elements in the chain. Mediation is necessary to implement change, because there are agreements, rules and contracts to take into account. Because of the role as distributor and specialist, WZ collaborates with the stakeholders. This chapter discusses the stakeholders and their needs. Other parties may be involved, but these are the most relevant to this design project.

## The user (family & child)

In this project, the focus is on the application of a manual wheelchair for young families with small children with a disability or handicap. This group has very different interests than other groups within WZ's customer base.

Young children deserve a little extra attention and therefore have priority within WZ regarding turnaround time and attention to the case, because of growth but also to relieve pressure on the family.
In 2015, there were 93,000 children (0-17y) in The Netherlands with a disability who used assistive medical devices (Duijf, M., 2018). It is estimated that 3.5% of children and young people up to the age of 18 have a disability (Tierolf, B., & Oudenampsen, D., 2013). WZ delivered more than 6000 manual wheelchairs in 2021 alone, including short term use and long term use models.

In the Netherlands, the family of the disabled child has to be self-reliant and start a request for aid. Of course, **the parents want the best for their child**, as most parents do, but they have to know how to arrange things.

This request for medical aid does not happen automatically. Not everyone is as capable of doing this by themselves, so some foundations and institutions can help with this. The most common way is through a healthcare facility or care provider. But because this group is a minority it is often that medical help is limited. Sometimes hospitals or healthcare institutions can do nothing more than refer or with rare disabilities even nothing to help.
The chapter on Customer Journey Mapping includes interviews on situations that occur and an analysis of what the customer needs are.
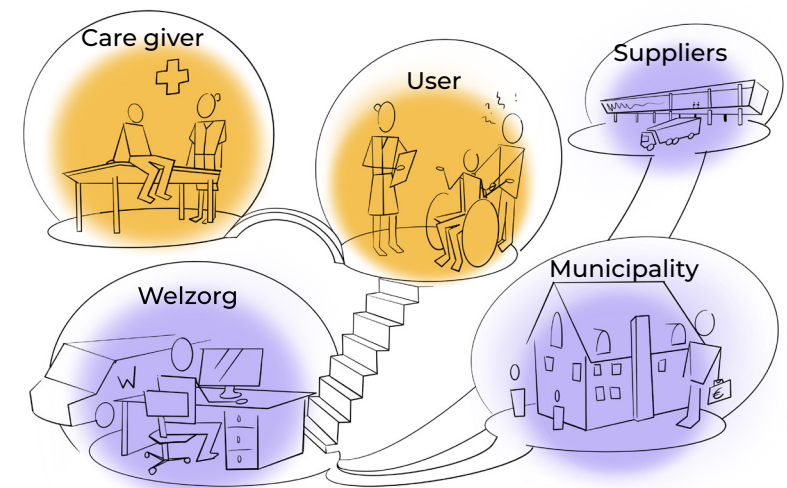


*Figure 3. Overview Stakeholders*

## Welzorg

In The Netherlands there are several companies such as WZ, but few have as much experience. WZ is a distributor but also an interested party placed between suppliers, municipalities and the customer (sometimes in consultation with other specialists). This makes WZ often the bearer of unpleasant news. WZ has a reputation for offering the bare minimum, but often this is because they have to take into account the requirements of other parties, like the municipality that has strict rules or suppliers that can only do so much. What **WZ wants is for the customer to become more satisfied with the service and experience.**

## Care providers

The care providers are at the other end of the spectrum, close to the customer. They look at what a customer needs and make an application based on functional requirements but also include wishes. They often see more of the complete picture, so what happens in the life of a patient and the family. What they have less insight into is what happens next with the application. Often the occupational therapist (or sometimes the physiotherapist) **is strongly present in the beginning but forgotten later on.** Whether the outcome and the product (the wheelchair) match the application is often a question mark.

## Municipalities

Because of new regulations in 2015, major regulatory tasks were transferred to municipalities under the guise of being able to support the customer at a more individual level. This stemmed from major healthcare cuts announced that year. Healthcare, therefore, had to be decentralized. As a result, the municipality was given the task of handling requests of residents for help at home and medical device via WMO itself. This is a complex task, in addition to a growing number of applications. It was indicated that they have too little insight into the number of people in need of help who are not in the picture (Ministerie van Volksgezondheid, Welzijn en Sport 2020). A high degree of self-reliance is increasingly needed of the resident.

Municipalities use a treasury with money that is built up from municipal funds. Depending on the size and number of inhabitants of the municipality, the size of the cash box is determined. But the rules differ per municipality and therefore also the distribution of the spending. Although it seemed to work well in the beginning, in reality, this has **resulted in major differences between municipalities** and also large debts. The municipality had to cover the care portion of the spending with an amount that was initially already 30% smaller than before when it was still centralized (Braak, 2019). This means that since 2015, the municipality has been even stricter when allocating resources. Only the necessary is still covered by the WMO. It is therefore up to WZ to meet that demand as cheaply and adequately as possible.
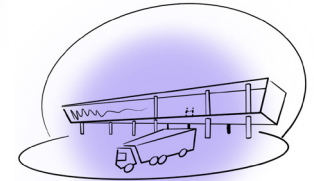
## Suppliers

WZ has many different suppliers for different categories. As for the 'Care' range, which includes the subgroup 'Junior' for kids contains among other things wheelchairs from various suppliers. The major suppliers are Veldink, Sunrise Medical, Etac and Interco. There are big differences between them as well. For example, Sunrise Medical is a large American firm that delivers globally and Veldink is much smaller, focused mainly on children and has a Dutch origin but is now owned by Ottobock which is a larger European firm. These details determine how much influence WZ can have in influencing product development or special requests. At smaller companies, a small adjustment is often not possible, because it must be in proportion to what it yields. And at bigger companies change in general is slower because it affects more than one department. As a result, it is **difficult to initiate change**. What you see is often what you get.

# 2.2 Welzorg

### 2.2.1 Introduction

This chapter describes the structure of the company based on the large LM Group chain and the internal structure within WZ's head office. For example, it is indicated from which department this assignment originated and why it contributes to the philosophy, mission and vision. It also states what exactly the company does and delivers to the customer to have a basis of where the added value and knowledge are stored for later reference.

## 2.2.2 Welzorg, part of Louwman Group

LM Group is an automotive distributor in the European market and collector and preserver of classic vehicles with a rich history (see Figure 5). LM took over WZ in 2010. The company which had been one of the major medical device distribution and rental companies in the Netherlands, with showrooms and offices in many of the larger cities. WZ specializes in customization, advisory, servicing and delivering medical devices that help increase mobility.

Although a bit of a stranger in the mix, because it is lease-lend and falls under the relatively small revenue stream that is called 'Care' (see Figure 4), WZ would fit the new strategy of broadening the range of mobility services (Weernink, W. O., 2018). LM predicts an increase in demand for medical devices and need for transport in the future.
In 2015, when the Social Support Act in The Netherlands (Wet Maatschappelijke Ondersteuning, WMO) changed, a large part of care was decentralized and most medical device requests were now directed via the municipalities. LM decided for WZ to centralize most processes because of cuts in 2017 (Weernink, W. O., 2018). Stores and showrooms were closed and there was a large layoff among staff. Because the reimbursement of lent medical devices in the health insurers' system was disproportionate to the costs, this activity also had to be discontinued.

## Service and offering

Internally, WZ has changed a lot over the years. The company has been trying to make innovation a priority since 2015. The Optimization department (where the idea for this graduation project arose) makes changes in response to the market for medical devices by creating projects to improve the offering.

WZ has a lot of inhouse expertise (25 years of experience). They are experts in providing personal advice, maintenance, repairs, training and also in depot management (see Figure 6).

| Group | |
|---|---|
| Wholesale | 41 % |
| Retail | 44% |
| Care | 7% |
| Additional | 8% |
| *Source: Louwman Group* | |

Figure 4. Revenue Distribution

Figure 5. From top to bottom:
Gift from Dutch Toyota dealers: the Siberian camels, LM Exclusive, LM museum inside and outside

## Philosophy, culture and values

The mission or the raison d'être of WZ and LM is: The passion to move people (Vision & Mission, 2022)(see Figure 7). And the future vision is to be a leader in mobility or more specifically:

1. Favorite provider of medical devices according to users: highest customer satisfaction
2. The strongest in mastering the value chain: leading in loyalty
3. Leading in new sales and service concepts: market leader
4. Contribute to sustainable mobility with the right innovations

The company tries to innovate by optimizing processes in several areas, divided into four categories (Kloosterman, A. 2022):
1. Customers (customer satisfaction)
2. People (employes internally and stakeholders externally)
3. Financially
4. Corporate Social Responsibility

WZ always wants to put the customer first, so that is also the philosophy for basing the plan of innovation on 2027 (Maatschappelijk Verantwoord Ondernemen, 2022).



Depot management

Maintenance

24/7 repairs

Training

Personal advice

*Figure 6. Different elements of the service*

## Experience is the repository of value

WZ wants to prioritize the needs of the customer, create a better customer experience and eventually get a higher customer satisfaction. Prioritizing the customer experience is an idea that has been around for years and can be traced back to the work of James H. Gilmore and B. Joseph Pine II 1999 (Pine II, B. & Gilmore, J., 2013), who called it 'The experience economy' in their handbook for changing business landscapes.

They stated that businesses that were looking for a competitive advantage (the best service or the best product range e.g.) needed to look at the next trend, which would be to create a competitive advantage by using the customer experience as a differentiator. They predicted that by 2020 the experience economy would take over product and price as the key brand differentiator. It also said that 86% of buyers would pay a premium price for a good experience (Rao, S., 2021).

It is important to note that 'the experience economy' states that before experiences were typically seen as the same as services, but experiences are a distinct economic offering, just as services are different from goods. The progression of economic value went from offering only commodities to making goods, to delivering services and now today this fourth offering is recognisable in everyday life, namely staging an experience (see Figure 8). For WZ this is interesting because it is fundamentally a rental company trying to stage an experience, because they deliver a service and make customized

goods for a specific target group that is already accustomed to optimized experiences. The next step for this business would be to differentiate by improving this staged experience by turning negative feedback into positive.

Before going into the specifics of improving an experience, it is useful to understand how service and experience come to be and what the difference is. The origin of service, according to Joseph Pine, was described in 1993 as making an individually customized physical product with low costs, high volume and efficient operations (Welcome to the Experience Economy, 2014). According to him, a distinction between goods and services is that goods are standardized while services are customized and done on behalf of an individual customer. Goods are inventoried after production while services are delivered on-demand following the demands of the customer. Goods are tangible, whereas services are often partly intangible.

And part of mass customization is the intangible service of helping customers figure out exactly what they want. So mass customizing goods involves the business of defining, making and delivering an exact item that fits each customer's needs at a particular moment in time (Pine II, B. & Gilmore, J., 2013). Joseph Pine also stated that mass customization automatically turns service into an experience.

### Driven by the customer
We put our customer first and immerse ourselves in his wishes. We realize how important mobility is for people and do our utmost to offer the best solution. We want to live up to expectations and surprise customers in everything we do.

### Keep improving
We believe in continuous improvement and never sit back. We have a passion for quality and love for craftsmanship. We want to do better every day because our customer deserves the best. We provide smart solutions and a smooth working method. We encourage personal and professional development.

### Feeling Responsible
We stand for what we do. We feel responsible and show ownership. We keep to our agreements and want to achieve results; for our customers and our partners, for ourselves and for society. We are decisive and operate carefully. We take initiative and tackle problems decisively. We dare to choose and show courage.
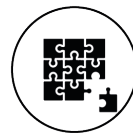
### Together we are Louwman
We believe in the power of teamwork. We enter into lasting relationships with each other, our customers and our partners. We are a close-knit family of independent companies that work closely together and feel connected.

*Figure 7. Drivers and values (Vision & Mission, 2022)*

In essence, this is what you also see at WZ. WZ describes what they do, this mass customization, to its customers as a service of 'Turning limitations into possibilities' and 'Providing tailor-made (total) solutions matching the needs and capabilities of the customer about the requirements and wishes of the stakeholders.'.

Many companies try to create offerings that are more and more relevant to the wants and needs of customers. They try to differentiate their goods and services from competitors and thereby increase the value provided. Competitors of WZ are Medipoint, Meyra and Kersten, for example. For companies with similar offerings, The Law of Comparative Advantage applies (Pine II, B. & Gilmore, J., 2013). Customers look at these companies and think 'Who could do it more efficiently, more effectively and with higher quality.' Although WZ offers mass customization, WZ doesn't have this process optimized yet. Through customer panels and customer inquiry, they found there is a gap between the determined overall satisfaction and the reality of satisfaction of the experience (and of the making and delivering of service and goods).

Experiences lack tangibility. While commodities, goods and services all exist outside the customer, experiences happen inside them. The experience effectively reaches inside customers with the sensations, impressions and performances they orchestrate together to engage each guest and create a memory (Pine II, B. & Gilmore, J., 2013).

A part of the business of WZ includes customization for the individual, it engages that person in the creation of an offering produced just for him. In principle, this has all the means to create a memorable event or helps to try to create a greater sense of well-being, more so than purchasing mere goods. Pine also argues that with businesses that orchestrate memorable events for their customers, the memory itself becomes the product – the "experience".

In the experience economy, according to Jim Gilmore and Joe Pine, time is the currency of value. Customers see value either in time well spent or in time well saved (Rao, S., 2021). This asks companies to improve their efficiency — fast transactions, only necessary appointments, minimal rescheduling, few clicks and easy navigation online, for example.

As for the physical channels (in the case of WZ, the appointments), will focus on relationships and engagement so customers come away feeling that they spent their time well and were involved and listened to. The two areas (non-physical and physical channels) are essential to look into.

## Good on paper

An experience is something you create together with a customer. As described previously, an experience is an orchestration of sensations, impressions and performances (see Figure 8). WZ is a specialist in mobility medical devices and in-home and car modifications. They help by advising on a solution that suits them best. But the promise they make is to deliver (total) tailor-made solutions matching the needs and capabilities of the customer. This is a nice sentiment, but does the customer believe that? Increasing amounts of deliberate and sensationally staged paid-for experiences lead to people being more sceptical about the genuinity of offers from companies. Think of catchy taglines, with overused marketing and advertising buzzwords. There is a need for new ways to differntiate if the market is saturated.

Only a customer can determine if the solution truly fits their needs and decide how real they perceive an offering to be. Realness can only arise if it is authentic. Authenticity in business terms according to the experience economy means ''It's purchasing based on conformance to self-image (Pine II, B. & Gilmore, J., 2013). Economic offerings that correspond in both depiction and perception to one's self-image are perceived as authentic.''. As a company it is important to then look into the following questions as a starting point (Pine II, B. & Gilmore, J., 2013):

*1. Is the offering true to itself?*

*2. Is the offering what it says it is?*

The first question means looking at the company's identity and asking 'What is it essentially we offer compared to where our values are? Can we recognize the characteristics we have defined in what we do?

To get the answers to the second question you need to first get to know your customer. For WZ it is necessary to have contact with the actual customer because the company pointed out to rarely having contact with the user outside of the service itself even though they want to think from the customer's perspective.

What are their needs, wishes and expectations? Where do these expectations come from (established by themselves, by WZ or possibly by other parties)? And finally, how can we translate this information into something tangible and meaningful to the customer?
There are two ways to look at an experience (Pine II, B. & Gilmore, J., 2013): Erfahrung or Erfahren, to experience something, like an event. It describes something exciting or Erlebnis, which is more neutral and means that you gain something from it.

It is important to create more and more value for the customer by getting closer to what each individual truly wants and needs. This will be the next step in 'The experience economy' where a transformation happens. What you want is to create an Erlebnis. If companies want to achieve a lasting effect for the customer then they want to stage a series of experiences where there is a revising of a recurring theme. This means the experiences are used to guide customers to change. Customers take the Erlebnis feel more engaged and integrate it into their life.

## To apply

The next step is the analysis of the existing service in a framework. The concept described in Harvard Business Review by G. Lynn Shostack (Designing Services That Deliver, 2014) forms a framework to apply to services for analyzing and finding improvement areas. Steps like identifying processes, isolating the fail points, establishing a time frame, and finally, analyzing the profitability will be addressed. This gives an overview of improving systems and finding bottlenecks. Doing this will help to eventually design a concept that enlarges the economic value and transforms the service of WZ into a positive staged experience.
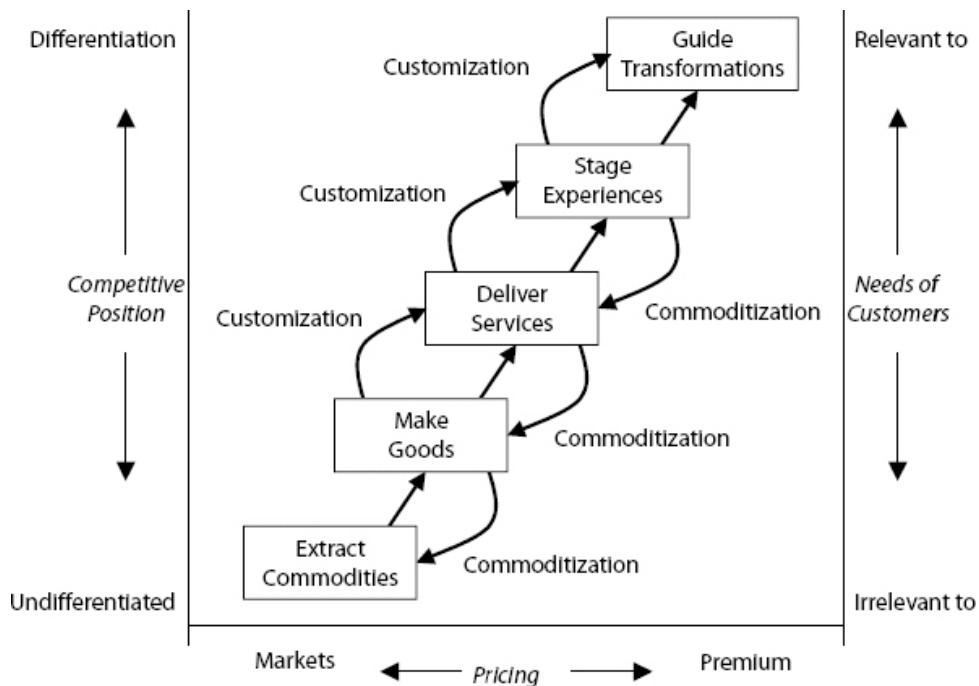


*Figure 8. From extracting commodities to staging experiences and guiding transformations (Pine II, B. & Gilmore, J., 2013)*

## 2.2.3 Service Blueprint

### Introduction

Service blueprinting is a tool to design a service design but can also help with diagnosing operational efficiency issues. The concept of a service blueprint was first described by G. Lynn Shostack in Harvard Business Review (Designing Services That Deliver, 2014).

The blueprint consists of links between the stakeholders. The idea is that you start with raw material (input), which undergoes transformations (processes) and comes together in a finished product (output). The different steps to creating a blueprint are: identifying processes (naming what happens), isolating the fail points (finding bottlenecks), establishing a time frame (how long it takes)(Appendix B), and finally, analyzing the profitability (Appendix B). This is an overview for improving systems and finding bottlenecks, following the principles about processes of The Toyota Way (Ito, Hiroto, 2016).

The customers has no conception of the complete processes that underlie the service and only sees what is in front of the line of visibility (see Figure 9) and remains in the area with the line of interaction.

### Identifying processess

The customer will experience a problem or inconvenience in daily life (see chapter 1.3 How to request a (manual) wheelchair). The customer must raise the problem and initiate a request. The request for help is often passed on from the customer to the team at the rehabilitation centre (occupational therapist and physiotherapist) or the customer makes an application independently to the municipality (see Appendix B). In the first case, the occupational and physiotherapist determine the necessity and make a list of requirements and a recommendation for what would be the right medical device based on the information they have.

The municipality processes the application and examines the options for financing. They determine what is necessary and what is a wish. Only the necessary is reimbursed. The municipality can ask for an additional personal contribution. The limit for this is set nationally at 19 euros per month.
The municipality has contracts and agreements with distributors who match the financial picture with the most appropriate medical device. WZ provides resources to municipalities mostly via WMO and because a large part is by lease-lending WZ first checks for stock in the warehouse. If something is not available, they make a request through the various contracted suppliers for something new.

WZ determines if the request is a 'complex case', meaning a request for a wheelchair with multiple adjustments (not a standard product) or whether it concerns a customer with multiple medical devices or, for example, a child.

Based on this, appointments are either scheduled with the advisor or a call appointment is made. The advisor visits the customer to first check the necessity of the application and the specifications. This can lead to a follow-up appointment where the advisor (sometimes in collaboration with the supplier) will determine the sizes. The measurements provided by the therapist are checked and personal preferences are documented. Backstage of WZ, the administration is processed into a quotation. This quotation must first be approved by the municipality before the medical device can be purchased, reserved or assembled for the customer.
WZ can send out the quotation and order parts for the assembly when the quotation is approved.

The product is then assembled in the workshop with all the necessary parts and is prepared for shipment. WZ informs the customer when the product will be delivered. Another visit from an advisor follows. The advisor delivers the medical device and helps the customer to adjust and/or place the medical device correctly.

Exercises or lessons for use of the product can be offered by the revalidation centre or an external occupational therapist or physiotherapist if applicable.

Subsequently, the customer uses the product until the end of the product's life ideally (or until a new device is needed or replacement is necessary). When someone moves house/municipality, WZ takes the product back and the product goes back into the warehouse via the workshop. Back on the stock. Most products can last several cycles, but there are exceptions, such as sanitary products or other personal use items.

An overview of the different links is designed to visually show the complexity and have a reference image as to where the bottlenecks can be found. In figure 9 the overview of the Service Blueprint is shown and the analysis of the fail points and the full size blueprint can be found in Appendix B.

*Take-away for the next steps*

The system is only as strong as the weakest link, therefore to solve these bottlenecks or weak links it is important to ask the stakeholders about the validity of these observations. First, the customer feedback and the assumptions within WZ are analysed. What does WZ think the customer thinks about the current products and services? What problems do they see?
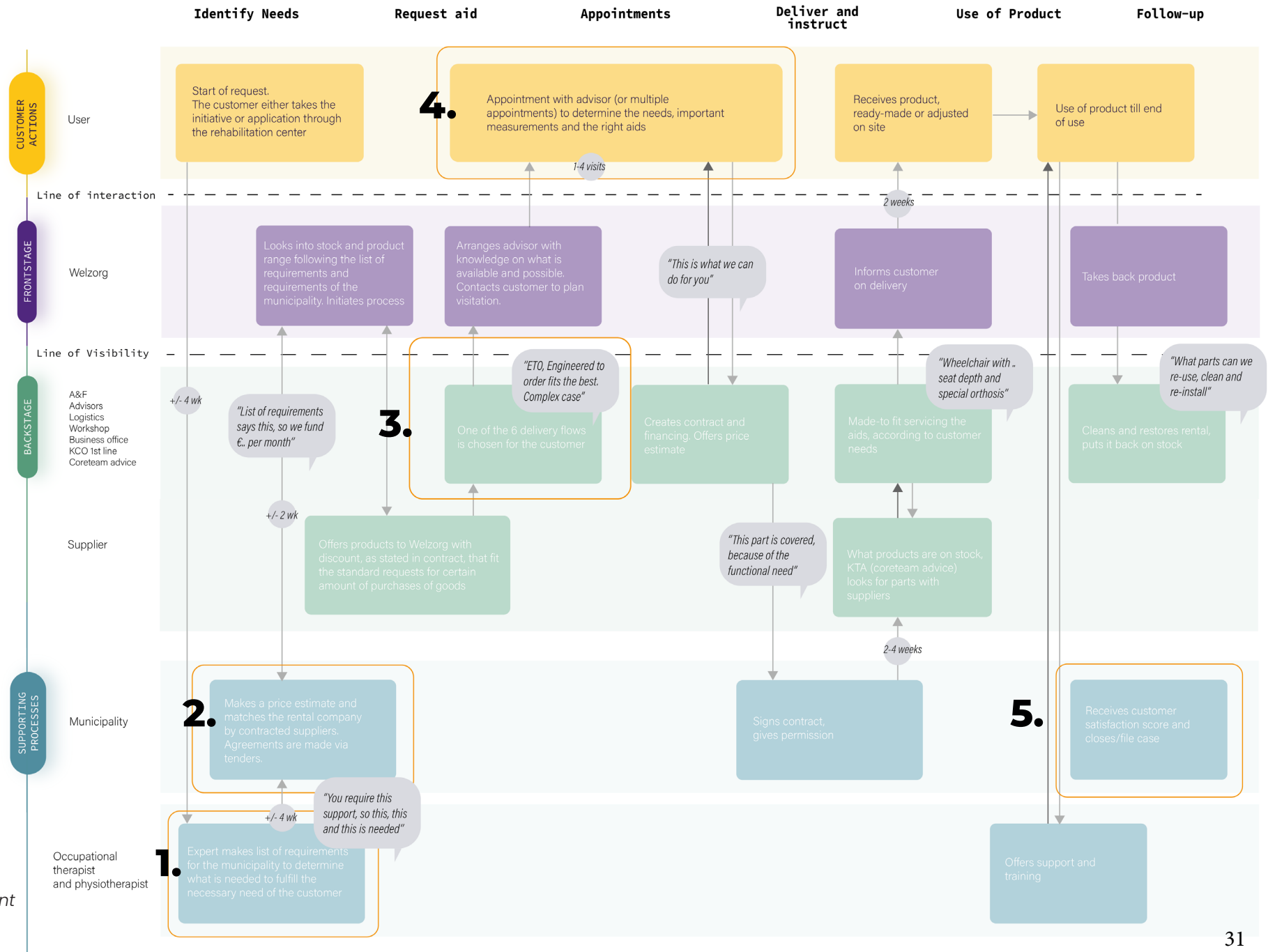
*Figure 9. Service Blueprint*

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## 2.2.4 Insights Internal analysis

It is important to link the results of the insights from the service blueprint to the main question, what does the customer need? to see what relevance provides directions for improvements.
The image above (see Figure 14) shows the five outcomes and describes their relevance to the customer.

The list of requirements is a document that goes through many stakeholders' hands and influences everything that happens later in the process. This influences the customer because what is needed is described here. When you talk about customer satisfaction, you want this to be as complete as possible, but also keep it clear to everyone during the application. The provision of information is a point of improvement. The product range of WZ is ever-changing, which is why it is difficult to keep the care providers and the municipality constantly informed.

But this would be useful in managing customer expectations because they want to know what a realistic outcome will be. You also do not want the municipality or other parties to make promises or make agreements that cannot be kept.

Complex cases should not be forgotten. These customers often need extra help. It is mportant to inform the customer about what is happening and why it is taking longer than usual.

The customer does not see everything and has to wait often without a prospect. This is ultimately annoying for everyone, but the customer in particular feels forgotten.

The agreements made to coordinate the product with the customer also cost the customer time and energy. Is it necessary then? If an advisor comes three times for the same thing because of poor internal communication, the customer does not feel taken seriously.

If there is a real interest in the needs of the customers, it is of course very strange if the customer is not even asked what he/she thoughtof the service and product. It is also important to let the customer know that something is happening with the feedback after asking.

The customer surveys carried out by WZ about the current product portfolio confirms that the customer's emotions are not taken seriously enough, but are of great influence on customer satisfaction.

The next step is to interview the users and to check whether these findings are recognizable and what they see as bottlenecks in the process.
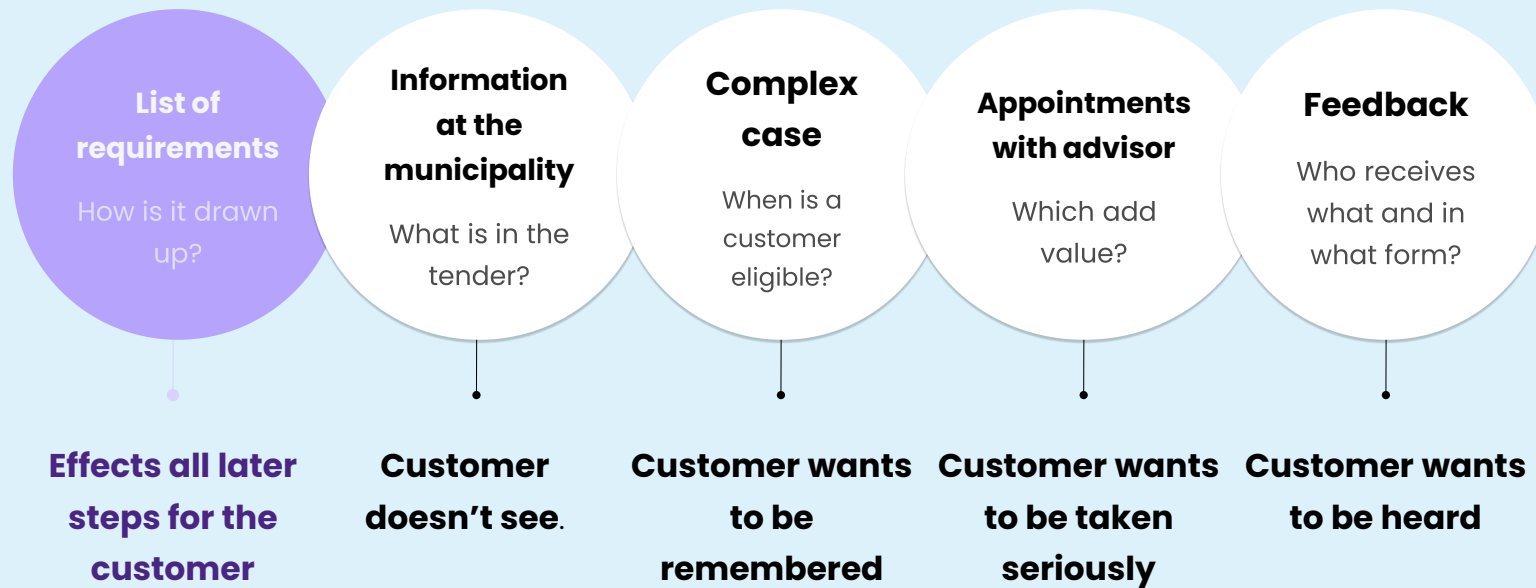
**List of requirements**

How is it drawn up?

**Information at the municipality**

What is in the tender?

**Complex case**

When is a customer eligible?

**Appointments with advisor**

Which add value?

**Feedback**

Who receives what and in what form?

**Effects all later steps for the customer**

**Customer doesn't see.**

**Customer wants to be remembered**

**Customer wants to be taken seriously**

**Customer wants to be heard**

*Figure 10. Overview of problems and the effect for the customer*

# CUSTOMER JOURNEY MAP

# 2.3 The user

## 2.3.1 Introduction

Interviewing the customer is an important part of research because the insights determine the direction of the project assignment in the Define phase. It is important not to take customer feedback data from WZ about customer satisfaction as truth, but to see whether it applies and search beyond what WZ already knows. The participants' story is mapped out based on customer journey mapping.

Customer journey mapping is a customer-oriented tool for developing innovative service concepts and optimizing customer processes and services. It clarifies where customer contact improvements are possible to realize an optimal customer experience. Therefore, it is useful for WZ to have. It is a way to visualize the perspective of the customer, which WZ is now missing.

The result is an overview and a discussion about the overlapping outcomes for the various participants.

## 2.3.2 Set-up

WZ had the question 'What are the customer needs?'. This is relevant because WZ's offer has to fit with what is going on in people's lives. A wheelchair is often of great importance for the user.

That is why it is very important to record and reflect on the stories of people who have experienced the process of requesting a manual wheelchair. The set-up for the interview and the guiding questions can be found in Appendix C.
In short, there were three interviews with young families that have a child with a disability with a manual wheelchair and three interviews with young adults with a manual wheelchair. The duration was approximately 1-2 hours.

The participants (see Figure 15) were selected for one or more of the following reasons: All applications concerning children are often considered complex, but an application can also be complex if the customer needs several medical devices. This can provide very different experiences compared to someone who needs a standard wheelchair.

Therefore, this is a distinction made when selecting participants. In addition, it is also important to take into account how serious the disease is and whether someone got a wheelchair at a later age or has had a disability since childhood (see Appendix C).

Age is important for other reasons too. When one is still young you are more dependent on family and others to articulate needs. This influences the knowledge you have once you are grown up. While others experience this later and might not know on the same level how to articulate their needs. This all influences how you experience the process.

The process can be divided into different stages. These stages, similarly to in the Service Blueprint, are only from the participant's point of view and verified by the model from Basic guidelines for accessibility of care resources (CG-Raad, 2010).

Activities, emotions, and problems of the different participants and their care providers are documented in separate journey maps to have an overview of the experience (see Figure 16). See Appendix C for the six separate different customer journey maps. Because interviews lead to a large amount of qualitative data it is important to distinguish between must-haves and nice-to-haves. The must-haves will form the design direction.
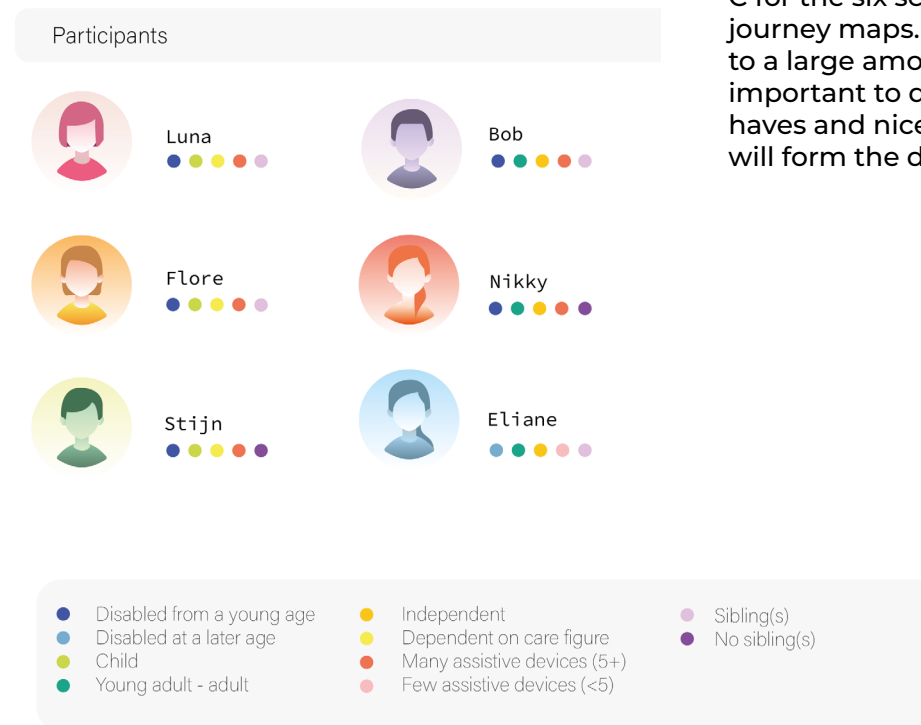
### Participants



Luna

Bob

Flore

Nikky

Stijn

Eliane

- Disabled from a young age
- Disabled at a later age
- Child
- Young adult - adult
- Independent
- Dependent on care figure
- Many assistive devices (5+)
- Few assistive devices (<5)
- Sibling(s)
- No sibling(s)

*Figure 11. Participants of the interviews and Customer Journey Maps*

After the interviews, the first step was to note the most important insights and group them together. This is shown in an overview of important statements from the interviews, sorted to identify the main themes. The negative and positive post-its were divided and named (see Figure 19).

*The most common themes that came up in the interviews were:*

- Product related
- Circumstances
- Lack of information
- Contact

Next, the results and the meaning connected to these themes are analysed and discussed.



*Figure 12. Positive (yellow) and negative (orange) cues per cluster*

### 2.3.3 Results

## Inform the customer before and during the process

*"When she (Luna) was little, I had to figure out, devise and arrange an incredible amount myself." – Lysian, mom Luna*

The interview started with questions about some background information on the participant which led to identifying the needs. It was noticeable that the young families indicated that they actually had to figure it out themselves from the start. There is no route where you will be induced. You have to do it all by yourself. Especially when disabilities become more complex, less seems possible. Institutions can't deal with that. if it falls outside a framework, it is often too expensive. The parents are then left to their own devices.

*"After the abnormality was diagnosed in the hospital, we were basically left alone. Find it out by yourself was the message. We had to find the rehabilitation center ourselves and arrange everything through there. After many experiences, we have slowly gotten better at arranging andgetting resources. You have to be so careful with what you say."*
*– Agnes, mom Flore*

Also, at WZ it appears that there is little to no information available about what is possible according to the interviewees. Only via a webshop, which only shows what can be bought privately. The prices for private purchases are often far too high. That is why lease lending via the municipality is the most common option. An application is processed based on functional needs. That is often the starting point. Some negative cues clusters at this stage are difficulty with translating circumstances into functional needs, dealing with no steady trajectory and expectations, and no efficient transfer of information. For the young adults - adults this is similar, even though they have done it before there remains a great distance between the parties involved. Little to no information is shared.

## Involve the customer more during the process

*"I don't understand why I had to wait for months, had 5 appointments without any result and in the end it was still an assistive device that was not right. I had to retell each advisor the whole story and what had happened last time. I was really like, do they really have no idea what others are doing? No one on the phone had any idea either." –Danielle, mom Stijn*

Once it's set in motion, other problems occur. In every interview, it came up that there is no estimated time of delivery given. There are no guarantees and nowhere to check what exactly you are waiting for. Interviewees noted that all the information given to advisors is not taken as seriously as they had hoped. They experienced that when advisors came back there had been done nothing with the details. They felt it was a draining process because steps had to be repeated or things went wrong because of sloppy communication. Other negative cues that came up were: there is a big gap between what the municipality can do (from the financial point of view) and what the occupational therapist wants (in the interest of the customer),
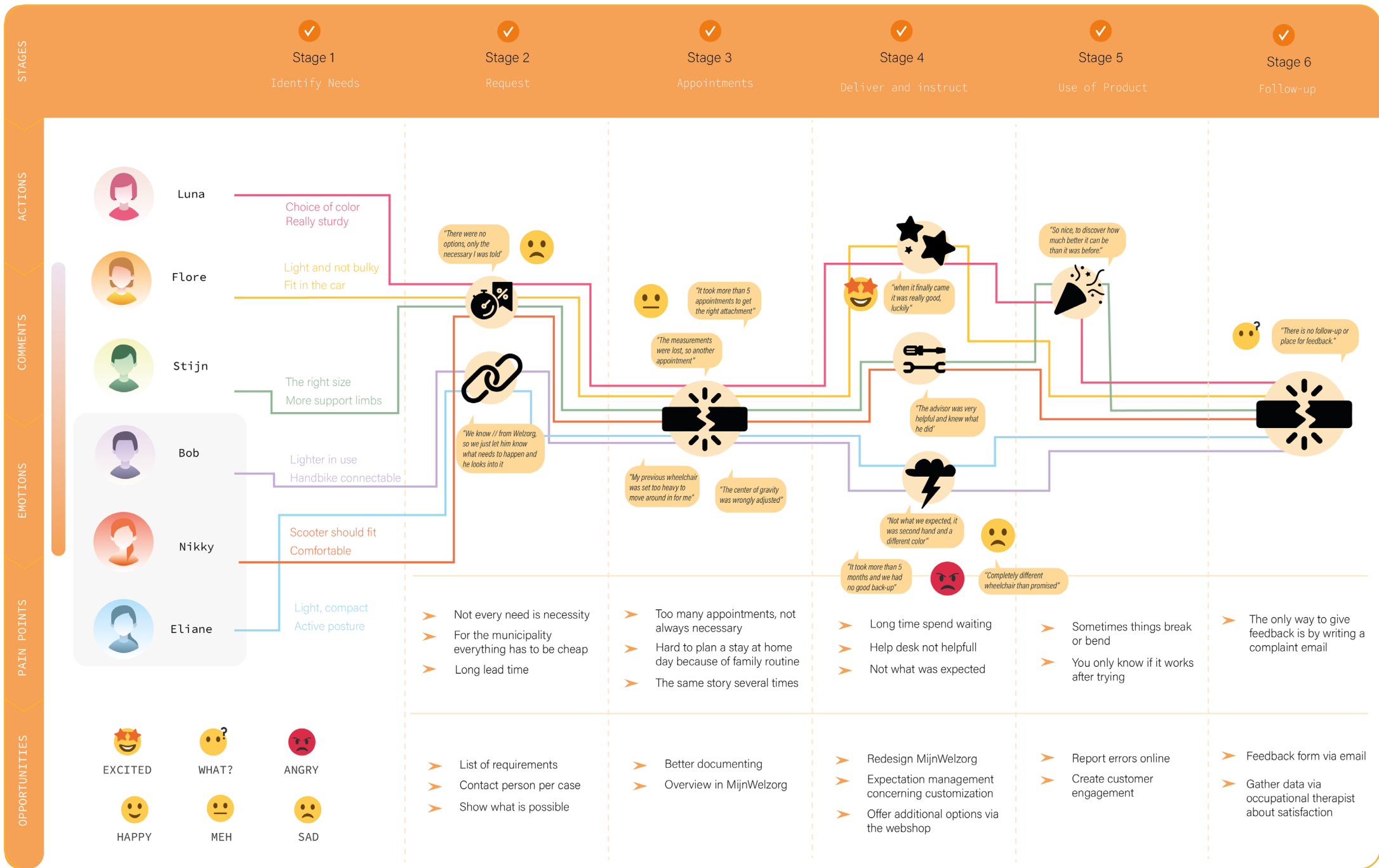
Figure 13. Overview of results from the Customer Journey Maps

and the interviewees said it was a shame they had to call multiple times to make sure the request was followed up on. In almost every scenario described the mom (of the family the most prominent caregiver) wants to plan and prepare, but that is not possible here because many factors are out of reach. The young adults - adults had a similar opinion and experience (see Figure 14 & 15).

*''Even if you would call WZ to ask who is handling it, they say they will call back and never do. Maybe they do not know what is happening either.'' - Bob*

*''I asked for a specific seat for my first wheelchair so that it would look as active as possible. The occupational therapist decided something else would be better for my posture, but I am a little disappointed because as a whole it looks so medical and wheelchair-like. I want to sit up more straight because im still young.'' - Eliane*

Many interviewees know it concerns an item that is used intensively and therefore know the ins and outs (via use but also google, social media etc). They believe themselves and the direct environment (family, partners and friends) are the experts in the field of what fits best for them. Often the applicant knows exactly what they want, but they have to negotiate.

Many wonders why they are no longer allowed to choose in the end. The other stakeholders consult in the interest of the customer but don't involve them enough. Especially the older interviewees pointed out that they would like to be more involved in choosing the wheelchair that fits their lifestyle. When you are younger and part of a family the priority might be to be able to take the wheelchair into the car, but when you are older you want to go places by yourself so maybe a scooter, handbike or electric drive fits better.

## Improve the product offering

*"I asked the advisor. 'everything is fine and it doesn't matter, but please make sure it doesn't turn a terrible blue'. The rest we will see because it is so unpredictable. They don't show anything." - Lysian, mom Luna*

What was remarkable was that out of the six interviewees everyone had at a certain point in time gotten something different than expected. WZ works with lease-lending and redeploying,  which has priority over buying new wheelchairs, but according to the interviewees, the expectations were then set up too high.

The discussions with the advisor about details did not transfer into the eventual product. The same goes for naming the service 'made-to-fit', because 9/10 times it was not, or just the basic parameters (seat width and depth, the height of the backrest and adjusting the centre of gravity) were adjusted. The wheelchair had then later on been adjusted to fit better. This has negative consequences for every stakeholder, because of costs and time. One of the interviewees compared it to buying a TV online: You put in the dimensions you are looking for, compare prices and pick the one you want based on the different additional benefits. With the wheelchair, you just get the cheapest, while there might be different alternatives that outweigh the other needs.

Is that made-to-fit? Many parts are now fixed or product specifications for a specific brand of a wheelchair, so a mechanic can only do so much on the spot or has to take the whole thing back to the workshop. Some interviewees even experienced that the mechanic doesn't have any info or knowledge and just delivers. If it is not according to the agreement then they take it back and you're left with nothing.

Another interesting mention was that after years of use and experience there is nowhere to give feedback to customers either on the service or the product. While you would expect that all that knowledge could be put to good use.

## What are nice-to-knows and what are must-haves?

Many stories include problems and elements that match. Solving the difficulties is a wicked problem and includes so many snapshots (including many possible short-term solutions) and stakeholders that there is no easy solution. The only way to find a common thread is to write down the important ques and group them.

Positive and negative cues can be found in Figure 12 and the Customer journey maps in Appendix D.
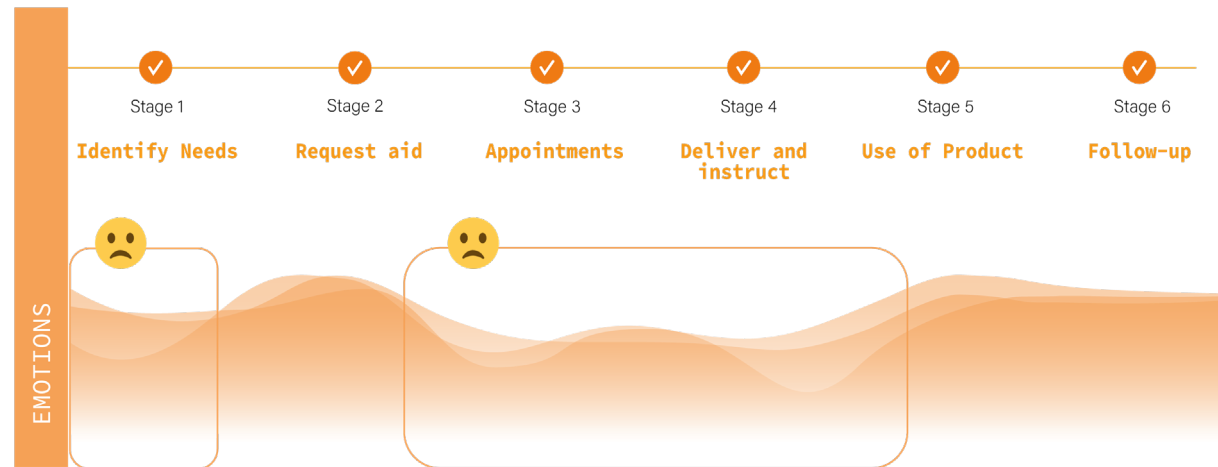


*Figure 14. Emotions young families with young children during the process*
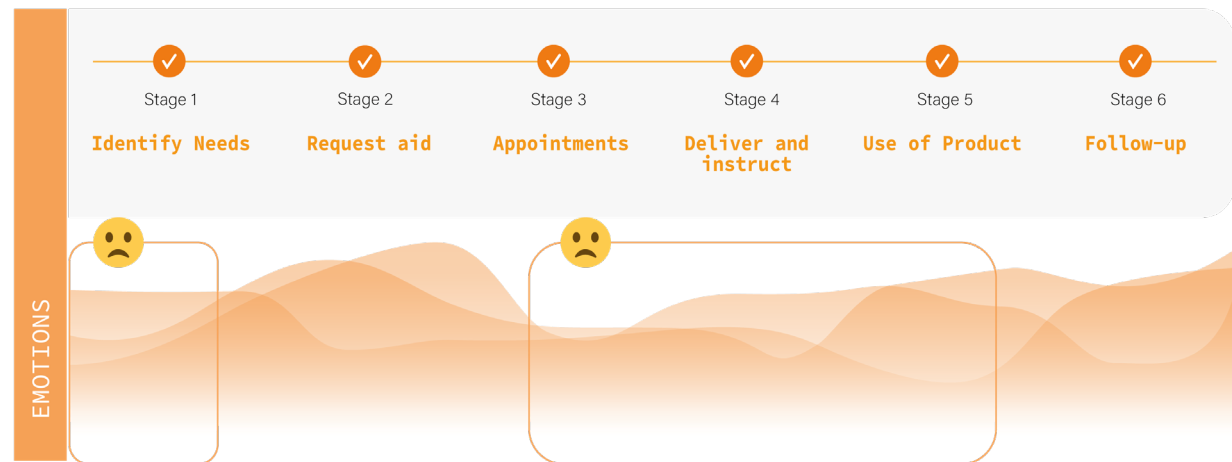


*Figure 15. Emotions young adults – adults during the process*

## 2.3.4 Insights user analysis

The themes and problems that are recognized in Figure 16 overlap with the insights in chapter 2.2.5 Insights Internal analysis. For example, you can say that many interviewees experienced limited supply, that little to no contact was possible (too many connections), that unnecessary mistakes were made (no documentation) and that it turned out to be not as expected (see Figure 17).

*Figure 19 and insights form chapter 2.2.5 can be linked as problems concerning:*

– Product related wishes and needs
   *(functional needs)* - (Improve the product offering)
– Needs dependent on the circumstances
   *(circumstantial needs)* - (Involve the customer more in the process)

– Communication and information
   *(communicatory needs)* - (Give the customer a voice, Inform the customer before and during the process)

In chapter 2.2.4 Insights Internal analysis WZ indicated that they are aware of some of the problems and recognize the negative effects for the customer such as not being seen, heard or taken seriously. From now on these emotional needs are the focus as WZ indicated that there is a knowledge gap and too great a distance between the company and the customer.

You want to convert these negative experiences into positive experiences. That is why it is important to think of and discuss what-ifs outside the box (see Figure 21). These do not have to be realistic but can give rise to change. In the Figure 21 initial thoughts are presented in response to the outcome of the interviews.
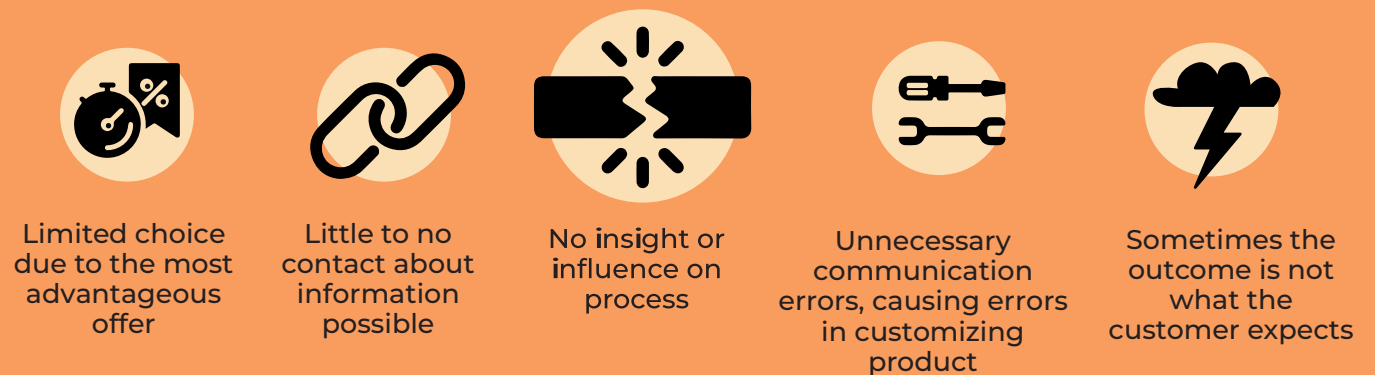
| Limited choice due to the most advantageous offer | Little to no contact about information possible | No insight or influence on process | Unnecessary communication errors, causing errors in customizing product | Sometimes the outcome is not what the customer expects |

*Figure 16. Pain points*

What if the customer can contribute something (parts to be purchased privately instead of lease-lend) and it is not just a limited number of options to customize?

What if you can create a wow-factor by giving something positive the customer doesn't expect?

What if information gets stored in one place (cloud) with the permission of the client, so that all parties have a place to refer back to and the process therefore starts running smoother?

What if there is room within the organization to designate permanent contacts for each long-term or complex case?

What if you can gather the feedback of product qualities and can design new solutions with the supplier to improve the product portfolio continuously?

*Figure 17. Possiblities and what-ifs*

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# 2.4 The advisor and occupational therapist

## 2.4.1 Introduction

The next step in the stakeholder analysis is to interview the advisors and the medical specialists who are involved in the process of requesting a (manual) wheelchair.
WZ offered to organize follow-up days with advisors, during which observation was possible, to get an idea of what bottlenecks are and how the customer is approached. A similar question applies to the interview with the occupational therapist via Basalt: What problems and obstacles do they encounter during their contact with the patient? In this chapter, the insights from these interviews/observations are discussed.

## 2.4.2 Observing and interviewing advisors at Welzorg

It would be easy to come up with solutions based on the flaws of the process reported by the customer, but it's not just about the user. The advisor plays a major role and influences the choices and experiences of the customer. They also know which problems often occur, but they have a more practical perspective. Advisors often know if WZ can realise it or if its out of scope. The adviser can steer and mediate, so it is interesting to study how they do this and what they think interesting opportunity areas are.

## Set-up

The setup for the interviews and observations were semi-structured. Both advisors received the same questions but were allowed to deviate. The aim was to discover what kind of problems the customer experiences according to the advisors.

During the shadowing of the advisors (see Figure 19), many different cases came up and many personal stories were shared. During the conversation, a few common things stood out about the experience and these will be discussed.

## Results

The advisor plays an important role because he or she is in direct contact with the customer and represents WZ. The advisor is responsible for translating the customer's request into a product quotation (see Figure 18). The advisor has to pay attention to many different things. For example, the advisor must have:
- Extensive knowledge of the product portfolio
- Knowledge of possibilities outside the product portfolio through connections with suppliers
- Specialized knowledge of their niche segment (children or active or mobility scooters, etc)
- Problems solving skills
- Empathic ability to deal with people that experience a lot of stress
- Perseverance and a sense of responsibility

The advisor meets 2-6 customers per day. It can be to deliver, analyze the need for specific medical devices or take measurements. Many have a specialization, for example, children, but that doesn't mean they only visit that specific target group. The advisor has to be suitable for all-around use.

The advisors indicated that there is a need for:
- A designated permanent advisor for complex cases. There is often too little knowledge about the customer, which means that the customer falls short. Often only loud clients are heard,

but in many cases, the quiet clients need the help the most. As an advisor, you wish to grant sincere customers more. The difference between circumstances is very palpable, but you can hardly influence it without the right tools. More than once the advisor had to ask investigative questions at the customer's home about the disability to be informed about the case and living situation. This is partly due to strict privacy laws.



*Figure 18. Advisor going over the documents before the appointment*

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- More customer focussed interaction and more people-focused actions WZ is perceived as a very anonymous company because it is not very approachable from the customer's perspective. The company is very functional, nothing is specifically made to show that they know young families have different needs than seniors. As an advisor, you almost become 'a figurehead with a sales pitch' and do more than is asked in the job description.

- It would help to make fair agreements, make more calls and be honest about errors and longer deliveries. The customer also prefers to receive a call than hear nothing. It should be more important than the company shows that it respects its customers' time and updates them on the progress. Even with bad news or if something else goes wrong.

- Filing information is necessary. For example, no one knows if someone can answer closed or open questions, so sometimes you don't know whether something is going well or not. As an advisor, you do not hear a follow-up on your work or you cannot find the notes of the previous advisor.

- Configurations cannot be found in the system. This makes reordering impossible. Or if something is wrong there is no place to make notes or gather data on the product faults.

That would save a lot of time and appointments with the customer. A new filing system was once promised but never came.

- Expectation management beforehand is important. If the occupational therapist promises great things or mentions how bad WZ is, the customer will always be disappointed by WZ. Sometimes it is not possible to promise what is the best, even though it would work better for a longer time. The secondhand items on the stock have priority, so as an advisor it takes being very creative in making it work and selling something that isn't perfect. It would be helpful to keep track of the process so the advisor stays informed if the order changes, then the advisor can jump in and make sure it goes correctly.

- It could be helpful to hang a list of assortment at the occupational therapist or share more about the product portfolio with municipalities once was done. For the advisor, it would be beneficial because the occupational therapist or municipality is not a product specialist. A good occupational therapist is a client specialist and the municipality is the gatekeeper. The list of requirements that is made is important for conveying the complete story but often misses the right information. This could help them with making a recommendation.



*Figure 19. Preparing for delivery (finding multiple orders, planning route, setting up for delivery)*

During the shadowing customers pointed out that they experienced often or more than once:
- Unnecessary small mess-ups because something goes wrong, was missed or not observed during the previous fitting or misinterpreted
- No call-backs
- Hearing that something was possible, but turned out to be different
- Online portal MijnWZ is not helpful or interactive
- Multiple advisors on one case, but no file with progress to get back to, so the whole background story has to be repeated each time.
- No answer to the question 'When can we expect it to be delivered?'
- Actively chasing and applying pressure offers small results

All in all, every customer wondered why requesting a wheelchair, but also a bath chair, for example, has such a lengthy process and why it is now more so than in the past, over-complicated and discouraging. The customer indicates having no insight or influence on the process and therefore dissatisfaction arises. They ask to be heard or listened to. What they need is clarity, understanding and a say in the matter.

As for the needs of the customers on a product level, similarly as mentioned in the interviews, it was often highlighted that everyone wanted to be able to go outside, do 'normal things' and to be able to mingle with 'normal people. Some mentioned forest hikes, better push guidance and lightness of the frame of the wheelchair. Most importantly everyone wanted the wheelchair to be transportable in the car, either foldable or light and not too big/bulky. Not only was this important for trips but also for exercise near the home.

**The most important opportunity areas mentioned are:**
- Expectation management with medical devices that are lease-lend at an earlier stage
- Improving product range knowledge at municipalities and rehabilitation centre
- Appoint permanent contact points when contact between WZ and the customer happens (a familiar name/face)
- Better documentation of information and progress requests (mijnWZ for the customer, somewhere else for the stakeholders)



*Figure 20. Delivering the medical devices*

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## 2.4.3 Interview occupational therapist at Basalt

Because several customers mentioned that they are patients of an occupational therapist via rehabilitation centres, it is interesting to investigate what this stakeholder experiences as bottlenecks. Basalt is a rehabilitation centre, located in The Hague (see Figure 21), and treats everyone with a disability, of all ages. The interviewee is an occupational therapist at Basalt, where she mainly focuses on treating children with disabilities. She regularly requests wheelchairs and wanted to contribute by giving suggestions for ideas.

### Set-up

The setup of this interview is a standardized interview in which the interviewee answers predetermined questions. The subject of the questions varies from discussing the content in the way of determining what is needed to what obstacles are common.

### Results

When asked what the process is step-by-step She explained that she always asks
*''What are you up against at home?*
She then asks parents to explain the situation and what they notice themselves, what do they notice in the behaviour of their child. What would be pleasant for them as parents and for the child? What could be a solution for the family. According to her often parents have already thought about this well. Then she asks
*''What have you tried before in terms of solutions? How did it go?*
*Do you already have experience with certain*
*facilities/medical devices?*
*What is important to you regarding the tool?''*

As for the questions the customer frequently asks, those are:
*''Which amenities are there? What are we doing well?*
*Start an application or wait a little longer?*
*How's the process going?*
*What can the occupational therapist support us with?*
*What is best for our child, how do we find out exactly?*
*Can we see/try the medical devices?''*



*Figure 21. Basalt, Den Hague*

She explained that she then writes a summary of the conversation, along with good wishes and suggestions from the parents.
Together with the parents, she tries to arrive at a kind of list of requirements that a medical device must meet. In doing so, she may try to look at the entire client's surroundings. So it is important to think of: transport (what kind of car/cargo space), what someone's house looks like (floors, etc), what is the family like important factors concerning the diagnosis of their type, etc (prognosis, is there epilepsy, etc).

And because she converts the client's story point by point into a list of requirements she goes through this together at the end to check what is most important. Both functional and emotional needs are discussed.

Not all occupational therapists work in the same manner. To this she commented that one therapist might take more time for the preliminary analysis and drawing up the list of requirements than the other therapist. In addition, there are also differences in the extent to which one supports the parents/child in the entire process from application to delivery.

What is the occupational therapist's responsibility and what is the parent's responsibility? As an example, she often takes over many tasks when parents are unable to keep an overview or do not have sufficient command of the language. A colleague of her deliberately does not do this.

As for the question "What have you seen change over time?" She answered that there is little insight into what options there are in terms of medical devices. Now WMO The Hague has no preferential package anymore, she often has to call an adviser in advance to find out what medical device he is thinking of when she presents the list of requirements. She then has to trust that this is the right solution. "It doesn't seem like parents have 'a choice'."

Some of the major stumbling blocks she pointed out when it comes to the manual wheelchair are:
- Good problem analysis.
- More insight into choice medical devices. Even when you adjust your requirements in the process because you are not happy with what you came up with.
- Ability to try a wheelchair e.g (see Figure 22).

- Select a medical device and continue the application (errors often occur in the orderform).
- From the party like WZ or us, an evaluation moment after the medical device has been put into use for a while.



*Figure 22. Limited number of wheelchairs to try*

She states that to make a good choice, a child/parents must have the opportunity to try/experience a facility. This is not always possible. For example, the facility cannot be temporarily borrowed by Basalt, or it is possible, but the size is not always available. This also applies to shower chairs. You would like to try this out first, which is often not possible from a hygiene point of view.

Besides the negatives there are positives. She points out that if a resource does not look too big and 'limited', if a tool is easy to use or if the parents can make a choice from several suitable options the patient is more than happy.

The job of the occupational therapist is also to manage the expectations of the patient.
Therefore the question was 'How do you explain what to expect?'. She answered that she always goes through the process with the family. That the process sometimes also involves researching, trying out, evaluating and adapting. Also that the process usually takes several months.

According to her, It is often pleasant for parents if medical devices/provision/tools are 'temporarily' necessary. It is a big, sometimes difficult step. she mentioned that she always looks at what parents and their children need at that particular moment and that this can differ over time. Support may be needed now, but not in the future. Or if something else could be needed at a later age. She at the end also states that it is indeed lease-lend to lower the expectations.

## 2.4.4 Insights advisor and occupational therapist analysis

In this overview, see Figure 23, insights and findings are linked to previous insights of the stakeholders. The image shows the steps in the process similar to the Service blueprint and the Customer Journey Maps. Each step has stated problems attached that were indicated by the different stakeholders.
Each step in the application process indicates that each stakeholder has its problems,

but also causes them for others. Advisors and occupational therapists experience powerlessness, even though they know what needs to change. The question is why it doesn't happen. Much of this remains unsolved because there is no consultation. The overlapping theme is that each stakeholder acts alone, as an island and does not consider what is most important when providing a service: the needs of the customer.

Furthermore, the right information should be there so that the customer can be helped as best as possible. Too often the customer has to ask for help and intervene.

Next, to summarize the Discover phase it is important to link the insights of the Customer Journey Maps, the customers' point of view, to the stakeholders' point of view.



**Identify needs**

**Bad communication between stakeholders and towards the customer**

- **C** It takes sometimes more than 5 months
- **+** Patients have high expectations
- **W** Occupational therapists influences the customer on the image of Welzorg
- **A** There is no product page, so customers use google and social media instead

**Request aid**

**Very little collaboration and no general guidelines are followed**

- **A** The lists of requirements have different levels of detail
- **W** Info from occupational therapist isnt transfered correctly to Welzorg
- **C** A simple request is often done only via a phonecall directly with Welzorg
- **A** Advisors need to extract in a short amount of time valuable information from data

**Appointments**

**Over-complicated network of contacts causes loss of information**

- **A** Often there is no permanent contact connected to a complex case
- **C** The contact via the phone is often via a helpdesk (someone with little to no knowledge of the case)
- **W** The supplier or municipality doesn't take ownership of a case if it gets delayed
- **W** Customers don't see what is happening with their request and who is responsible.

*Figure 23. Overview of problems named by stakeholders*

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**C**ustomer     **A**dvisor     **+** **Occupational therapist**     **W**elzorg

### Deliver and instruct
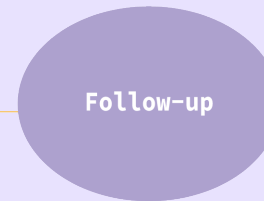
**Unclear information towards the customer and long lead time because of uncertainties**

- **C** Everyone plays a gatekeeper role and it becomes a lengthy process
- **W** The customer perceives the messiness of unnecessary appointments
- **A** Customers don't know what the product is going to look like because it is lease-lend
- **C** There are limited options available

### Use of Product

**Poor internal handling, poor communication**

- **W** Made-to-fit, meaning fully customized (labor, adjusting and completing) is complex
- **C** An advisor can only do so much at the spot or has to take the whole thing back to the workshop
- **A** Suppliers cannot always provide the level of service that has been agreed on

### Follow-up

**Unforeseen circumstances lead to unpleasant circumstances for customers**

- **A** There is a big gap between the wishes of the client and Welzorgs: "the most adequate and affordable"
- **C** Welzorg choses a lease-lend product on stock above buying a new product
- **A** Problems might appear that couldn't have been predicted, e.g. outgrowing
- **W** The most economical suitable option means reusing material in stock

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# 2.5 Summary findings and conclusion

In this chapter the insights that are worth taking into consideration when stating the requirements and design criteria are discussed.
As concluded in the interviews with customers and stakeholders, customers experience the following:

- No insight
- No influence
- Not being listened to

What the customer wants most is to be more involved and be taken seriously (see Figure 28). The service at WZ lacks the human side, where the customer has the feeling that they are being helped instead of being put in a queue. The service is experienced as lengthy and complicated. This is mainly due to the negative cues, these outweigh the positive cues when it comes to communication and information (see chapter 2.3.4 Insights user analysis) because they leave an impression. The negative cues can be summarized as having:

**No insight**

Because little to no information is shared the customer is kept uninformed during the request. Especially if things go wrong, take longer or become complicated, the customer is left wondering what to do. This creates a lack of understanding and friction. An appeal is made to the self-reliance of young families. Financially and emotionally.

**Not being listened to**

Another recurring theme is the lack of communication and transmission of information. Documents created to give structure and details are not passed on. The customer must keep repeating what is needed before it is considered a necessity. Often the expert does not know what is going on and can only help to a limited extent. Choices are often made for the customer instead of in consultation.

**No influence**

Furthermore the Customer Journeys show, similarly to what advisors see happening, that because of how it works now limited options are available at WZ. This is mainly because of how the company now works with suppliers and lease lending. And even though the advisor can confirm one wheelchair might be best, it must be solidly substantiated otherwise it will be solved as adequately as possible instead of the best possible solution.

No insight    Not being listened to    No influence    Transforms into    Clarity    Be understood    Have a say in the matter

*Figure 24. Transforming negative cues into positive cues*

The negative cues have to be transformed into positive cues:

**- Clarity**
**- Be understood**
**- Have a say in the matter**

Other stakeholders also influence expectations and the degree of satisfaction, therefore the following decisions have been made about the scope:
- The occupational therapist is chosen (mentioned often by the user during interviews representing health care at rehabilitation centres) to be kept inside the scope because this stakeholder defends the needs of the customer and can therefore name problems the customer sometimes can not.

- The suppliers on the other hand are left outside the scope, due to the large differences in approachability and size.

- The municipalities are left outside the scope, due to the complexity of requirements that differ per region. There are 345 municipalities in The Netherlands (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2022) which differ in rules, this is considered too big for the scope of this project.

The question of what the customer needs, stakeholders' needs are and what is WZ already working on led to the information in Figure 29.

## Customer

· Faster process
· Fewer burdens
· More insight and chance to get involved
· Have more influence
· But also be pleasantly surprised

· Shorter delivery time
· For WZ to be more accessible
· To be kept informed
· Clearity about appointments

## Welzorg

· A more satisfied customer
· Less complicated processes
· Increase of profit
· Short- and long term vision
· Become leading in mobility

· Become better aware of customer profiles
· Less burdens
· Process feedback more

## Advisor

· Better aware of customer data
· Come across as professional and skilful
· Make a real contribution
· Encourage collaboration
· Process feedback

· Have more time per customer
· Less burdens
· Smooth IT processing
· Get feedback about the outcome

## Occupational therapist

· More insight into options
· Good solutions to the patients' problem
· No extra workload
· Collaboration
· It must be purely informative (not commercial)

· Clarity for the customer
· Consistency
· Experience and knowledge from other stakeholders
· Quick contact between stakeholders
· Faster availability of resources

*Figure 25. Needs per stakeholder*

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Figure 29 shows an overview of the needs per stakeholder divided by must-haves (black) and nice-to-haves (colour) as derived from priorities outlined in interviews. The must-haves are considered in the making of the design brief. The nice-to-haves are pointers for the concepts to include.

To tackle both the bottlenecks from the Service Blueprint and the findings from the interviews with customers and the Customer Journey Maps two opportunity areas are (see Figure 30):

- Improving onboarding of customers by looking at the beginning of the process
- Improving communication between stakeholders during the process

Many smaller problem causes, like incorrect use of the list of requirements or no digital overview, lead back to the problem of fragmentation of the system and request process because it is overly complicated (see chapter 2.4.4 Insights advisor and occupational therapist analysis). WZ is already trying to improve contact between stakeholders and is developing an IT system (called SHERPA) to smooth out the bottlenecks during the process.

As for the future of WZ, WZ is already working on FGI (functionally oriented indication), because they have a lot of in-house knowledge on connecting functional needs to product qualities (advies-op-maat). This is another project for onboarding the customer, but as the name suggests, this is focused only on the functional needs. There is space here, for this graduation project, to supplement and strengthen what is already there by using customers' insights and creating a future vision for WZ to include emotional needs.

Especially since the customer indicates that he has no overview or influence and is not being heard, this is important for customer satisfaction. Besides that, the company lacks a common understanding of how to get where they want to be in a couple of years. So it is important to get everyone on the same page by first creating a shared future vision for what needs to be achieved. Defining the future vision is what is discussed in the next chapter.

**Improving onboarding of customers**

**Beginning of the process**

Fits in with the long–term vision and changes within the company

List of requirements

Connection stakeholders

Overview customer

Fits with FGI Project

**Improving communication between stakeholders**

**During the process**

This is underexposed, creates many benefits and clarification

The company is already mostly focusing on this part

*Figure 26. Opportunity areas*

# Define : Design vision as part of the strategy

In the Define part of the report, the design brief is defined. The information gathered during the Discover phase will be used and translated into design criteria. Then the vision for the nearby and faraway future will be created. This is done by facilitating a creative session at WZ to determine together what it is that WZ wants to achieve.

The main subjects discussed in this chapter are the future of WZ regarding the connection with the customer, a mindset change within the company and the adjusted project brief for this thesis.

Discover · Define · Develop · Deliver
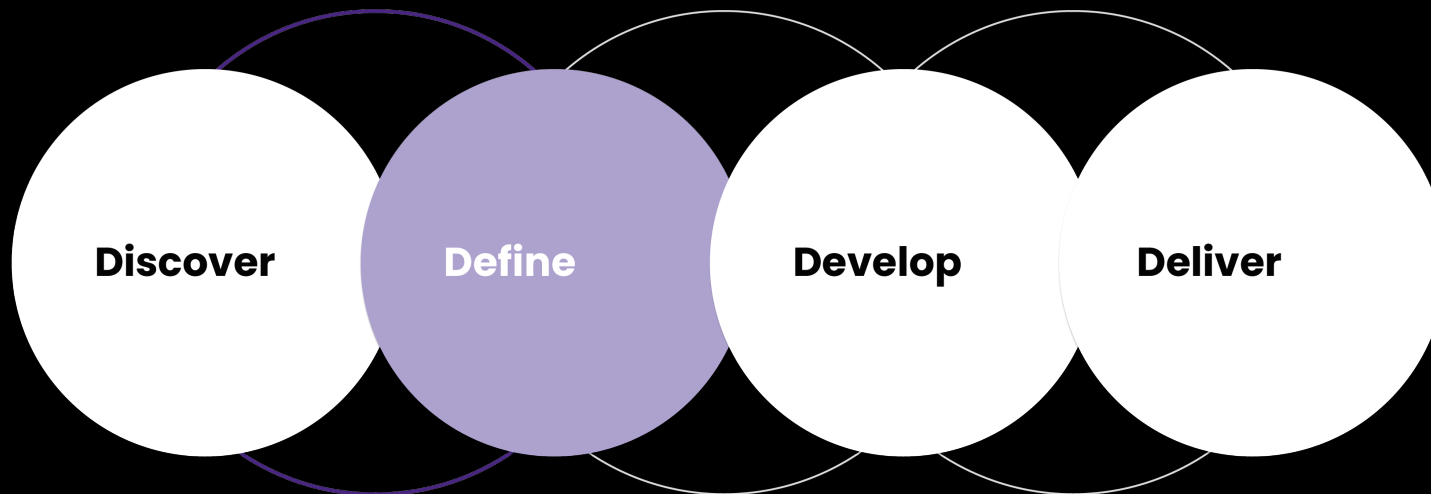
# 3.1 A shared vision for designing transition

## 3.1.1 Introduction

In the Discover phase research on the background of the problem was done to start designing with as much knowledge as possible. But before going into the synthesis it is important to structure all the knowledge that came together and converge. What is the design direction? In this chapter, the step by step of creating the guidelines for the design concepts will be discussed. This starts by creating a shared vision within WZ, to not only include customer needs more but to also start a mindset change to prioritize innovation. Then the criteria are listed by concluding on the insights from the Discover phase. Then, in the end, the design brief is set-up to what is going to be the guideline of the Develop phase.

## 3.1.2 Why a new vision

The reason for setting up a creative session is that the idea of innovation and change has to come to life within the company. So, the first task is to find out what is already going on and where you can work towards. You want everyone on the same page by the end.

A creative session is done from several perspectives so that participants learn and better understand each other and see its complexity, but also to start thinking about possibilities and solutions.

After each assignment, the intention is to cluster the outcomes (see Figure 31) and write down the insights so that a new vision can arise from there. Within this project, it is important to look not only for a long term vision but also for the short term. WZ does not have a design or innovation department, so there is a good chance that the step from a vision to a plan of action will be too big. So something concrete in the short term, so that something can be done relatively quickly and does not remain on the shelf.

Next, you look from a higher level at the problems to see how you want the process to run better (Ito, Hiroto, 2016). And finally, looking far into the future, what is that optimal goal? And what would you link to that now that you know everything about what the customer wants?

Important to remember, based on previous insights from the WZ analysis is that:
- WZ is a knowledge centre, they want to make better use of this. But how?
- WZ wants to act more on the customer's needs, so how do you integrate that?
- WZ is working on projects on processing data, in what shape could that be?

*Figure 27. Connecting data to input of customers*

# 3.2 Creative session at Welzorg

## 3.2.1 Introduction

Creating a vision for a company is a complex task. WZ works with multiple stakeholders and change is gradual and slow because of limited support there is limited cooperation (see chapter 2.1 Stakeholder analysis). To create support, it is important to sit down with employees from different departments and ask for their opinion and input. In this way, it is possible to get an idea of how they deal with change, how they deal with other departments and whether they would be open to new ideas and a new mindset to arrive at feasable solutions.

The creative session was done within the team with different departments; three out of the five participants were from the marketing, supply&demand and optimization department. The other two were from the FGI project (the spokesperson and an intern), everyone is used to a certain point of view, and it, therefore, became interesting to have everyone think from a different perspective to become more empathetic.

That's why everyone was assigned a hat. The hat entails different attitudes. The optimistic (yellow), the emotional/intuitive (red), the pragmatic (blue) and the innovative (green). Five main questions (with sub-questions) are made that build up to creating a shared vision. The set-up can be found in Appendix F.
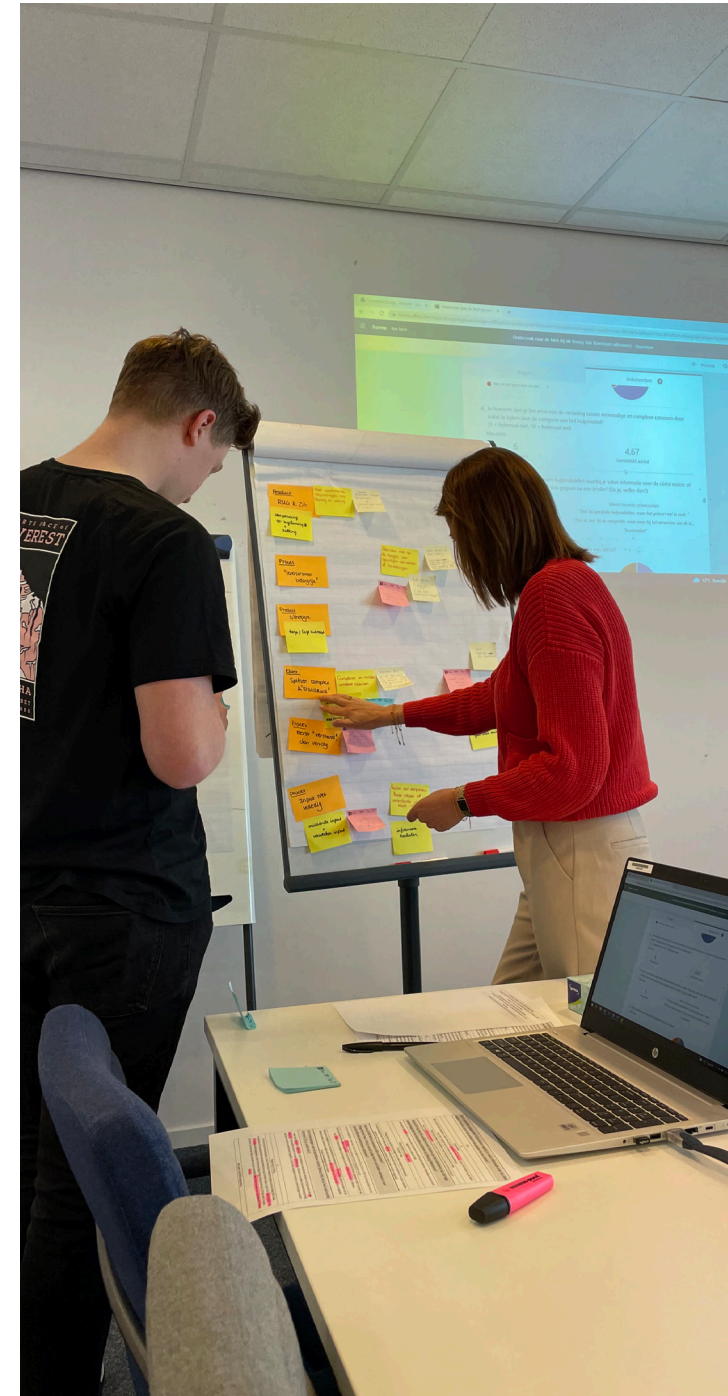


*Figure 28. Discussing the output during the creative session*

### 3.2.3 Findings

## Assignment 1. WZ in 5 years

What immediately stands out is, despite the different 'hats', that all ideas for this question are already very innovative. For example, the red hat mentions that WZ sees where help is needed and that self-reliance is increased. The green hat mentions that customer input forms the basis for innovation, which is of course very interesting within this project for coming up with ideas.

## Assignment 2. How do we distinguish ourselves

The participants provided answers such as using data analysis to predict what will be needed for the product portfolio and providing integral advice with an eye to the future. This can easily be linked to what the customer wants because the customer indicated that he/she didn't feel heard. An overview and a source of knowledge are also mentioned. This confirms the wish for creating an orientation point for WZ, to convert the customer's negative cues into positive ones.

## Assignment 3. What the customer says about WZ in 5 years

Answers like ''WZ thinks "out-of-the-box" with me.'' and "Good idea, I would never have come up with that myself." stand out. Earlier in the literature review on the experience economy (see Appendix B) it was stated that this is the highest level in service provision (no longer a service, but an experience). This is exactly what would improve customer satisfaction.

## Assignment 4. Steps towards a goal

This is the most difficult question because it asks the participants to think about how to make a plan into something more concrete. They are asked to do this by naming the climbing equipment (tools that WZ can use) and the steps. This went very well. It was mentioned, for example, that the online environment is becoming more important and that data will have a lot of value. It is described that predictive advice could be given based on these two elements. It is, therefore, possible to conclude that there is interest in developing an overview and showing the bigger picture.

## Assignment 5. Joint vision

The views of the participants differ somewhat at first glance. One wants to become the best distributor in The Netherlands (see Figure 29), the other focuses on the customer and providing information, the other on freedom of choice and own strength and the latter on financial gain. These are all relevant visions because together they form a more holistic picture. You want to fulfil these promises for the customer, but also that progress gives results for WZ. In summary, the outcome is that the participants all want the relationship between WZ and the customer to change compared to now for the better.

Furthermore, if you take the answers to the climbing equipment, goals and the vision (see Figure 30), you can see that the participants are already more on the same page because together they start with the same basis, namely bringing data and knowledge with the input of the customer to be able to make an optimal offer.
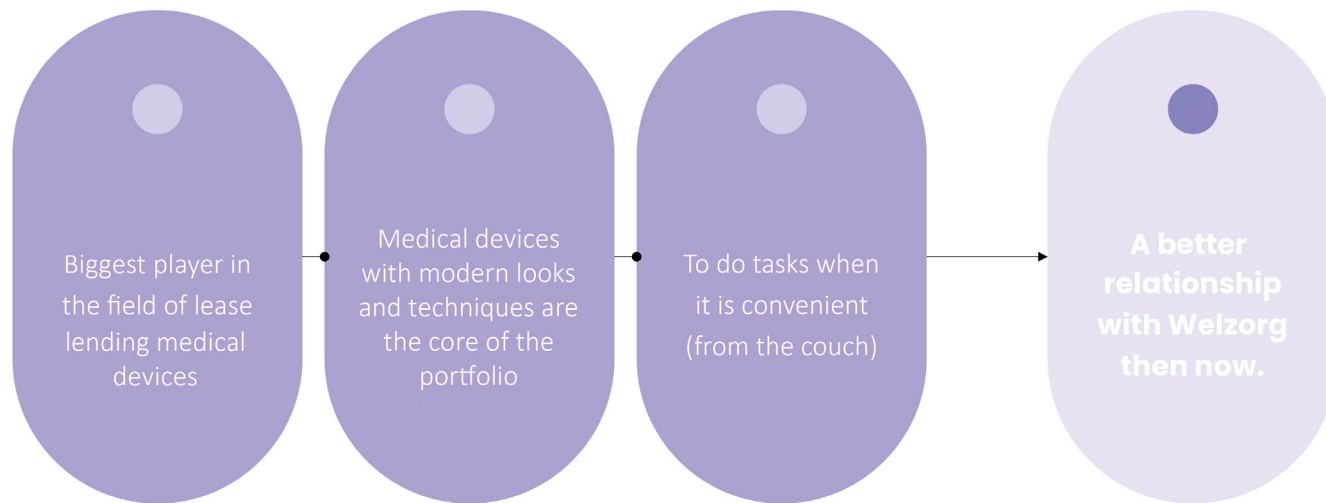
*Figure 29. Connecting the different goals*

Biggest player in the field of lease lending medical devices

Medical devices with modern looks and techniques are the core of the portfolio

To do tasks when it is convenient (from the couch)

**A better relationship with Welzorg then now.**

## 3.2.4 Evaluation

The creative session went smoothly. The participants were open to sharing ideas and thoughts. Everyone was already familiar with the matter to some degree, therefore it was easy to immediately gather rich input and discuss the answers. The presentations to each other were also positively received. The interaction started discussion and prioritization of the results (via post-its).

The outcome also matches the expectations well as where the participants got mostly stuck on the last question, namely ''what will be the shared vision?''. This indicates that there is indeed a need for a new direction. It is necessary that the department also supports this and sees that it can become a reality with the tools they have and activities they can perform. This creates a good basis for the next step: formulating the short and long-term vision following the input from this session.

### 1. Reach a goal ▶ 2. Tools ▶ 3. Activity

How do we achieve optimal availability of resources for customers by providing appropriate advice via data and information so that mobility is guaranteed, and the customer can join in

How can we find a fitting solution together by helping everyone that needs help to get insight into the options when they want to be self-reliant in order to work well together and have a satisfied end user

DMU (Decision making unit)

What?

FGI (Functionally-oriented indication)

Gather data, Act more service oriented, Do data analysis, Give good advice and Forecast through objectification

Understand customer Help / relieve customer Simplify, Making the process less complex and energy-consuming, Offer choices.

*Figure 30. Stating goals by connecting ideas from the creative session*

# 3.3 Vision creation

Creating a vision starts with thinking about what does the ideal world look like for the company and what is important? To arrive at a vision, the three important emotional needs for the customer from chapter 2.5 Summary Findings and Conclusion and the must-haves from Figure 25 needs per stakeholder have been included because this gives direction to the main goals of WZ. The following steps were formulated, see Figure 31

Each of the three needs is linked to a step to envision the mission or role of the company in achieving that "ideal" world. From there, the route is mapped out to achieve the final vision, which is: In 10 years WZ is leading in mobility and has a satisfied and engaged customer. This takes the three emotional needs of the customer and the interests of the stakeholder into account. The steps from Figure 31 build on each other in the timeline and become more important as their influence grows over time to result in satisfaction and engagement, as mentioned in the vision.

**Clarity**

**Be understood**

**Have a say in the matter**

## Step 1, in 1-2 years
WELZORG PROVIDES MORE INSIGHT AND INFORMATION ABOUT WHAT IS POSSIBLE AND THE AVAILABLE CHOICES, TO BETTER ENGAGE AND **INFORM THE CUSTOMER** WHEN REQUESTING A MEDICAL DEVICE.

## Step 2, in 5 years
WELZORG IS CAPABLE OF STEERING THE REQUEST PROCESS SO THAT THE PORTFOLIO MATCHES THE CUSTOMER'S ACTUAL NEEDS AND WISHES SO THAT **THE CUSTOMER FEELS HEARD.**

## Step 3, in 10 years
WELZORG CAN PREDICT WHAT THE CUSTOMER WILL NEED AND THE CUSTOMER CAN CHOOSE WHAT TO ADD TO PERSONALIZE SO THAT **THE CUSTOMER CAN FEEL THAT THERE ARE ACTUAL CHOICES.**

*Figure 31. Mission steps*

**Clarity**

**Be understood**

WELZORG PROVIDES MORE INSIGHT AND INFORMATION ABOUT WHAT IS POSSIBLE AND THE AVAILABLE CHOICES, TO BETTER ENGAGE AND **INFORM THE CUSTOMER** WHEN REQUESTING A MEDICAL DEVICE

WELZORG IS CAPABLE OF STEERING THE REQUEST PROCESS SO THAT THE PORTFOLIO MATCHES THE CUSTOMER'S ACTUAL NEEDS AND WISHES SO THAT **THE CUSTOMER FEELS HEARD**

**1-2 years**

**5 years**

**Have a say in the matter**

WELZORG CAN PREDICT WHAT THE CUSTOMER WILL NEED AND THE CUSTOMER CAN CHOOSE WHAT TO ADD TO PERSONALIZE SO THAT **THE CUSTOMER CAN FEEL THAT THERE ARE ACTUAL CHOICES**

**10 years**

**Vision**

In 10 years Welzorg is leading in mobility and has a satisfied and engaged customer

# 3.4 Design brief

## Assignment

To design a roadmap that facilitates the improvement of customer satisfaction, engagement and the product portfolio.

## The challenge

Although WZ has put in the effort to launch projects concerning the functional needs of the customer (FGI), this report looks to fulfil the emotional needs, to improve customer satisfaction because WZ wants to tackle the problem of improving the experience for requesting medical devices from more than one angle. Complex problems do not have an easy obvious solutions. The complexity lies in making the vision achievable for all stakeholders involved.

## Design criteria

To conclude the Define phase the design criteria are stated for the design concepts that will be presented in the next chapter. The criteria towards the roadmap are based on the overall criteria for the stakeholders: the customer, WZ and its advisors and the OC based on the must-haves from chapter 2.5 Summary Findings and Conclusion.
In consultation with WZ, the shared needs of the stakeholders and customer for the design brief can be summarized, see Figure 32.

Because the roadmap is subdivided into three steps, the criteria listed for the concepts are also stated per step.
Criteria for Horizon 1 are for the first concept, Horizon 2 for the second and so on.

## Towards the customer

| | |
|---|---|
| ✓ **Involves the customer more in the process** | ✓ **Better informs the customer during the process** |
| ✓ **Gives the customer a voice** | ✓ **Improves the product offering** |

## Between stakeholders

| | |
|---|---|
| ✓ **Better knowledge transfer** | ✓ **Smoother course of processes** |
| ✓ **The responsible party is easy to trace** | ✓ **Better expectation management** |

*Figure 32. Transforming negative cues into positive cues*

# H1
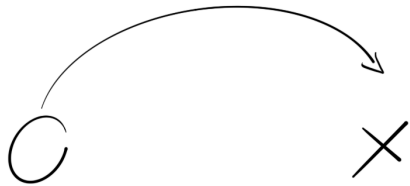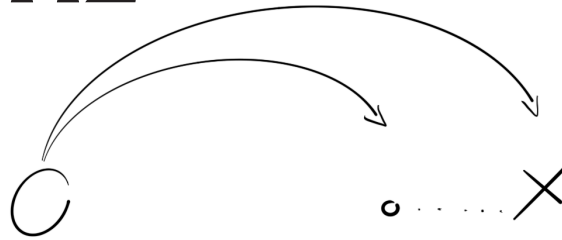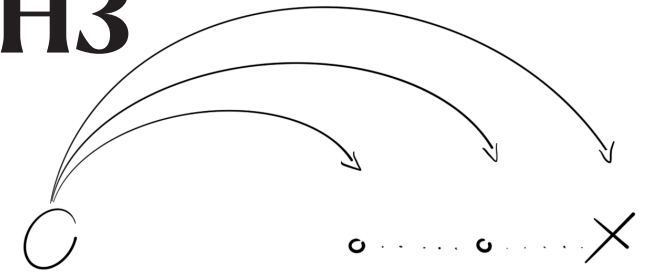
**The next 1-2 years**

- Makes better use of the knowledge and experience that Welzorg already possesses

- Gives the customer more insight

- Does not cause any complications for the OC and advisors

# H2

**For the next 5 years**

- Improves contact between stakeholders

- Makes the customer feel more involved in the process

- Better integrates the wishes and needs of the customer

# H3

**For over 10 years**

- Evoke a 'wow' reaction from the customer

- Make the customer feel like they have a say

- Turn the service of Welzorg into a true 'experience'

- Above all be inspiring

## Approach

The roadmap is made by:

Developping
1. concepts per Horizon for the roadmap
2. the final concept via a creative session with Basalt (occupational therapists) to find out what customers actually need to be and feel informed

Delivering
3. the concept validation by criteria and with target group and expert
4. a discussion of the implementation map so every stakeholder knows its responsibilties and their share
5. the conclusion

## Deliverables

- The roadmap design that includes the following:
	- A concrete solution for the short term vision
	- A proposal for process optimization
	- A proposal for the future

- A clear description of the roadmap and the concepts to make it tangible for WZ

- A planning per horizon how to implement the concepts for WZ and the timing

- Conclusions on the findings

- A set of recommendations
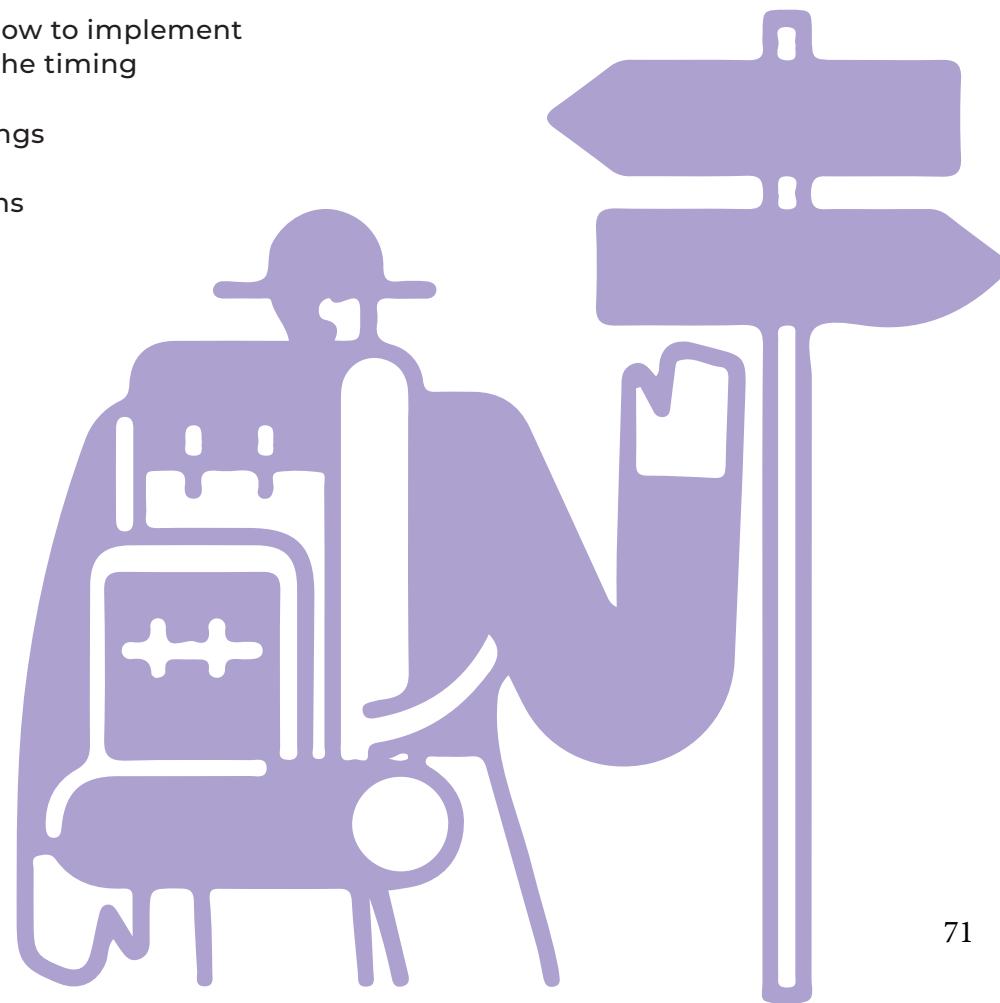
# Develop : Creating the strategic roadmap

In the Develop phase, the concepts are designed by ideating on, combining and applying the knowledge gathered in the Discover phase and using the stakeholder needs stated in the Design brief in the Define phase. The concepts are then analyzed. This includes the differences, advantages and disadvantages compared per horizon by using the stated design criteria from the Define phase.

First, a creative session is held at Basalt (occupational therapists), to gather the right information from experts that was still missing to make the concepts more feasible. The main subjects discussed in this chapter are the concepts connected to the future visions for WZ as part of the roadmap and implementation map.

This includes the following steps: concept presentation and the creative session at Basalt with discussion and evaluation of concepts.

Discover

Define

Develop

Deliver

*Figure 33. Sketches of the roadmap*
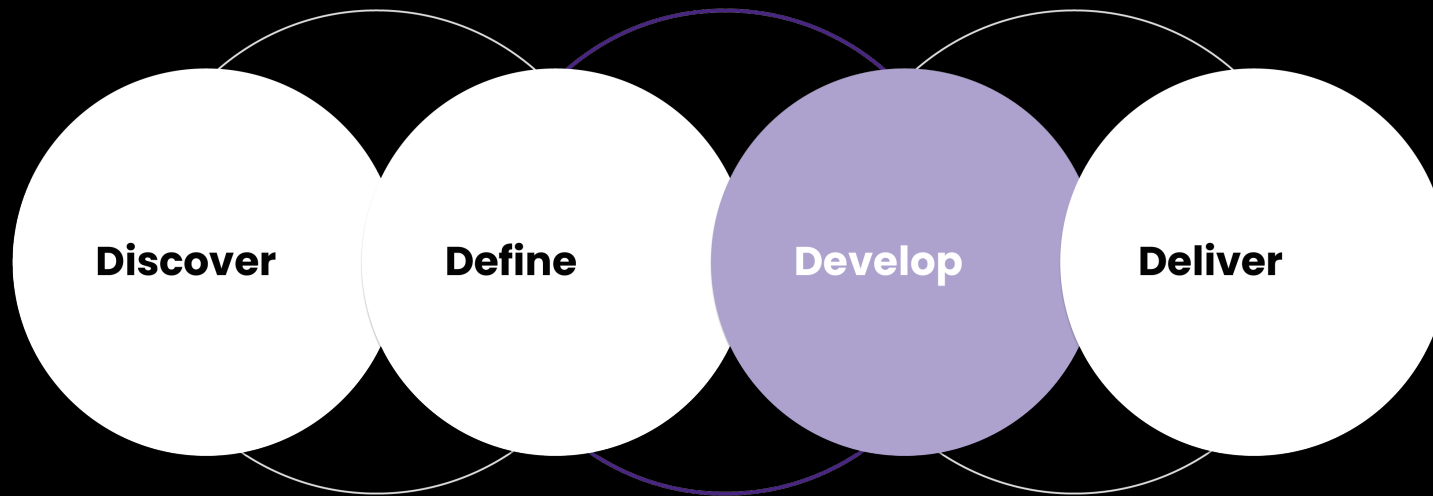
# 4.1 Creating a roadmap

## 4.1.1 Introduction

Visuals and material artefacts can be used for strategic purposes. In this case, a roadmap is chosen for lowering the resistance from stakeholders and generating commitment for an iterative and innovative course of action (Calabretta, Giulia & Gemser, Gerda & Karpen, Ingo., 2016).

The content of the roadmap is based on the three visions and must meet the design criteria mentioned in the previous chapter (chapter 3.3 Vision creation). Roadmap is a name for the visual overview of the 'vision map' or 'Praatplaat', this goes together with a description to explain each step.

The roadmap exists of 4 horizons, with Horizon 0 representing the now. This is the problem situation, from which you move to Horizon 1, 2 and 3. The roadmap offers a starting point for WZ to discuss internally but aligns the plan with stakeholders so that every party can participate in the future. This is done step by step. It is not possible to bring about change alone.

The idea is to work out the details for the three horizons to solve the problem visualised in Horizon 0. The main problem as stated in chapter 2.1 Stakeholder Overview is each stakeholder acting alone and not considering what is most important when providing a service: the needs of the customer, hence every stakeholder is on an island and the young family needs to be saved, see the sketch in Figure 34.

Horizon 1 is for the short term (1-2 years) and therefore calls for a concrete feasible solution with the means that WZ already possess.

Horizon 2 is a process optimization and ticks the boxes for the second vision. Because it is in line with the literature intending to raise the service to a higher value, and experience, suggestions are given at this horizon. It is mainly about improving communication between stakeholders on a higher level and for this to become true more time is needed (+/- 5 years).

Horizon 3 is connected to the long-term vision. Idea directions are presented and discussed, but are more on an abstract level and serve as inspiration for WZ. This is because it must still be valid and applicable in 10 years.
Together these horizons form a picture and give ideas and suggestions for solutions.

WZ is looking for direction and inspiration when it comes to innovation and transformation and the long-term effect should be to elicit a positive effect for the target group.

The final roadmap design is shown in Figure 48, on the next page.
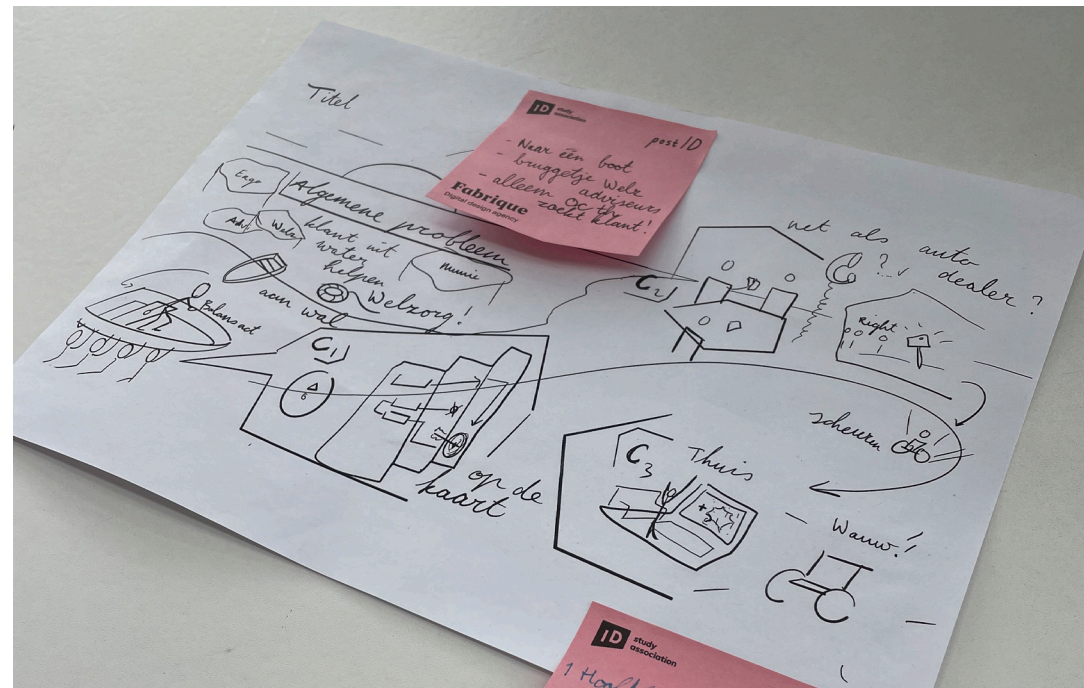


*Figure 34. Sketches for the roadmap*

## 4.2 Horizon 0: The problem

### 4.2.1 The now

The roadmap starts in the present with Horizon 0. It has been identified in chapter 2.4 The Advisor and Occupational Therapist, that the major problem is that the target group is often overlooked, especially the emotional needs. Hence all the separate islands in the drawing with the customer somewhere in between asking for help.

### 4.2.2 Collaboration

To align all the stakeholders to act in the interest of the customer it is important to note that each one has different needs that need to be considered. These are listed in Figure 25 from chapter 2.5 Summary Findings and Conclusion. The overview lists what each stakeholder considers a must-have (in black) and what is a nice-to-have (in color). These will be used to create, compare and evaluate the concepts.

# Customer

· Faster process
· Fewer burdens
· More insight and chance to get involved
· Have more influence
· But also be pleasantly surprised

· Shorter delivery time
· For WZ to be more accessible
· To be kept informed
· Clearity about appointments

# Advisor

· Better aware of customer data
· Come across as professional and skilful
· Make a real contribution
· Encourage collaboration
· Process feedback

· Have more time per customer
· Less burdens
· Smooth IT processing
· Get feedback about the outcome

# Welzorg

· A more satisfied customer
· Less complicated processes
· Increase of profit
· Short- and long term vision
· Become leading in mobility

· Become better aware of customer profiles
· Less burdens
· Process feedback more

# Occupational therapist

· More insight into options
· Good solutions to the patients' problem
· No extra workload
· Collaboration
· It must be purely informative (not commercial)

· Clarity for the customer
· Consistency
· Experience and knowledge from other stakeholders
· Quick contact between stakeholders
· Faster availability of resources

*Figure 35. must-haves and nice-to-haves per stakeholder*

# 4.3 Horizon 1: The next 1-2 years

## 4.3.1 Horizon 1

The drawing for Horizon 1 shows the map in which the stakeholders work together to save the family. Then a map with a goal-oriented plan and a compass to get there is shown. Horizon 1 is the nearby future and therefore has the following criteria for the three concepts, see Figure 36.

The following concepts emerged from an individual brain storm, in which gathered ideas, wishes and suggestions from stakeholders were brought together by answering how-to questions (based on the criteria from Figure 50).
The three concepts will be presented, discussed and evaluated based on the benefits and consequences, and then the most fitting concept is chosen by a co-evaluation session at Basalt and the concept criteria. Then the chosen concept is further developed and tested with stakeholders in the Deliver phase.
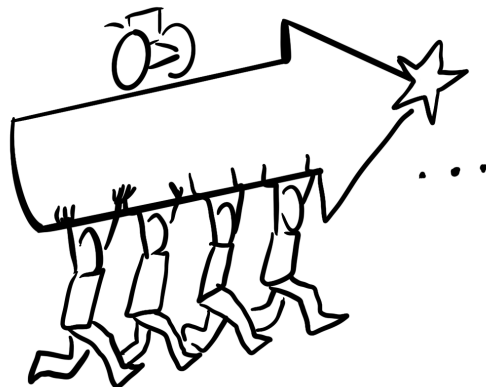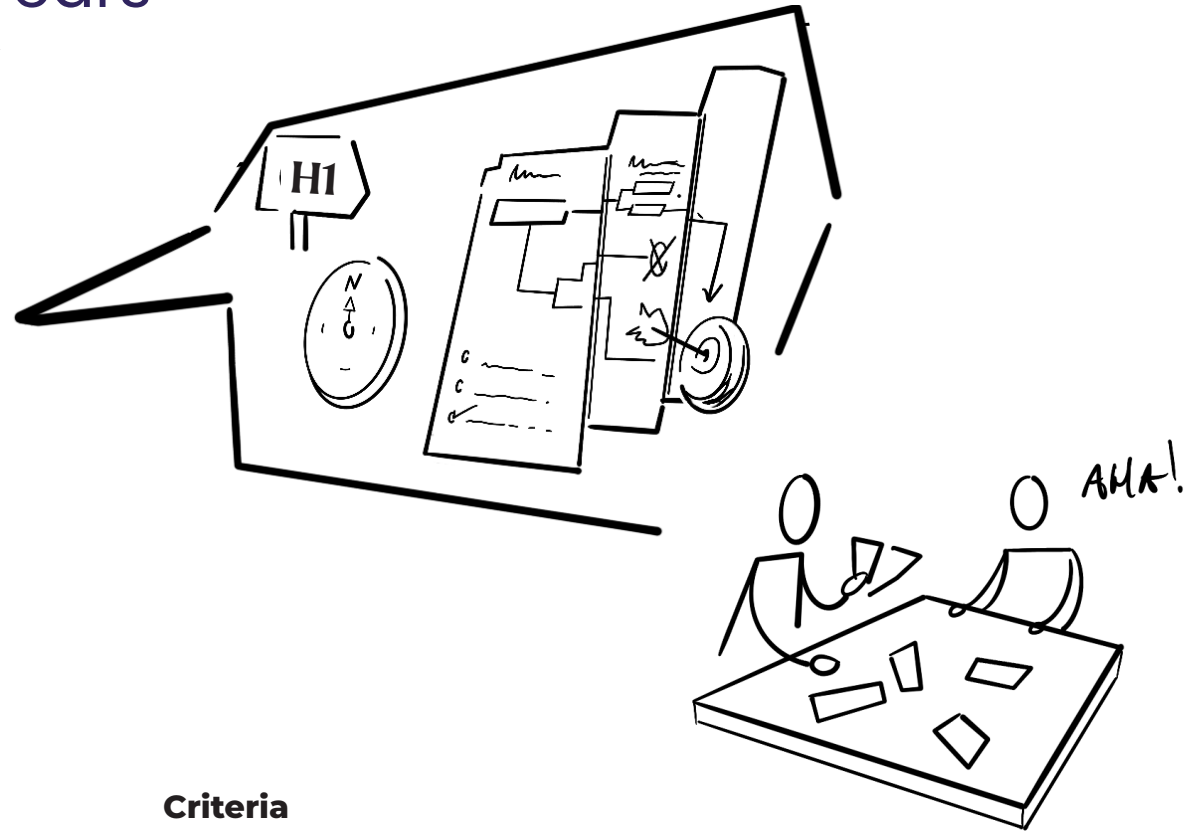
**Criteria**

| Make better use of the knowledge and experience that Welzorg already possesses | It gives the customer more insight | It does not cause any complications for the occupational therapist and advisors |
|---|---|---|

*Figure 36. Criteria for Horizon 1*

## 4.3.2 Concept 1, The Praatplaat

Concept 1 is a 'Praatplaat' for the OC to discuss the process of requesting a manual wheelchair with the customer (see Figure 37). A Praatplaat is meant to visualize a story in a specific, clear and creative way. The customer and the OC both indicated that there is little knowledge about the details of what happens during the process. The OC is often also asked the question "Why does it take so long?" and "Who finances what part?" as an example. With the 'Praatplaat' WZ has the opportunity to influence the expectations early on and help by explaining.

This concept is scalable. The leaflet initially will be given to the OC where they are displayed in the waiting room or are handed out at the service desk before the appointment. This can later be scaled up and be applied at physiotherapists and hospitals. This way the caregiver can read the leaflet in advance and already form a picture of the situation and possibly ask better questions. As WZ from now on is actively reaching out and offering support early on. If the family knows where they stand, they will know what is going on and know which party to approach if there are problems. These leaflet include important info, pictures in the timeline and text with indications so that the OC also knows and can explain them or add to them.

In Figure 37 the first design is shown (the full size of the final version can be found in Appendix H).

To see what fits the workflow of the occupational therapist it's important to iterate on the content. It's a collaboration between WZ/LM and the input of the occupational therapist's about sharing knowledge, therefore it has to reinforce both efforts. Even more so the customer has to feel it has added value. The feedback from the customers and occupational therapist on the content and the final version can be found in chapter 5.2 Evaluation with stakeholders.
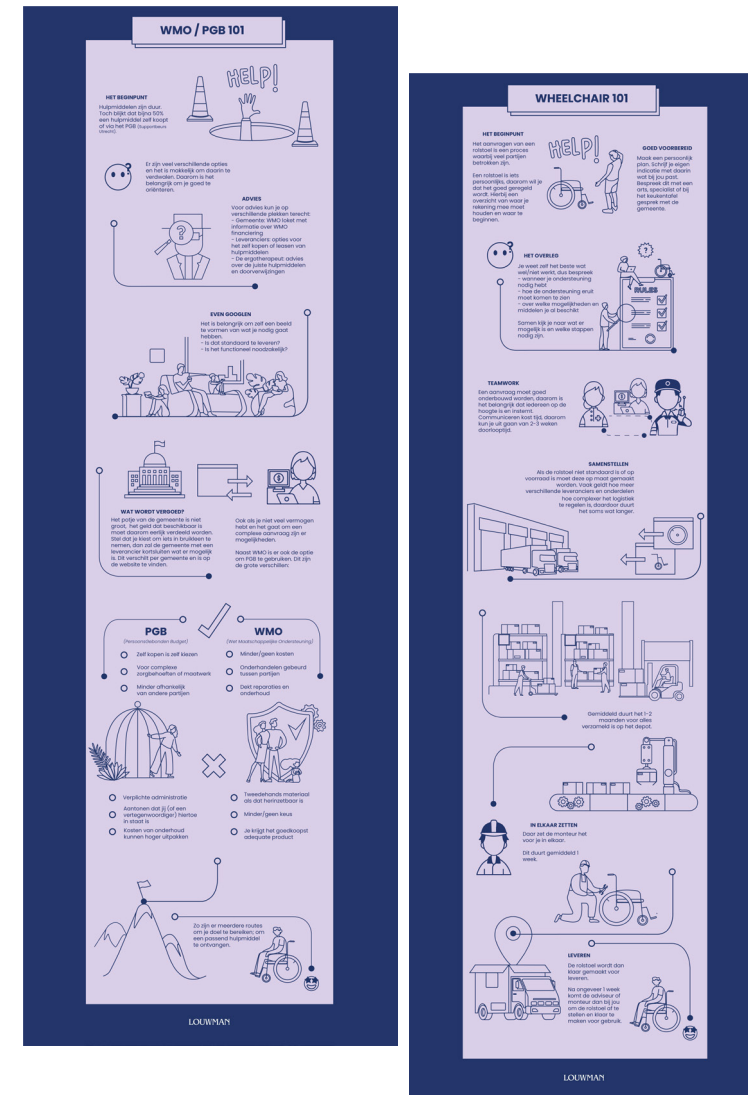


*Figure 37. Praatplaten for the occupational therapist and customer*

### 4.3.3 Concept 2, A decision tree

Concept 2 is an online decision tree linked to the WZ webshop. Certain items are already available on the website for personal purchases, but this will probably be expanded in the future as indicated by WZ. That is why it is interesting to introduce the customer to the choices that are there (see Figure 38). The customer indicates that so far there is little to no overview of the possibilities, so product proposals can be overlooked. In this way based on functional limitations or with the use of filters, such as different daily activities, age or diseases can the customer show themselves the way around the product portfolio.

This creates more freedom of choice, but with the consequence that the customer has to self-invest its time and sets its expectations higher. Products that are add-ons (not functionally necessary) can be presented too. This would be beneficial for both WZ and the customer because these items are now underexposed or rarely mentioned as a possibility. This concept applies to more products than the manual wheelchair, as standardized items (like scooters and handbikes) can be bought from stock. A disadvantage is that you cannot be of service to the complex application.

Figure 38. Different ways to show the product offering

## 4.3.4 Concept 3, Feedback with a new look

Concept 3 is a way to show the customer that feedback is actively being used and that WZ is working on improving and keeping up. The user searches mainly online nowadays, so this concept includes animated videos and other content in which feedback from forms, reviews and Facebook groups are used as a source of information. There can be questions tackled about new products (see Figure 39), how they work, what people think of them or how you can find the right support via WZ.
The project will include multiple animated videos, user reactions and user interviews and can be applied at any scale.

This concept was conceived with the input that the customer has no active memory of WZ as a company and that it has 'no face'. The consequence is that because other stakeholders do influence expectations, WZ often comes out as the 'flawed' or 'the culprit', while according to the facts and interviews it often does a decent job in the end. According to the customers and OC and WZ could use a reshaping of the image. This concept could be a tool to bring WZ in closer contact with the customer and show what is being done in the background.

Voor het uitproberen van de loop wheels hebben jullie daarvoor eerst wmo benaderd of direct contact gehad met de leverancier van deze wielen voor een proef? En mag je die dan een paar dagen proberen of is het zitten rijden testen en beslissen? Ik heb veel last van mijn rug en bekken en ben benieuwd of dit soort vering gunstig is qua pijn verminderen.
Ik hoor jullie ervaringen graag. bedankt

3      48 comments

👍 Like      💬 Comment      ✉ Send

Most recent ▾

Write an answer...

Zijn deze wielen fijn om mee te handbike ?

Your way to the Next-gen connection

#BesteZorg,BijWelzorg

*Figure 39. Translating questions and reviews from Facebook groups into informative video content*

83

# 4.4 Horizon 2: For the next 5 years

Horizon 2 is approximately 5 years into the future and therefore offers suggestions for process optimization based on the vision and research findings. Horizon 2 has the following criteria for process optimization, see Figure 40.
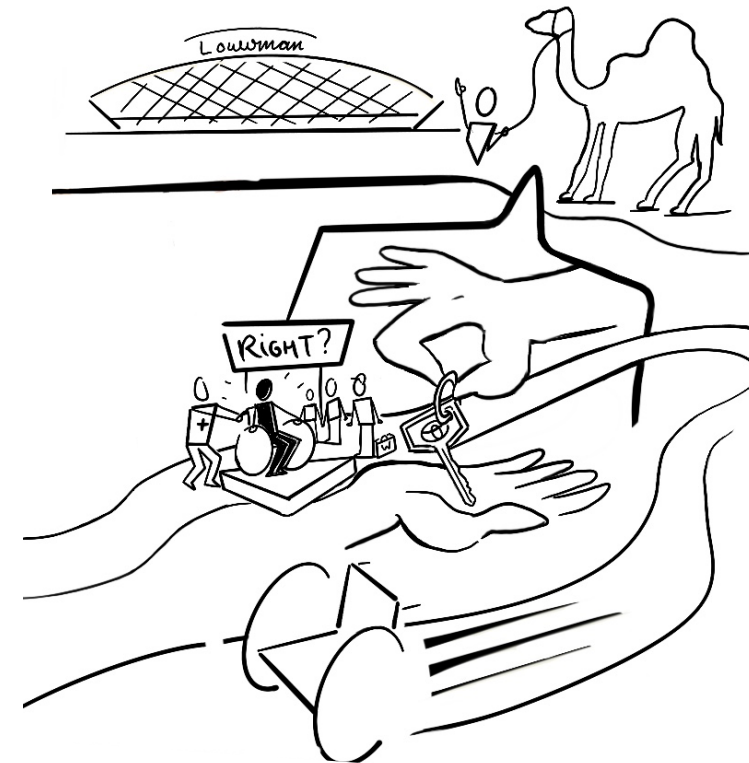
**Criteria**

| Improving contact between stakeholders | Make the customer feel more involved in the process | Better integration of customer wishes and needs |
|---|---|---|

*Figure 40. Criteria for Horizon 2*

## 4.4.1 What the situation is like now

The study showed that the advisor often has no idea of the customer's situation and no data is being kept about previous agreements (see chapter 2.4.1 Observing and interviewing advisors at WZ). In addition, the advisors indicate that, for example, the list of requirements of the OC cannot be viewed. And that means that a lot of useful information is lost in, for example, the request for complex manual wheelchairs, among other things. That is why the advisor would prefer to assign a permanent person to a complex case. However, WZ indicates that this is not always possible due to tight scheduling.

Subsequently, it appeared from the interviews (2.4.4 Interview OC at Basalt) that the OC has no insight into the decisions that are made afterwards by the advisors. And therefore the OC does not know whether the customer has been properly helped. There is little knowledge for them about what companies such as WZ actually can offer.

On another note, the OC indicates that the municipality almost always agrees with the application submitted, as long as it is properly substantiated. In most cases, the municipality is a 'gatekeeper', which must simply give a 'yes' before the process can continue. Usually it's even an immediate 'yes', as stated in 2.4.4 Interview OC at Basalt. Then the back and forth contact, see Figure 41 , between the municipality and WZ, starts.

**Now**
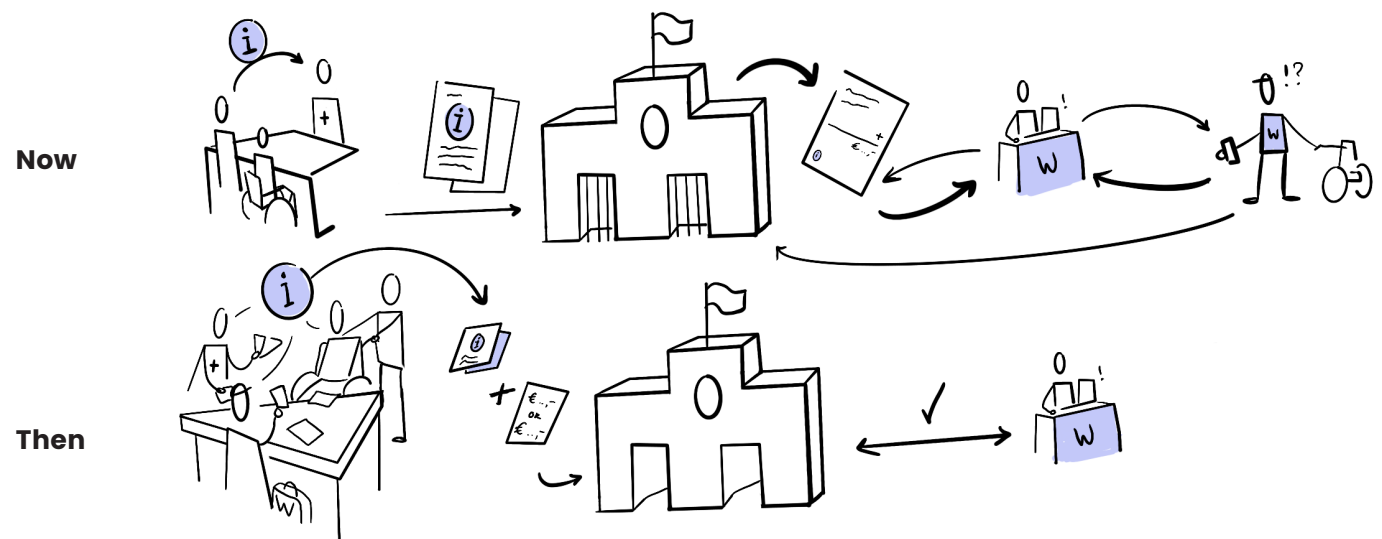
**Then**

*Figure 41. Process now vs then*

## 4.4.2 Changing the sequence

The municipality is currently mainly present at the beginning of the process and functions as a gatekeeper. This has the effect that a lot of important information about the customer's needs and wishes is unknowingly lost. WZ has limited influence on this part. That is why it would be interesting to take the initiative and link the advisor and OC before the information is sent to the municipality.

During the creative session, the OCs indicated that requesting a fitting model would be ideal. Preferably based on an appointment with the three parties (customer, OC and advisor) present. The advisor provides the options of models that match the description of the customer's request (see Figure 41). The advisor would then still be able to negotiate specific agreements with the municipality afterwards, but the advantage is that the municipality immediately has a plan on the table that is adequate (knowledge from WZ) and appropriate (expertise from the OC).

This idea is a suggestion for the future as this can not be achieved immediately. It is based on the input from the stakeholders and criteria that the process optimization must meet. This contributes to:

- Accelerating the process,
- More liability,
- More knowledge transfer,
- The customer feels more involved,
- The advisor knows more about the customer,
- Better integration of needs and wishes of stakeholders
- The relationship between the occupational therapist and WZ is strengthened

In addition, there are more advantages (see Figure 42), namely saving costs: less driving back and forth to the customer, more effective planning, fewer working hours and less consultation afterwards. Additionally, in Appendix B. Enhancing an existing system, these advantages were arguments for it to become measurable and possible to prove internally that an idea or concept is viable (Ito, Hiroto, 2016).

For simple orders and standard requests, there could be contact in other ways between the advisor and the occupational therapist than having a planned appointment altogether in a room. For example by means such as exploratory telephone conversations or online consultations.

More details on the implementation of this optimization are given in Chapter 4.6.1 Implementation map where the parties that should be involved are also assigned tasks and roles.
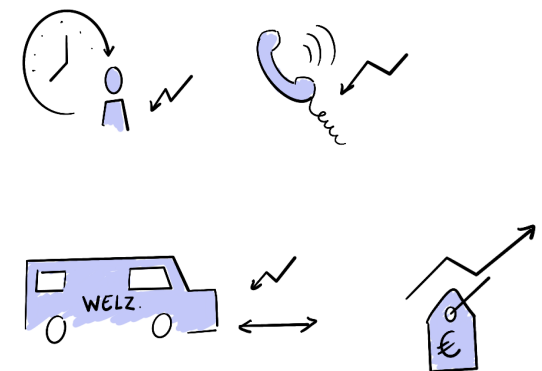


*Figure 42. Benefits of simplifying processes*

# 4.5 Horizon 3: For over 10 years

Horizon 3 is further into the future, approximately 10 years from now. This horizon builds on the vision created for WZ and what is important to keep in mind to get there. Horizon 3 has the following criteria for WZ to reach its goal, see Figure 43.
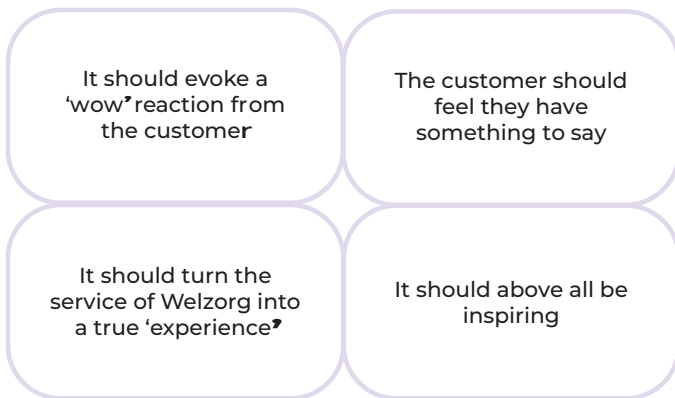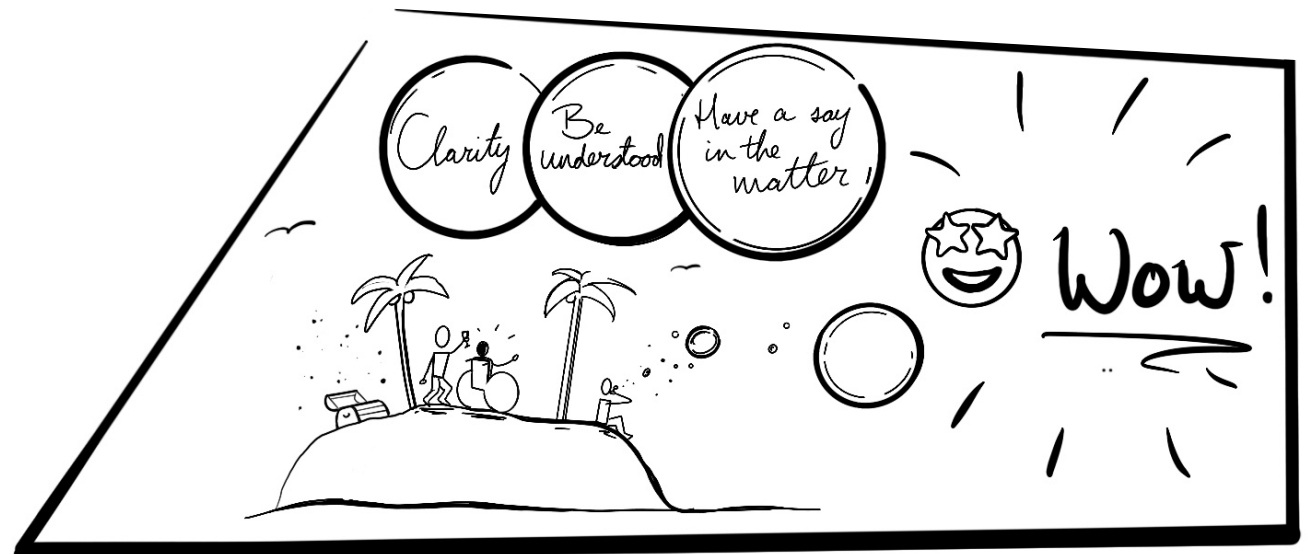
## Criteria

It should evoke a 'wow' reaction from the customer

The customer should feel they have something to say

It should turn the service of Welzorg into a true 'experience'

It should above all be inspiring

*Figure 43. Criteria for Horizon 3*

## 4.5.1 From trends to plans

In 10 years WZ wants the customer to look at and experience WZ more positively. Now WZ is seen as distant and many interviewees weren't super positive about the service and contact (see Appendix D). Some found it to be energy and time-consuming, but in the end, most interviewees mentioned they were glad the service was there and WZ eventually solved the problem by delivering a wheelchair that somewhat fits.

That the customers can only recall the negative cues is normal but unfortunate. By tackling the negative cues there is a chance of eliminating the last impression that left a mark. The negative cues were: No insight, not being listened to and no influence
These are mostly covered by the first two horizons but the final one, the one that states that the customer has no influence, can be highlighted even more. Mostly because to go from service to staging an experience, there should be a wow- factor (see chapter 2.2.2 WZ, part of LM Group).

By looking at trends that are relevant to the customer, in this case, young families with children with a disability, you can offer more than what they expect. Often with medical devices, it is what you see that you get.

That doesn't have to be the case necessarily. There are many start-ups, technology-based initiatives and many more creative businesses that offer new concepts and products (like advanced sensors, light electric drive or balance support, for example). WZ wants to be a leader in mobility and medical devices, then it only makes sense to start creating new connections with new suppliers. And there is no reason why the customer cannot join.

## 4.5.2 In the far future

WZ often mentions the question 'what does the customer truly need?' and the customer won't be able to answer this directly. This will always, for the most part, be a guess. But by, for example, showing current and new propositions, the customer can visualize and indicate whether it is something that they would want to use (see Figure 60).

In the far future WZ could offer limited supply for a more affordable price (or lease) via the webshop to give these initiatives and companies a platform or WZ could start pilots consisting of interested parties, with voluntarily sign-ups, who are then allowed to assess and test products so that WZ can supplement the product portfolio.The supplier can then gain feedback, but in particular WZ shows the customer that WZ is actively thinking ahead, thinking along and acting on it.

This is an example, but such an initiative evokes a 'wow' for the customer and makes WZ more desirable and memorable, but can't be realised till there is a place, time and scope established. More on how to implement such a concept can be found next in the implementation map in the Deliver part of the project.
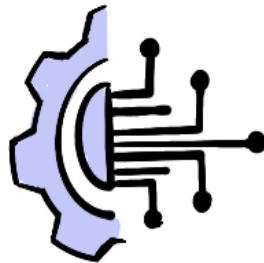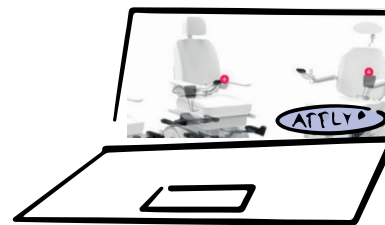
New Technology          Apply for test program          Be a part of the pilot

*Figure 44. Finding new technologies via suppliers and starting test pilots for customers*

# 4.6 Co-evaluation at Basalt

## 4.6.1 Introduction

The aim of the creative session was to get more insights for the implementation of the concepts. Designing something outside of WZ requires consultation about the workings. The concepts will be in the hands of the occupational therapist. Introducing something new to the occupational therapists, where the working method has been the same for a long time, is often threatening at first because it brings uncertainty and unpredictability. Therefore, to develop the concepts, it was necessary to research what occupational therapists want to see so that the concept can fit in and can be used in practice.

The style of the creative session (see Figure 45) was designed in such a way that the participants felt engaged and entertained by also consulting with each other. The set-up can be found in Appendix G
It was deliberately done in groups, because of the large number (9 occupational therapists), but also to start discussions among them about 'Where do we want to go in the future?'.

This relates to the future vision of WZ because the two stakeholders work closely together and influence each other's work and the result for the user.

From the perspective of the OC, the customer is, of course, called a patient (as described in chapter 2.1 Stakeholder overview). The questions of the creative session focus on their work method, like compiling a list of requirements in which they defend the interests of the customer in contrast to the municipality, for example. This helps in collecting insight in how the concept can connect with that.
The OC does not have a commercial interest and therefore knows about what makes a patient satisfied from a different perspective than financially substantiated. To be more precise, they have learned to address the patient's emotional needs as this is part of making the list of requirements for the request. They know about what is going on in the lives of these young families and are most involved in making practical and appropriate solution proposals. WZ wants to learn from this.



*Figure 45. Set-up creative session at Basalt*

## 4.6.2 The results

For clustering the outcome it is important to mention the following:
- Which information is a must have based on the opinions of the participants?
- What can WZ do with it?
- What is relevant for the target group?

## Assignment 1. Warm-up

The result was three very different looking posters. Each with a different style and detail, but with the same sentiment of encouragement and goal to help people move.

## Assignment 2. How do you proceed

The main take-away from assignment 2 is that the OC converts information from the patient into a plan that benefits the patients most. The OC informs the patient about the options. This is done based on open investigative questions about the situation. The patient is often particularly curious about product aspects and the final picture of the medical device. According to the OCs, what makes the patient happy is the complete picture, in which attention to detail plays a major role in consultation.

## Assignment 3. Then and now

What was striking was that in the past 5 years the OC's noticed that less insight and less freedom of choice had been offered. This can be explained by the cutbacks and changes by the municipality (see chapter 2.5 Stakeholder overview), but also by WZ. Parents have to do more themselves and there is more emphasis on self-reliance. Hopefully, this will develop into a situation in which the patient does have a say again mentioned the OCs because parents also gain more knowledge themselves, so they know that they are missing out.
Hopefully, the OCs mentioned, the lead time and the interaction between stakeholders will also improve soon.

## Assignment 4. Frustrations

Factors that play an important role in collaboration with other stakeholders are often:
- Consistency
- Experience and knowledge
- Quick contact
- Availability
From the feedback, it is possible to conclude that there is space for improvement in all of these qualities.



*Figure 46. Participants during the creative session*

## Assignment 5. Thoughts

About concept 1 The Praatplaat:
Great to have but is the information relevant enough and can it be done so it is personalised enough?

About concept 2 A decision tree:
There is certainly a demand for a decision tree containing information about what is possible and based on current opportunities.
This would be ideal to go through beforehand with the OC and patient. However, not linked to a brand! That would create unrealistic expectations. It would also make it more difficult to achieve for WZ.
A proposal that was mentioned several times was to have the advisor come with one or more fitting models in advance, possibly based on the outcome of this tree. These ideas may contribute to involving the parents, speeding up and simplifying contact with the municipality. A fitting would be very nice. Hopefully, in the future, it will become more adequate, last longer and be put to better use.

A few important requirements would be:
- Complete information
- No promises
- Purely informative, not commercial

About concept 3 Feedback with a new look:
A few important questions are:
- Where do you find this? It should be easy to find
- Is it also stated who is financing what? The idea is relevant, but there is already a lot of information out there. It should not be linked to a commercial brand.

## 4.6.3 Evaluation

The participants of the creative session were enthusiastic. Not only did it provide insights for the project, but they also mentioned that as an organization you don't often take a moment together to think about the state of affairs and the future of your work. The response to the type of assignments was also good, it was a build-up to imagining a future. That's not always easy when you're "in a work rut", but a bit of a challenge. Therefore, it was a good choice to alternate humour and serious questions.

## 4.6.4 Choosing a concept

To consider which concept fits best for Horizon 1, the concepts have been compared with the criteria listed per important stakeholder, see Figure 47.

All concepts have different advantages and are therefore all useful in some ways, but because there are limitations in time and budget, the OC's at Basalt indicated a preference for concept 1 because to them it is most accessible and is most beneficial in their eyes for the customer. In addition, concept 3 can also be applied at any scale, but this requires more effort over a longer period because you need to gather feedback and input. Concept 2 is a little too far ahead in the future and does not directly reflect the essence of WZ about inclusivity (sharing knowledge and giving personal advice for everyone). Furthermore, it does not involve other parties. Which is why the choice, for now, is to further develop concept 1.
By also comparing the concept criteria, concept 1 comes out on top. It fits best with the sentiment of sharing knowledge and creating insight.

In the Deliver phase, concept 1 is developed from a low-fidelity concept to a final version with the feedback and evaluation from the relevant stakeholders.
The other two concepts are part of the recommandations in the Deliver phase.

|  | **Concept 1** | **Concept 2** | **Concept 3** |
|---|---|---|---|
| **Customer** + | · More insight into process<br>· Clarity about who to ask about the appointments<br>· Makes Welzorg more accessible<br>· Know what to expect | · More insight into options<br>· More independent<br>· More options to choose from<br>· Have more a say in the matter | · Feeling more understood<br>· Feeling heard<br>· Stimulates interaction |
| **Customer** − | · No guarantee<br>· Purely on estimate of averages | · Little to no support<br>· More anonymous<br>· Not an option for families with less to spend<br>· Increases inequality | · Stays in the digital environment<br>· Will you spend time on that |
| **Welzorg Advisor** + | · Expectations are managed<br>· Makes the job of the advisor via Welzorg easier, less explaining<br>· Welzorg becomes more approachable | · Provides an additional income stream<br>· No more agreement with the municipality necessary<br>· Provide directly to the customer<br>· Very important to look at seriously | · A way to make feedback useful<br>· Good from a marketing perspective<br>· Possibility to share knowledge<br>· Project can be as big as you want |
| **Welzorg Advisor** − | · You don't want to make promises with delivery times<br>· The correct interpretation and placement must be considered<br>· Has to be applied at many locations | · Difficult to update constantly<br>· Logistically complex,<br>· Lease-lending (second hand) impossible to offer<br>· Expensive to maintain website<br>· Does not involve other stakeholders<br>· More commercial, less focused on giving personal advice | · It is not finished in one go<br>· Someone has to actively work on it<br>· Does not involve other stakeholders<br>· Time consuming |
| **Occupational therapist** + | · Involves the patient in the conversation<br>· It answers frequently asked questions<br>· It provides insight into the way of working of other partners | · Patient gets what he/she wants<br>· Clearer for the patient what is possible | · More information about the products is a good thing<br>· Sharing experiences is rich information for the patient |
| **Occupational therapist** − | · If it's something commercial then it's a no<br>· Don't want to waste useful time | · If it's something commercial then it's a no<br>· Not sure if it's any good<br>· Not everyone can afford of this and it should be equal | · If it's something commercial then it won't be used here |

*Figure 47. Overview of considering the best concept*

# Deliver

The final phase of the thesis is the Deliver phase. The implementation map and the handover of responsibility within WZ are discussed. Design concept 1 is presented and evaluated by stakeholders before showing the final product. Next, the conclusions are drawn. At last, recommendations and limitations for WZ and a reflection on this project are given.

Discover

Define

Develop

Deliver
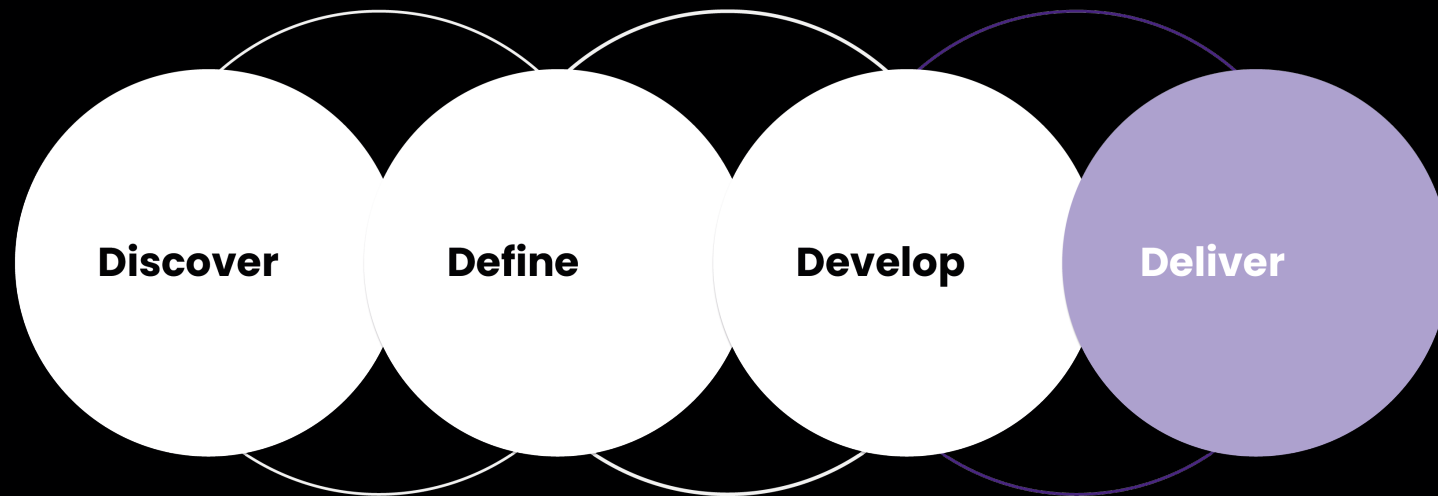
# 5.1 Implementation map

The next question addressed is how to implement the roadmap (see Figure 61). It will take time and effort for WZ to become a leading company in mobility, so it is important to involve the right people and sit around the table to plan ahead. Various departments were approached for input for this part: the marketing and communication department, strategic purchasing (in contact with suppliers) and assortment team, the advisors from the interviews, the occupational therapists at Basalt (as an example case) and the contact person for the FGI project (functional indication for patients).

**Horizon 1**
To implement Concept 1, the marketing department advised to first determine what the occupational therapist needs. The three most important things according to the occupational therapists at Basalt are:
- A tool to explain something complex
- It should be informative in a simplified way (''Jip-en-janneketaal'')
- Being able to give substance together by discussing considerations

This is integrated in the text of concept 1, see chapter 5.1 Testing for feedback from the customer on the language use and recommandations for improvements in information.

It is important to maintain good contact about the course after the marketing department delivers it for a test run. After some time, the effectiveness and satisfaction of stakeholders should point out if the concept is worth scaling up. This period could be used for one year for setting up and the second year for implementation on larger (national) scale.

Concept 2 is a collaboration between the IT and service management, assortment team and marketing department. The back-end of the website needs data for the tool to be functional and indicate the right range of items. This input is data from the assortment team.
The front end is designed with input from the marketing department, to create what the customer wants to see and could easily use.

A normal period for updating website features takes around a couple of months depending on the complexity, but to fully work out the script takes approximately a year with the tools WZ has, according to IT services.

Concept 3 is the responsibility of the marketing department. Because they have experience in communicating with the customer, they know the best way to get a message across. They have previously been reluctant to provide more information online, but now it has to become a back and forth between the two sides.

The customer already indicates on various social media platforms what they want or need (as shown in chapter 4.4.4 Concept 3, Feedback with a New Look), it is up to marketing to translate this into new media in a creative way. This could be at any scale, but the challenge lies in analysing and finding what is beneficial to target.
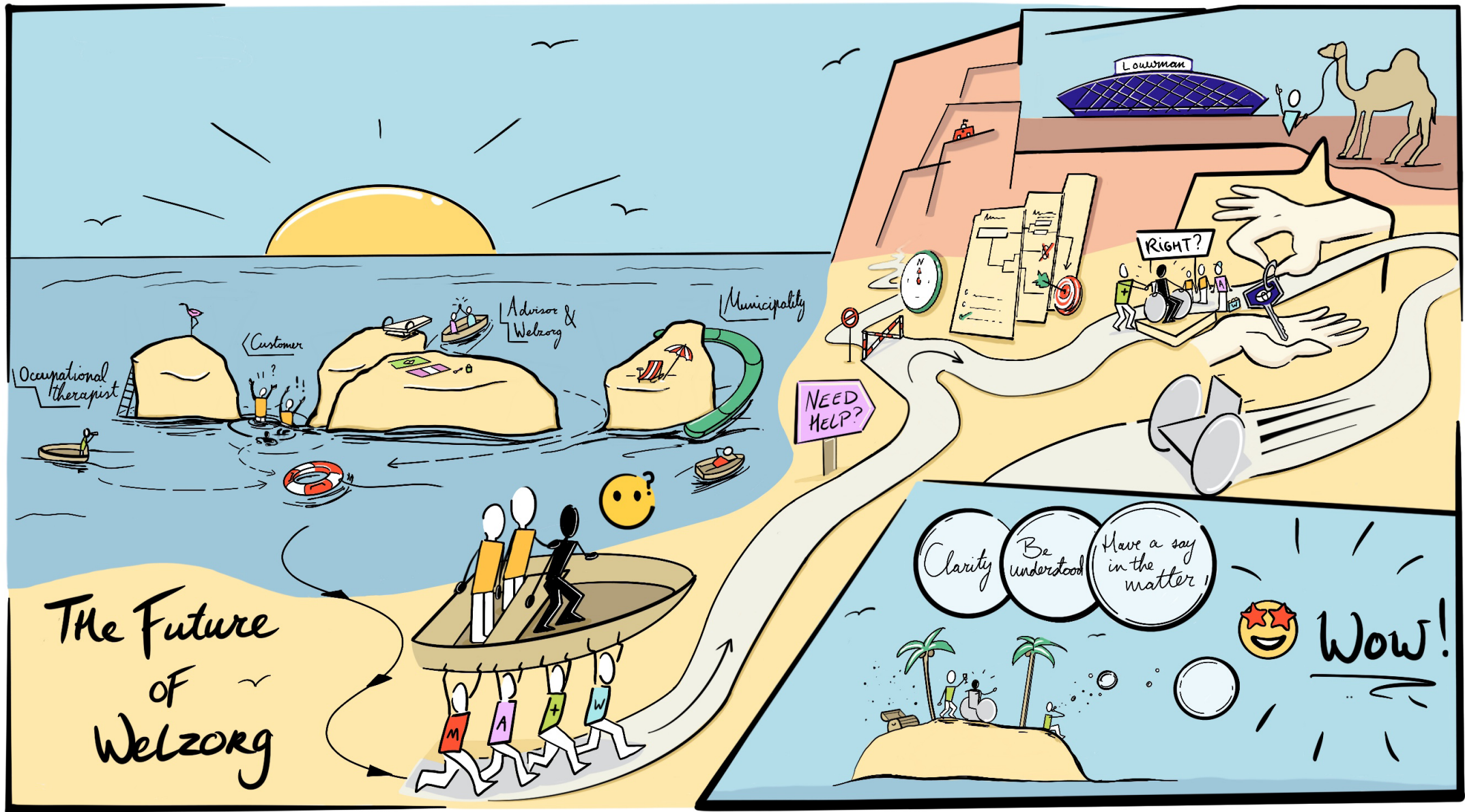
*Figure 48. The final roadmap*

**Horizon 2**
Horizon 2 mainly relates to the organization within the company. For this, the contact person of the FGI project (functional indication for patients). was approached. The project is not there yet, and that is mainly due to behaviour and acceptance within the company. The way of working is fixed and many are not open to change. The project now mainly provides for knowledge transfer and standardization of the working method, making it repeatable and providing insight into the customer.

This is the first step; what Horizon 2 aims for is then in the further development phase; personal and external factors should then be given a greater role and attention. These are just as important as the disorders, limitations, activities and participation, but they are not a hard requirement in terms of indication.
That is where the added value lies, and working towards that takes several years.

Therefore the advisors are responsible and should reach out before and start creating a more direct relationship with the occupational therapists in an early stage. This is a matter of organising and aligning the team in planning. The advisors must also be willing to think along with this new step.

Since they indicate that there are still points for improvement, there will be interest but also resistance, because the existing working method will change.
This starts with being more actively present for complex cases (see Figure 61) because this group is smaller but also deserves more attention, as both the advisors indicated: ''Those who do not shout loudly are heard the least, often this is the most vulnerable group that can't''.

**Horizon 3**
Horizon 3 is a translation of the long-term vision of WZ being able to engage the user, indicate the need of the user and become leading in mobility. It concerns, among other things, the "council of clients" that WZ is currently using for questionnaires. This group will need to be expanded to create a bigger sample group. A form of co-testing would be the next step in this. This is in collaboration with the marketing and supply&demand department; if they identify new medical devices, you could arrange testing phases.

This is currently already being done on a small scale, but mainly internally in purchasing processes. The next step should be to involve customers in the purchasing process and contact new suppliers and start-ups. This is a task of the supply&demand department, mainly for product management.

Gradually it will change or shape the range of the product portfolio, in which the end users/clients are always involved. Possibly even with try-outs with the occupational therapists could follow, as they indicated as a wish (see chapter 4.1 Creative session at Basalt).

Horizon 3 along with Horizon 1 and 2 forms a plan to encourage innovation within the company's organization. The question from WZ: ''What does the customer actually want vs what they need?'' can be approached in many ways, therefore this roadmap and implementation map is offered as a handle to act more in the interest of the customer. The Toyota way, from LM, also describes that they want to strive for a healthy company that speaks of 'Continuous Improvement' and 'Respect for People'. A vision is the starting point.

Concept 1 from Horizon 1 is the beginning of the roadmap, therefore the design is evaluated with two users in the final chapter. Conclusions on the findings and the recommendations and limitations will be discussed to conclude the thesis.
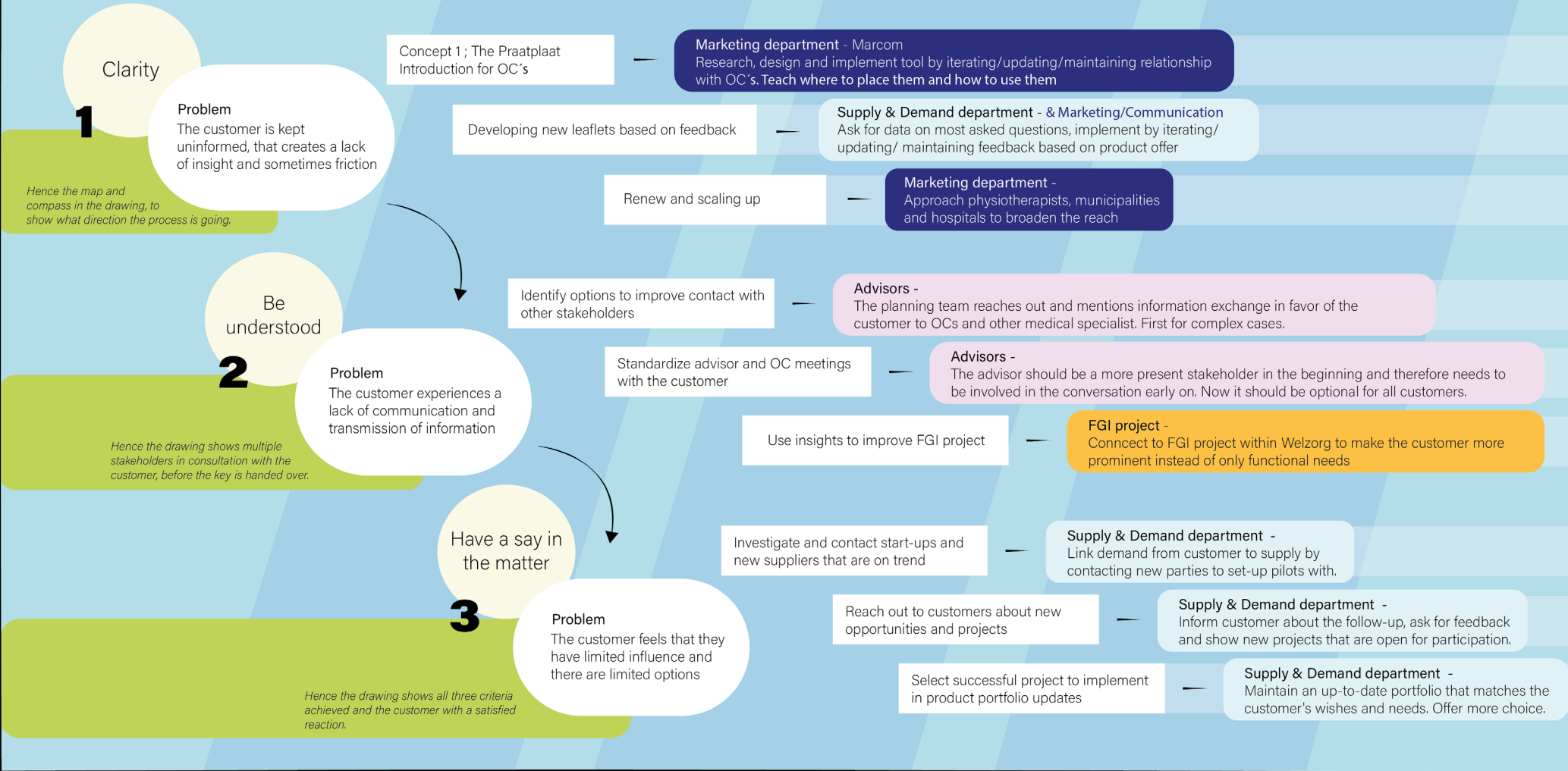
**0** The Roadmap starts at Horizon 0. It has been identified that the major general problem is that the customer is often overlooked, hence all the seperate islands in the drawing. Here you can find the steps towards the vision: having satisfied and engaged customers and becoming leading in mobility.

*1 - 2 years*          *5 years*          *10 years*

**Clarity**

**1**

**Problem**
The customer is kept uninformed, that creates a lack of insight and sometimes friction

*Hence the map and compass in the drawing, to show what direction the process is going.*

Concept 1 ; The Praatplaat Introduction for OC´s

**Marketing department** - Marcom
Research, design and implement tool by iterating/updating/maintaining relationship with OC´s. **Teach where to place them and how to use them**

Developing new leaflets based on feedback

**Supply & Demand department** - **& Marketing/Communication**
Ask for data on most asked questions, implement by iterating/ updating/ maintaining feedback based on product offer

Renew and scaling up

**Marketing department** -
Approach physiotherapists, municipalities and hospitals to broaden the reach

**Be understood**

**2**

**Problem**
The customer experiences a lack of communication and transmission of information

*Hence the drawing shows multiple stakeholders in consultation with the customer, before the key is handed over.*

Identify options to improve contact with other stakeholders

**Advisors** -
The planning team reaches out and mentions information exchange in favor of the customer to OCs and other medical specialist. First for complex cases.

Standardize advisor and OC meetings with the customer

**Advisors** -
The advisor should be a more present stakeholder in the beginning and therefore needs to be involved in the conversation early on. Now it should be optional for all customers.

Use insights to improve FGI project

**FGI project** -
Conncect to FGI project within Welzorg to make the customer more prominent instead of only functional needs

**Have a say in the matter**

**3**

**Problem**
The customer feels that they have limited influence and there are limited options

*Hence the drawing shows all three criteria achieved and the customer with a satisfied reaction.*

Investigate and contact start-ups and new suppliers that are on trend

**Supply & Demand department** -
Link demand from customer to supply by contacting new parties to set-up pilots with.

Reach out to customers about new opportunities and projects

**Supply & Demand department** -
Inform customer about the follow-up, ask for feedback and show new projects that are open for participation.

Select successful project to implement in product portfolio updates

**Supply & Demand department** -
Maintain an up-to-date portfolio that matches the customer's wishes and needs. Offer more choice.

*Welzorg: is leading in mobility and has satisfied and engaged customers*

*Figure 49. Implementation map*

# 5.2 Evaluation with stakeholders

## 5.1.1 Introduction

Concept 1 was designed based on the results of the interviews with the users and the occupational therapists. To evaluate and perfect it, there is another iteration round, in which two users (1 family and 1 young adult) and an occupational therapist all seperataly share their opinions and suggestions.
WZ asked whether this concept covers the load enough and for the report, it is important to conclude whether it is applicable and desirable.

Because it is a final iteration, an unstructured interview (open) is chosen, as the aim is to use only a few questions or name adjacent topics to document the thoughts and opinions of the stakeholders when seeing the concept. Due to the summer holiday period, the interviews were online or over the phone with a digital representation of the concept. A way to use the Praatplaat is briefly explained before starting.
The results of the audio recordings are summarized.

## 5.1.2 The feedback and suggestions

**First impressions**
The users both said that at first glance it looks attractive and invites you to go and see what it is. It is nice to get something, especially if it helps to think of questions and to name important things.
The occupational therapist was also enthusiastic. She mentioned that there are not many resources, except for traditional flyers or Google. Both are mainly text-based. Seeing pictures and steps is very nice.

**Content**
One of the users immediately noticed that there were abbreviations. She explained that if you are new and don't know all that yet, you need the full description, even if it is just a small text.
The occupational therapist also mentioned this, because during the discussion it all seems clear, but often people come home and they have already forgotten what was discussed. In that respect, the Praatplaat is also very nice to have around and to be able to refer back to.

In terms of financial possibilities, some are still missing, but that is not a problem. The two chosen ones are the most accessible and are often used in practice.

**Application and use**
The occupational therapist said that it is nice to put it on the table when it comes to the fact that there is an assistive object involved. Just like with a flyer, you should use the content to get the story across. It would be obvious and not much more difficult than what is done now. One point of improvement would be to create more white space for notes. The users both asked if they could take it home afterwards, for example, to use as a diary or timeline to keep track. They both missed telephone numbers of contact points, but the occupational therapist said that this was not advantageous because of the limited time to help all patients by phone. According to her, it was good as it was.

### 5.1.3 Evaluation interviews

**Final questions and thoughts**
All three interviewees answered yes to the question of whether they would like to see it applied in practice. The occupational therapist mentioned that the test phase could start with her if she was allowed to. To the question, based on the criteria for horizon 1, whether two users felt that this design gave them more insight, they both answered yes. Also to the question of whether the occupational therapist did not find it annoying she answered positively. She thought it was an added value to have a tool, if only for notes for the parents of the child.

The interviewees were very positive and came up with ideas for follow-up questions, such as wheelchair training manoeuvres and an overview of supplies and accessories. The occupational therapist was slightly less enthusiastic about the last idea, as she emphasised that it is better to leave out logos and commercial elements. She mentioned that influencing expectations with good information is already sufficient to see a happier patient or customer at WZ. Of course, it is important to remain critical and to emphasise that the interviewees (only a few) are open to new ideas and to thinking along.

Participants who had not been interviewed before or who knew nothing about this project might have a different view. Therefore, the proposal of the occupational therapist would be a good idea. By testing in practice, the real reaction can be gauged. For this, tests can be set up with the marketing team, because now that the research and design are finished (see Figure 62), they will take over the responsibility for this concept.
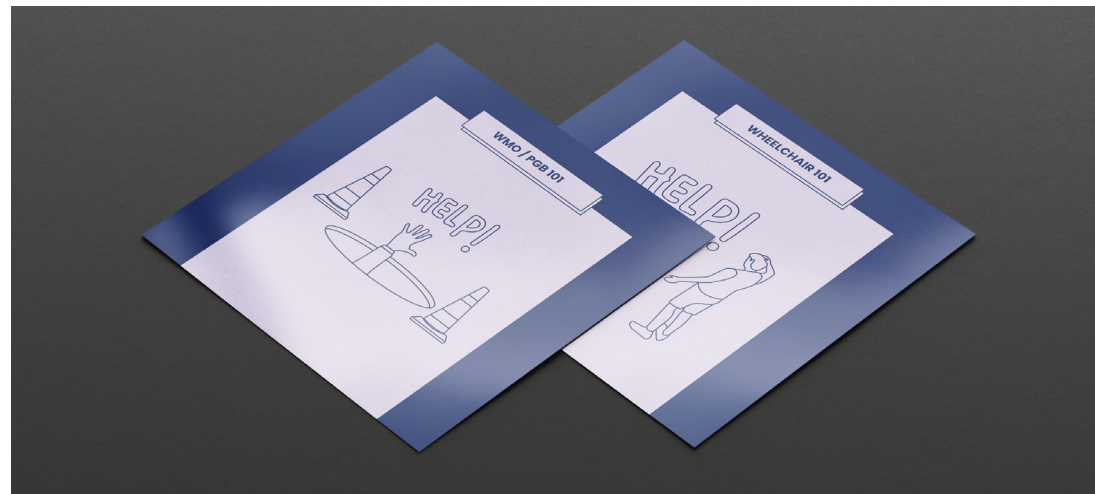


*Figure 50. Praatplaten for the occupational therapist and customer*

**HELP!**

LOUWMAN

**HELP!**

LOUWMAN

LOUWMAN

LEVEREN

MONTEREN

WACHTEN

WHEELCHAIR 101

HELP!

# 5.3 Conclusion

In this report, the lack of knowledge about the customer was addressed by approaching the customer and expressing the results from a design perspective. A distinction was made between the interests of different parties. Choices were made on what weighs more heavily in improving customer satisfaction and therefore not the entire landscape. Subsequently, an analysis was performed on the process and the information transfer between stakeholders. Based on creative sessions, research and theory ideas, the future visions and a roadmap were created. The following conclusions have been made:

## 5.3.1 Customer insights

**1.** There is a difference between functional and emotional needs. So far WZ only looks at functional needs and has not considered other needs
**2.** The customer indicates that there is no insight into the process and the offer and that that is very annoying because it evokes powerlessness
**3.** The customer has limited or sometimes no choice. With something as personal as a wheelchair, that's a shame.

**4.** The customer has no influence on the process. Everything happens in the background and there is a lack of updates and communication, so the customer does not know what is happening.

*These insights answer one of the main questions, which is what are the (emotional) needs of the customer?*

## 5.3.2 Stakeholder insights

**1.** The process of requesting a wheelchair is a series of information exchange between stakeholders but they become less and less aware of the important details. Information is lost along the way and therefore the process takes unnecessarily long.
**2.** Stakeholders have limited knowledge about the content of the work of the others and therefore only focus on their tasks without communicating and transferring information correctly.
**3.** The occupational therapist and the advisors express a similar wish to exchange more knowledge earlier on and to be of more significance to the customer.

**4.** Due to circumstances (heavy workload, no possibility of documenting and large customer base per professional), the stakeholders often lose sight of the goal of putting customers' interests first and acting based on their interests. Only fast, cheap and adequate.

*These insights determined the direction of the design brief and criteria for designing and answering for the following main question, namely: What can WZ do to fulfil these needs?*

## 5.3.3 Vision

**1.** In the short term, WZ wants to demonstrate that it is rich in knowledge and makes it understandable and usable for the customer. This is by making better use of the existing attributes and providing more insight.
**2.** Within 5 years WZ wants to be able to adapt the product portfolio and the processes to the needs of the customer so that the customer feels heard and there is more discussion and collaboration possible between stakeholders.

**3.** In 10 years, WZ wants to have the knowledge to predict what a customer needs and for the customer to experience more freedom in making choices. WZ should be leading in mobility but also in customer engagement and satisfaction.

*The visions are linked to the previous insights to create the roadmap*

## 5.3.4 Roadmap and implementation

**Horizon 1.** discusses three concepts that use existing attributes to improve the information provided to the customer and to provide more insight. The first concept, concept 1 the 'Praatplaat', offers the possibility to improve the quality of the conversation at the beginning of the process. Questions are given more depth, the conversation has a common thread and the customer can always refer back to it. For WZ, this is a way of demonstrating that they want to be transparent and approachable and willing to share their experience and knowledge. For the customer, this provides more stability and insight. The occupational therapist and advisor also benefit from being more aware of each other's work process.

The other two concepts, 2 and 3, are part of Horizon 1 too but are beneficial in different ways. These concepts are about connecting with customers via an online environment (social media or webshop). Because of the scope these projects take longer to develop (with multiple departments involved) and can not be implemented immediately. The next steps will be further discussed in chapter 5.4 Recommendations.

**Horizon 2.** changes the order of parties in the process. The municipality is a variable because there are many differences. The other parties, the customer, the occupational therapist and the consultants are the constant factors and it is, therefore, advantageous to bring them into contact with each other before a proposal is passed on to the municipality. As a result, less knowledge is lost, the most adequate is immediately sought without immediately attaching a financial limitation to it and the customer's needs are emphasized more. As a result, the customer feels heard.

**Horizon 3.** responds to LM's mission to be a leader in mobility, as does WZ. By trying out new ways and involving the customer, WZ can test, evaluate and innovate. The customer wants to experience the freedom of choice and involvement. By allowing the customer to contribute ideas and to test in pilots, new valuable relationships with stakeholders and new growth opportunities are created, but above all WZ offers an experience like no other, so that the customer experiences the wow factor.

*This forms the proposal for what can be done by WZ to satisfy the customer's (emotional) needs, create more engagement and in the future to become leading in mobility.*

# 5.4 Recommendations and limitations

Since this project was unable to cover the full scope of requesting medical devices, such as manual wheelchairs, recommendations are done for future research and developments.

One of the first things I noticed was the response internally to the findings of the interviews with users. Early on it was seen as very valuable to my surprise. The customer journey maps were hung up on walls and used in consultations. I discovered that a consumer council already existed, which WZ had set up, but was not being used optimally. The way of asking in surveys, gave a distorted picture as if the service was only good. The questions in the customer journey maps are of general interest but have not been asked before. My recommendation is therefore to make much more valuable contact and also to show the customer what the company is doing. Asking advisors who understand the customers to explain what a better approach might be for difficulties would already be valuable.

The customer journey maps were prepared based on six user interviews. In a follow-up study, it would be interesting to choose another target group and compare them in terms of emotional needs.

If they match, this will benefit the effectiveness of the roadmap, because you will want to apply it on a larger scale to have more impact.

In addition, some stakeholders have been left out, such as the municipality, because of the scope of the project. Each municipality has its policy. Research into how, for example, Horizon 2, the process optimisation in which the advisor works together with the medical specialist, affects this cooperation, would be interesting. The goal is to have the process for the customer run as smoothly and quickly as possible, so this should be validated. Shorter lines usually mean faster, but that is an assumption.

Suppliers have also been left out of the scope. After a visit to Veldink (manufacturer of wheelchairs for children), I discovered that the priority of the approachable smaller suppliers in the Netherlands lies in eliminating queues rather than integrating customer feedback on the products, which is understandable considering the shortages and waiting times. And for larger companies, this is not interesting enough as the numbers are too small to see any benefit.

However, the suppliers are interested in changes to the application process. It would therefore be interesting to at least do research into how they convert customer wishes and needs into a product. This would possibly also help WZ further in product portfolio management.

For the development of the roadmap, it would also be good to look at what the best interpretation is per horizon. The responsible departments have been appointed, but within these departments, research is needed to fine-tune the features. Contact relations with stakeholders, such as occupational therapists, are very valuable for evaluation and testing because they highlight the right goal and act from the customer's perspective. In my experience, many medical specialists (within Basalt, but also for example organisations for muscle diseases) are open to this or even want to cooperate.

Lastly, it was noticeable that departments within WZ have limited contact with each other. This is partly due to the aftermath of COVID, but also because it is a large company, it is striking that internal contact is difficult and there are many referrals.

# 5.5 Reflection

This makes it more difficult to formulate and develop an idea together. As an addition to the roadmap, I would recommend also setting up an internal strategy to motivate the company to think along with change and be more open in their way of thinking. Many employees talk from an experience perspective, but that is precisely what does not help you further. It helps to ask more questions, like why is it that we do it that way? and shouldn't it be ...?, but thinking from the customer's perspective is not yet fully ingrained.

A design is never finished, but this is the last chapter of the report. The end of my master thesis.

I hesitated for a long time about the choice of my master's. I decided to do the master's that I thought would teach me the most: strategic product design: For my master's thesis, I was also looking for a challenge, but also a new experience.

Via a friend, I ended up at WZ, because of my interest in mobility and previous experience with designing for people with a disability. The meeting at WZ was nice and the subject, especially the contact with customers, really appealed to me. The project brief was still very broad at that time. I was allowed to transform it into something that worked for me. I did that in the end, with several iterations.

One of the most difficult things for me is to cluster and write down the details of my ideas and findings. I have gained so many insights and impressions during this project. All the different interests and stakeholders, everyone saying new interesting things and then my unrealistic ambition to change the whole company on my own. That sometimes made it difficult to make choices and define a scope for the project.

Ideally, I would like to help everyone and make it infinitely large. Of course, that is not practical and that is why I am proud to finish it as it is now. The project did challenge me in many ways but it has also showed me that I am able to develop a project on my own.

Another challenge I experienced was working independently. Now I love being able to plan my own time and everything myself, but I missed the pleasure I experienced in group work during my masters. Sparring and coming to an idea together is the most satisfying. That's why I was very happy with the help from WZ to get in touch with advisors and internal departments. I also met a lot of nice people via via who all had a story to tell and wanted to help me on my way. I was pleasantly surprised by the time and effort that all the interviewees wanted to spend on me. For me, that is the greatest added value of this project.

Finally, I am grateful for the support provided by TU Delft and WZ. If I got stuck on something or just wanted to talk about everything I had discovered, I was more than welcome.

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