



the future of the municipal service center

a focus on experience and well-being

master thesis by koen van der loop

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Koen van der Loop
4230515

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Delft University of Technology
Faculty of Industrial Design Engineering

University Supervisory team

Prof. dr. ir. P.M.A. Desmet - Professor of Design for Experience
Prof. ir. J. van Erp - Professor of Concept Design

Contact

Koen van der Loop
koenvdloop@gmail.com

A project in collaboration with:





EXECUTIVE SUMMARY

Municipalities all over the world are struggling to find their role in this fast-paced society. The general attitude towards the government is negative and people experiencing its services as inefficient, irrelevant and unpersonal. Their functioning shapes people's sense of trust in and expectations of the municipality. Despite efforts by incorporating modern technologies the relationship between citizens and governmental bodies are not improving. To date, service optimizations focusses on improving efficiency, accessibility and transparency. A problem-driven approach might achieve in a state of neutrality. However, the goal of the thesis is concerned with enhancing well-being of citizens in the municipal service center. Reducing or preventing inconveniences does not promises increased well-being. Moving into the positive zone requires a different strategy: a positive design approach.

Activities makeup 40% of our happiness level and are vital to our well-being. By investigating what people experience during these activities, possibilities will arise to enhance well-being. Analyzing people's micro-emotions yielded 144 emotional events where two-third of the events were negative experiences and one-third were positive experiences. Dissatisfaction, confusion and unpleasant surprise make up for 23% of negative emotions while satisfaction makes up for 47% of positive emotions. Currently the universal need for Acknowledgement and Ease are carrying the majority of negative emotions. However, an opportunity is found in contributing to a sense of belonging when framing interactions in a municipal service center of well-being. It aims to bring municipality and citizens closer, shape trusting relationships and aims to provide citizens a feeling that they are accepted part of a bigger whole.

Creating a sense of belonging is put at its core to design a positive and meaningful moment that contributes to people's well-being. With many concerns in the context, a dilemma driven approach was applied that juxtapositions people's concerns to inspire ideation. A concept was created that introduces a positive moment in the waiting room. The concept keeps track of people's appointments, and meanwhile people can listen to stories that stimulate a sense of connectedness in citizens. An iterative process resulted in a final concept that was tested with 12 people. User test concluded that the prototype evoked only positive emotions, one rich experience and it contributed slightly to a sense of connectedness. Altogether, the concept positively created a moment that elevates people, making them feel connected to others and shed a fresh perspective that broadened people's horizon.

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HET EN HIER
GEBEURT HET.**
MAKE IT HAPPEN.



01 introduction

This chapter discusses the aim of the project. It includes general background information about the municipal service center and what people face in the context. The project scope and design goal are defined and project challenges are identified.

1.1 PROJECT CONTEXT

Municipal public services provides one of the first interactions citizens have with their municipality. These services often touch upon the domains of life such as work, housing, educations and finances. In various cases people visit this physical location when they want to apply to these services, often to reach a higher goal. For example, when they need help with finding a job, inform about address changes, need help with finances or request legal documents. The municipal service center can be seen as the front desk of the municipality.

How citizens experience these services and their functioning shapes their sense of trust in and expectations of the municipality (Opengovpartnership, n.d.). And at a national level, public services underpin human welfare and economic growth.

The service center (figure 1) is the largest in the city where citizens can go to. Several municipal departments are accommodated in the same location. Namely: civil affairs (burgerzaken), work & income, Vraagwijzer and Jongerenloket. The last two departments provide support with, and answers to

questions about health(care), work, finances, housing and legal issues.

Public services are continuously being weighed between general interests vs. individual wishes and a large diversity of products are offered. In addition, citizens are increasingly confronted with a multitude of organizations that have to work together to be able to offer those public services. This ecosystem of services that citizens are facing can be overwhelming and are often experienced as impersonal, irrelevant or inefficient.

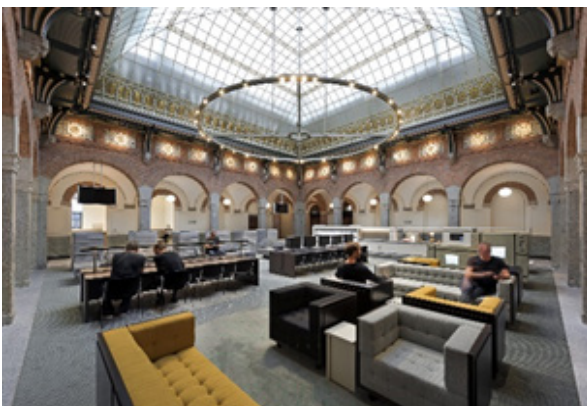


Figure 1: The municipal service center

1.1.1 INTERACTION CONTEXT OF THE SERVICE CENTER

Little research has been done to expose the way citizens experience their interaction with the municipality and how this interaction can positively influence the well-being of its citizens within the context of the municipal service center. Chapter 2.3 elaborates more on what is currently known about the impact of municipal and governmental bodies on the subjective well-being of citizens.

In the course of the analysis phase of this project, the context of interaction is defined as the encompassment of interactions citizens have across different touchpoints while they are physically in the context of the service center. An overview of the context is shown in appendix A. This encompassment consists of interactions between the citizen and the environment, objects in the environment, other citizens and civil servants. A visualization of the context of interactions is shown in figure 2. Other touchpoints and interactions citizens face outside the physical context e.g. letters, online appointment making and web support, will be outside the scope of the project.

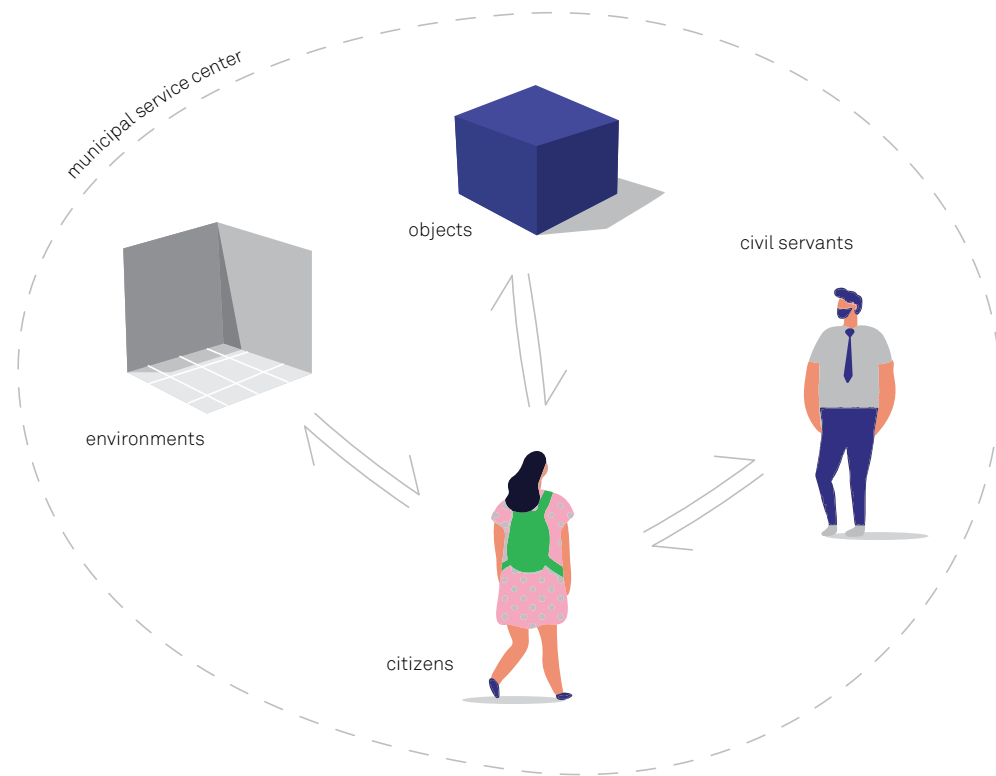


Figure 2: The context of interactions

1.1.2 WHAT DO PEOPLE FACE WHEN TALKING ABOUT SERVICE DELIVERY?

Ask twenty people about their definition of municipal service delivery and you will get twenty different answers. The word service delivery evokes all kinds of different images and concerns, in the eyes of both citizens and the civil servants. This can be explained by the huge number of products and services that the municipality is offering and all customer contact moments that go with them. This broad supply of products requires flexibility and agility from civil servants and municipality to adjust their role to each product that they deliver.

Within the organization there are different perceptions and definitions about the service delivery, different organizational layers carry different perspectives. It can be stated that service delivery in this context, and the role they play, has two sides: a hard and soft side (figure 3). This hard, rather technical side forms the basis for quality improvements and efficiency optimizations. It is often determined by national laws and regulations and are typically expressed in numbers. What citizens experience is mostly with 'how' the municipality executes these tasks and obligations set out by laws and policies.

This other soft side is concerned with the overall psychology of citizens, how services are being experienced. Which underlying moods emerge in citizens while moving from touchpoint to touchpoint. Suggesting that the distinctiveness primarily can be found in this softer side of service delivery. By gaining insight into these emotional qualities of citizens, opportunities can be found where the municipality can positively impact citizen well-being and enhance the customer experience.

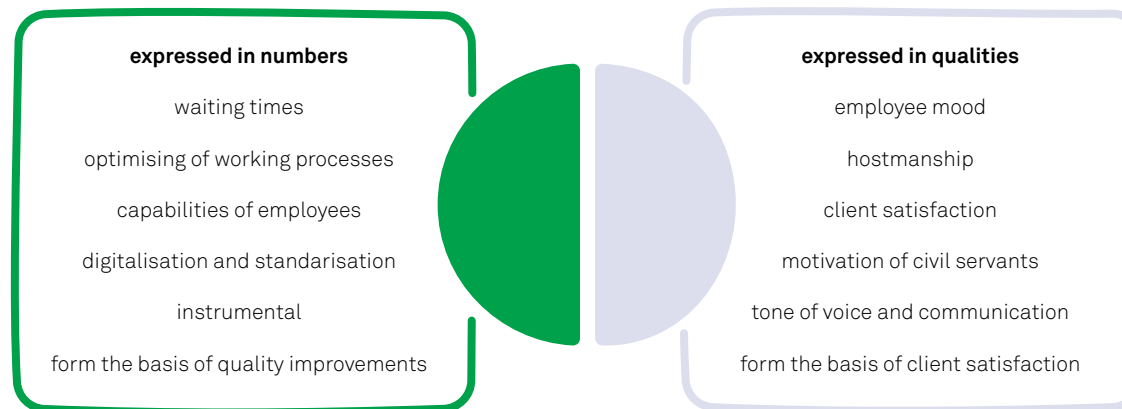


Figure 3: The hard side (left) and soft side (right) of municipal service delivery

1.2 DESIGN BRIEF

DESIGN ASSIGNMENT

Public services have the aim of facilitating and improving the well-being of our citizens. Well-being is experienced individually and formed through what we do, feel and think. A world-wide study (Centre for Public Impact, 2018) concluded that it is a key priority that governments show their human side when interacting with the citizen.

Municipalities are struggling to find their role in this fast-changing society, especially regarding the interaction with citizens. Rising pressure on budgets has put a stress on public service delivery, and while striving for efficiencies, detachment from parts of our society is being fueled.

Therefore, our objective is to bridge the experience gap between the municipality and citizen by designing a concept for a well-being focused municipal service center.

The focus of the project will be on designing wellbeing enhanced interactions in the physical context of municipal public service center.

DESIGN CHALLENGE

In order to apply positive design theories within the aim to improve citizen well-being in the context, a holistic understanding of the emotional impact of touchpoint-interactions is essential.

Having four different departments involved and offering a high number of services (80+) creates a complex interaction context to analyze.

A challenge is found in identifying the emotional impact of interactions in the variety of citizens within this complex context, transcend the current state of affairs and translating the design theory into a vision that contributes to citizen well-being.

“Design an intervention that enhances the well-being of citizens in the context of the municipal service center.”



WIJ BRENGEN ALLES OMHOOG, ZELFS JE MONDHOEKEN

hier en je aanwezig
op de plaats rust
dat was

tracht niet te ken aan
nu doe je het te
geeft helemaal op

daar ga je naartoe
in weer en wind
met wensen en hoop
hoe alles verandert
sch naar de toekomst
at komt weet je nooit

02 well-being

In this chapter the concept of well-being and systematic emotional processes will be explored. The objective of this chapter is to determine which underlying conditions are responsible for creating well-being and happiness, and to explore how people assesses their well-being in relation to the world around them. The insights from this literature study are used to formulate guidelines and establish the foundation for starting the analysis phase.

2.1. WHAT IS WELL-BEING AND WHAT FACTORS INFLUENCE IT?

Well-being is a comprehensive concept and is highly subjective. It is a composed term that also consists of happiness, a state of well-being. Throughout the project, the term happiness will often be used interchangeably with well-being. Well-being is best explained as the experience of pleasure and satisfaction, combined with the feeling of living a good, meaningful and rewarding life (S. Lyubomirsky, 2005).

The researcher proposed that three major factors determine the well-being that a person is experiencing (figure 4). 50% can be attributed to our genes. A genetically determined setpoint in the ability to experience positive emotions and is assumed to be stable and fixed over time. A further 10% makes up for our circumstantial factors like geographical location, culture, ethnicity, age, marital status and income. The remaining 40% is the most promising and most importantly it lies in our own hands: intentional activity. This includes the variety of things people say, do and think in their day-to-day lives.

Altering genes and influence and circumstantial factors is out of our control, so focusing on intentional activity proves the most promising way to make contributions to one's level of well-being.

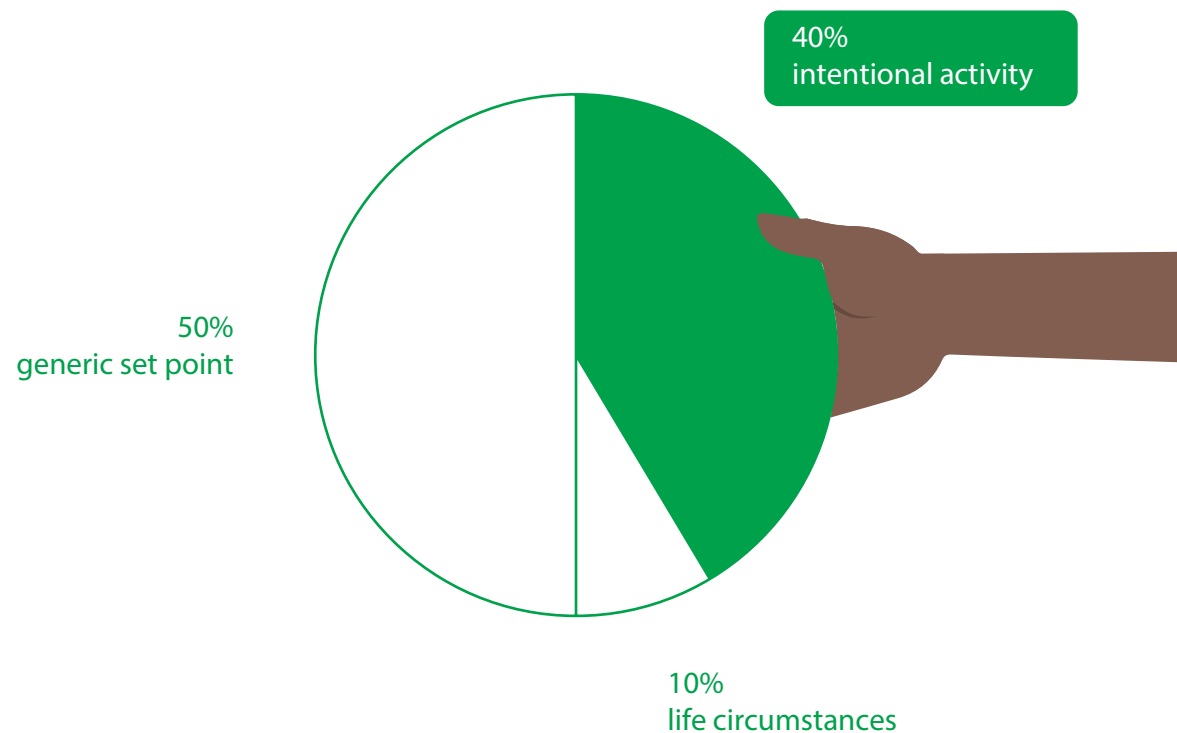


Figure 4: The happiness pie

2.1.1 WHAT IS THE TYPE OF WELL-BEING THAT WE ARE AFTER?

Human beings are naturally drawn to activities that contribute to their well-being. Their needs and concerns at a particular moment determine what activities to engage in. Often considering between instant and momentary gratification or pursuing long term goals. This suggests that well-being can be achieved in different ways.

It is important to note that design should not be seen as merely a direct source of pleasure, but rather as a medium that can address different components of well-being in multiple ways (Pohlmeyer, 2013). Literature

describes a distinction between two types of well-being: hedonism versus eudaimonia. A quest for pleasure versus engaging in personal development and meaning in life (figure 5). Both approaches overlap and often go hand in hand with each other, so it is important to describe their distinction to create awareness of each perspective and how it relates to the goals set out in this project.

The hedonistic perspective is associated with the quest for delight, joy and comfort while avoiding harmful situations. Some examples are satisfying our body and mind by

enjoying good food with friends, having sexual relationships, buying new clothes or deciding to take the car while it is raining cats and dogs.

“This activity gives me my greatest pleasure”

The eudaimonic perspective on the other side explains that well-being comes from fulfilling personal development and finding meaning in life. It takes on a more long-term approach to well-being. This perspective is rooted in engaging in activities that are in line with more deeply held universal values and



Figure 5: Differentiation between feeling good and living well

virtues and are more personally expressive of nature. One can think of participating in a neighborhood clean-up day, taking a course in creative writing or simply holding a door for someone.

“This activity gives me the strongest feeling that this is who I am”

Simply put, the two approaches to well-being – hedonia and eudaimonia – can be differentiated as feeling good vs. living well

WHAT THIS MEANS FOR CITIZENS

Citizens are in contact with the municipality because they are trying to reach their goals, which are often part of a bigger life plan. These goals, where the municipality has an influence on, often lie in life domains such as work, housing, finances and health. These moments of contact between citizen and municipality are in fact relationships, and often stretch in time.

Because of this influential role, the municipality can be reframed as the architect of well-being. Looking at the nature of this relationship between municipality and citizen in the context I believe the most valuable impact can be made by looking from a virtue-based eudaimonic perspective, without losing

sight of what evokes positive emotions in people. Because happiness is considered to be an element of positive emotions.

This approach allows both municipality and citizens to live a virtuous life and create an optimal environment where psychological and emotional well-being in people is stimulated. Thus, creating a flourishing municipality for flourishing citizens.

2.2. SIX DIMENSIONS OF POSITIVE FUNCTIONING

How do you enable people to flourish? What encompasses psychological and emotional well-being? And how does it affect citizens in the current situation?

Research builds upon eudaimonic views that are concerned with life satisfaction as the key indicator of psychological well-being. But what does it mean to be well in a psychological way? Ryff (1989) introduced a multidimensional model that contours

six dimensions of positive psychological functioning (figure 6). This approach presents a eudaimonic perspective on well-being that sees emotions as contributing factors that can positively or negatively influence these dimensions.

These dimensions laid out by Ryff are self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. All contribute

independently to our psychological well-being. For people to function optimally, not all six dimensions have to be addressed at the same time. However, it is desirable to strike a balance between these dimensions to cultivate flourishing citizens.

Each of these six dimensions are explained and will be elaborated on their manifestation in the current context of the municipal service center.



Figure 6: Six dimensions of positive functioning

2.2.1 HOW DO THESE DIMENSIONS RELATE TO THE CONTEXT?

When citizens are in contact with the municipality there exists a complex interaction dynamic between people. Depending on why a citizen comes, they can experience several events that are beneficial or harmful to these six dimensions.

Personal growth: This dimension involves a sense of self-realization and fulfillment. To grow and to stretch as a person, it requires people to achieve prior capabilities to keep developing one's potential.

The municipality offers people to learn, especially in the services provided by the Jongerenloket where citizens between the age of 18-25 commit to a long-term relationship to e.g. (re)integrate into the labor market. They offer services from psychological and financial help to providing guidance and helping citizens, for example in making a roadmap of personal ambitions or helping to write a personal application letter.

Purpose in life: Purpose in life concerns holding the belief that one's life is meaningful and has a purpose that is bigger than themselves. It includes a clear sense of what

matters in life, providing direction and volition to make contributions to a meaningful life.

The policies itself implies that one should contribute to society wherever possible. Job employment is stimulated by policies, thereby, writing a narrative that meaning can be found through work and so contribute to society. Services offered by the municipality serve as a steppingstone to job placement, and providing citizens with structure, which can sometimes unintentionally put tags on people like being unemployed.

Environmental mastery: Environmental mastery entails the capability to take care of one's life, to use of environmental opportunities. To understand and manipulate complex environments or create a suitable environment that is in line with personal needs and values.

One example is that permits provided by the municipality can enable people to do something about their environment. As stated earlier, citizens can face a complex eco-system of services making it difficult to distinguish different elements. From a

symbolic and self-actualization perspective, the municipality can impact one sense of environmental mastery.

Autonomy: Autonomy encompasses qualities as self-determination and being independent. An autonomous person is described as having an inward focus of behavioral evaluation providing a sense of freedom and individualization from the rules and norms governing day to day life.

Currently, the more dominant attitude is that – when interacting with the municipality – people don't experience a lot of autonomy. The municipality is the authority, speaking to citizens with a paternalistic tone. However, civil servants can possess capabilities or give authorization in their work-frame by their superiors to create an interaction that stimulates a moment of autonomy support.

Positive relations with others: This dimension refers to the importance of the quality of interpersonal relationships one has with others. Positive functioning human beings are described as empathic towards others. The importance of positive relations is

significant and through close unions, one can benefit from a more complete identification by the guidance and direction of others.

Citizens in the context face civil servants when they are called to the desk. The citizen is asking for something and they expect that the civil servant processes this request. Acceptance of a citizen's request can bring tears of joy once they hear their citizenship is approved or expressions of anger when citizens experience difficulties getting what they want. Either way this dimension points towards the quality of the relationship and is influenced by the image, reputation or expectations one holds.

Self-acceptance: Self-acceptance is concerned with having, and maintaining a positive perspective towards oneself and the life they are living. It holds one of the central characteristics of mental health as well for optimal functioning.

In essence, policies set out by the municipality define right and wrong, good and bad. Self-acceptance entitles positive present and past self-evaluations, including good and bad

qualities. It includes a notion of optimism. In summary, it's the attitude one holds towards oneself. When in contact with others, both parties define each other's, and their own identity. This can explain when people are around family members, they feel a morally good parent, while some moments later being in the presence of the municipality, they can have a very different image of themselves: unemployed, in debt or even feel worthless.

Ryff's theory provides us with information on what impacts and how to address positive functioning in human beings. This helps to derive design guidelines from this theory (chapter 5.3.) to find the right balance to stimulate well-being in the to-be-designed-thing.

What remains unexplored is what is currently known about well-being in the context of citizen-municipality relationships. How can governmental bodies stimulate flourishing environments and how can we learn from them? The next chapter will elaborate on this to find commonalities in these approaches.

Insights:

The balance between these six dimensions will be dependent on the intervention that will be designed and which moment in the customer journey it is targeting. However, the project introduction stated that striving for efficiencies detachments of society is fueled and that it is important for governments to show their human side.

Having positive relations with others is related to how much one cares about the welfare of other people, and the amount of empathy one feels for them. The dimension can be of great importance when curbing this tendency of growing spatial separation between governments and citizens.

2.3. WHAT IS KNOWN ABOUT CITIZEN WELL-BEING IN RELATION TO MUNICIPALITIES OR GOVERNMENTAL BODIES?

The government and well-being, a strange combination? Why should the government mingle with citizen well-being? And what is learned from them?

For governments and municipalities well-being is crucial because the government defines the quality of our living conditions. The most known example can be found in Bhutan. The fourth king, King Jigme Singye Wangchuck, coined the term 'gross national happiness' in 1972. He believed that Gross National Happiness is more important than Gross Domestic Product. The term implies that a sustainable and holistic yardstick should be adopted towards notions of progress and give equal importance to non-economic aspects of well-being. Since then the concept of Gross National Happiness has influenced the nation's economic and social policy and influenced others far beyond its borders.

Recently, New Zealand put their money where their mouth (figure 7) is and be the first country that releases a budget to explicitly around the topic of well-being. It moved away

from GDP as the only indicator of growth because it does not provide information about the quality of activity, whether people are struggling to meet their needs, have access to healthcare and education or give insight in levels of happiness in citizens.

To quantify these happiness concerns, both countries developed a set of well-being indicators that guides policy making. Appendix C shows how these countries describe and capture citizen well-being.

Forget GDP — New Zealand is prioritizing gross national well-being

The country's new "well-being budget" emphasizes citizen happiness over capitalist gain.

By Sigal Samuel | Jun 8, 2019, 8:00am EDT

f t e SHARE



New Zealand Prime Minister Jacinda Ardern wants to prioritize national well-being. | Hagen Hopkins/Getty Images

We usually think of a country's wealth or capital in terms of its financial bottom line: its gross domestic product. But New Zealand challenged the world to assess it in terms of a very different commodity, as the country

released the first-ever "well-being budget" on May 30.

To Prime Minister Jacinda Ardern, the purpose of government spending is to ensure citizens' health and life satisfaction, and that — not wealth or economic growth — is the metric by which a country's progress should be measured. GDP alone, **she said**, "does not guarantee improvement to our living standards" and nor does it "take into account who benefits and who is left out."

The budget requires all new spending to go toward five specific well-being goals: bolstering mental health, reducing child poverty, supporting indigenous peoples, moving to a low-carbon-emission economy, and flourishing in a digital age.

To measure progress toward these goals, New Zealand will use 61 indicators tracking everything from loneliness to trust in government institutions, alongside more traditional issues like water quality.

Ardern, who has spoken of **empathy** as the trait most needed in political leaders nowadays, **said** that her government has "laid the foundation for not just one well-being budget, but a different approach for government decision-making altogether."

Figure 7: New Zealand's well-being budget

Our country also picked it up. In the south of the Netherlands lies the municipality of Roerdalen. In 2016 they inaugurated a happiness coordinator that is responsible for how they can contribute to citizen well-being. He comments that they don't solely use an economic yardstick to measure growth but also look where they can improve citizens' living conditions.

Happiness can be created, and this idea is included in the politics of Roerdalen, it functions as a moral compass when discussing policies. This vision resulted in a collaboration with citizens where they appointed 26 places of happiness (figure 8). Other examples are an observation tower looking out over nature and a cemetery; because death is also part of life. Pausing for a moment and savoring life provides ways to tap into deeper layers of happiness and well-being.

Insights:

A commonality among these organizations is that they see the essence in departing from the status quo. Reprioritizing values their *raison d'être* – reasons why they exist – in which citizens can benefit from.

What these examples have in common is that they are concerned on an individual level with how they can help people live a good life. New qualitative characteristics that arise from this new role has a notion of showing empathy towards citizens and seeing them as equal to build trusting relationships.



Figure 8: Places of happiness in the municipality of Roerdalen

2.4. WELL-BEING IN SERVICE SATISFACTION

Creating trusting relations is a recurring theme prior to analyzing the context. Suggesting that there is a relation between this quality of interpersonal relationships and improving the customer experience and hence impacting subjective well-being of citizens.

Trust in relation to governmental bodies holds the notion of transparency, often mentioned in one breath. This means that government organizations are legally obligated to disclose various documents, with the aim to restore trust in relationships. Overall, trust is a complex concept, especially how it is communicated – and delivered – in public services.

Heintzman and Marson (2003) proposed the existence of a public service value chain (figure 9). Offering a theoretical model that explains a micro-performance approach to improving trust and confidence in public institutions. The research identifies driving forces that shape citizen service satisfaction and citizen trust and confidence in public institutions.

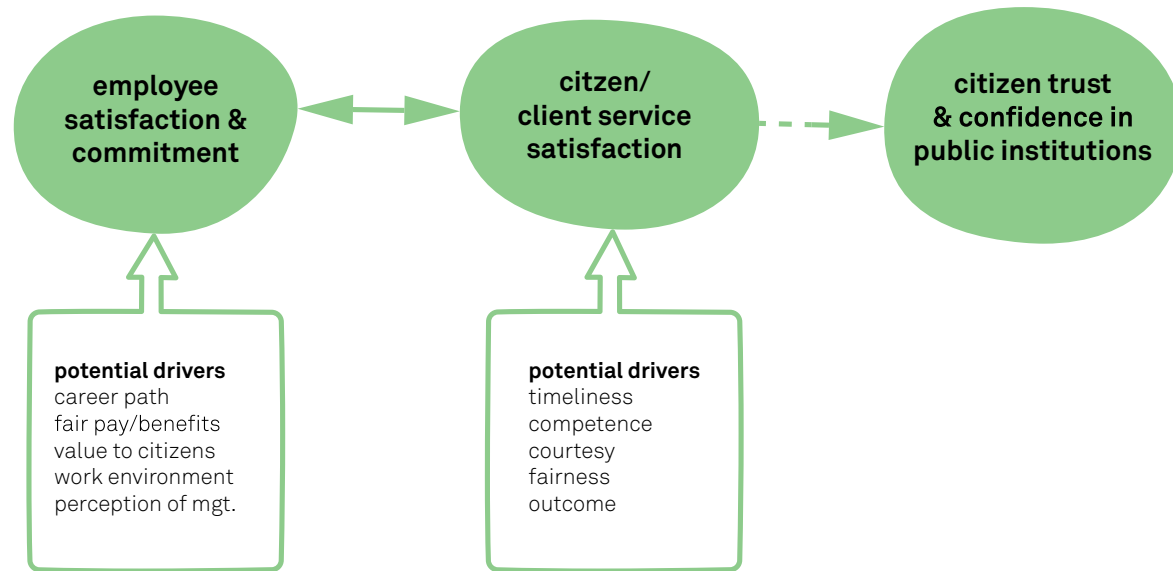


Figure 9: The public service value chain

2.5. PARTIAL CONCLUSION

The project will be focusing on the middle link that describes the citizen service satisfaction. Therefore, to simplify the assignment it was decided that the drivers that contribute to employee satisfaction and commitment wouldn't be included in this project. Nevertheless, it is important to be aware of this complex two-way relationship between employee satisfaction and citizen satisfaction before executing in-depth user research.

The model has its limitations because it focusses solely on transactional elements within service delivery. It does provide managers and policymakers with information about driving forces and how to measure these

forces but following this model will result only in filling the potholes in the current customer journeys. Yes, it can improve the current way of working but it misses the target where service delivery can bring something special to its citizens.

As described earlier, positive design theories aim to achieve a long-term impact, enabling people to function optimally. The focus of this project is on finding possibilities in a design space rather than solving current problems. To address this possibility-driven approach, I suggest adding another driver to this middle link namely: distinctiveness. It opens up space in the soft side of service delivery where municipalities can express and distinguish

themselves in order to create extraordinary moments and exceed expectations of citizens.

How can we find out what citizens expect in the context? And how can we meet or exceed those expectations they have? The next chapter will explain the underlying principles in order to find out what citizens are concerned about in the context.

2.6. HOW TO FIND OUT WHERE WE CAN CONTRIBUTE SOMETHING?

To answer the question of what people are after, we have to follow our emotions. First, we have to dig deeper and look at how we behave and react to events and situations around us in the world. How do our emotions play a part in these day-to-day situations?

When we take a deeper look at emotions, we find that emotions are not triggered by events, but is the outcome of our personal interpretations of these events and how they may benefit or harm people (figure 10). These automatic personal interpretations or

appraisals are determining the significance a trigger has for our well-being.

Emotions, positive or negative, pinpoint almost all significant life events. The meaning we attach to these events evokes emotions. Loss of a loved one will evoke sadness and parents for example will experience joy when their kid is born. These emotions described in previous examples are high in intensity, therefore appraised as incredibly meaningful to one's life.

These defining moments are often low in number but illustrate the appraisal process. When talking about design artifacts in our day to day life, this model also can be applied. From the moment we wake up we are constantly being triggered by various stimuli and so appraising these triggers in terms of relevance to our concerns. When this trigger is appraised as beneficial to our concern, we experience positive emotions. When it harms one's concerns, they will experience negative emotions.

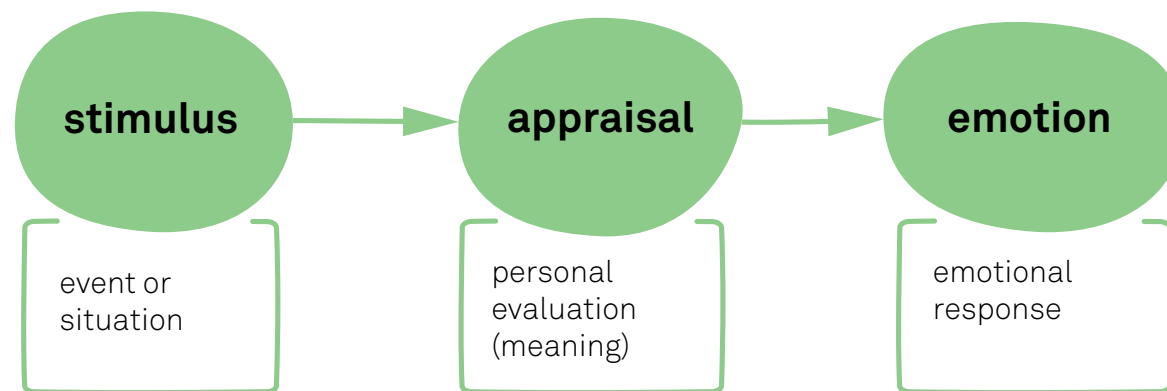


Figure 10: Appraisal theory

Because of this inseparable connection between citizen and municipality, the organization should know when citizens expect or experience these defining moments. Although this will be outside the scope of this project, I believe that it provides a meaningful opportunity to anticipate and participate in these events

Drawing on this appraisal theory Desmet (2002) developed a basic model of product emotion (figure 11). The model proposes a basis that explains the process that governs all our emotional responses to our environment.

Emotions are always responses to stimuli that are relevant to us personally. They point us towards the things we find important in life, what we want to achieve, what we value and what we expect: our concerns.

Imagine a professional chef cutting vegetables in a kitchen, he might be fascinated by how well his new knife is cutting. His knife satisfies his concern to be a good chef. The same utensil can evoke emotions of fear when his

kid is reaching for it. The model also explains that an object can trigger different emotions between people. Many little kids are scared of needles, they can hurt them, but when talking about diabetic people they experience different emotions.

Although emotions are highly subjective, the underlying processes that undergo them are

universal. Finding out where to contribute to well-being is to find out what people are emotional about in the context.

One can imagine that the collection of people's concerns are diverse. Is there a way to boil down these concerns so it can serve the design process?

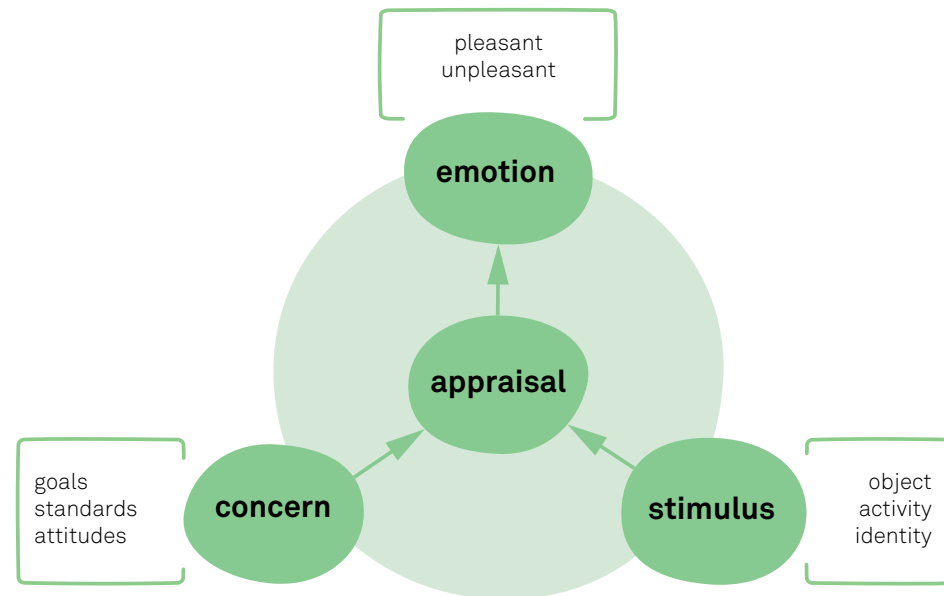


Figure 11: The basic model of product emotion

2.6.1. WHY SHOULD WE INVEST IN THIS?

Because emotions influence what we think, do, say and impact the way how we relate to the world. Emotions manifest in different behaviors. Joy creates an urge to play and be playful (Fredrickson, 1998) and fascination creates the urge to explore, which is aimed at increasing knowledge of the target of interest (Silvia, 2005). According to the broaden and build theory (figure 12), Fredrickson (2004) proposed that positive emotions are characterized by distinct and specific behavioral effects. It can transform people and create an upward spiral.

In design research, emotions are used to measure existing or new products and services to specify the emotional response of users or consumers. In addition, these same emotions provide a gateway to discover what people truly care about (Desmet et al., 2016). This knowledge of what drives people and what they are concerned about is of great interest when we aim to improve citizen well-being.

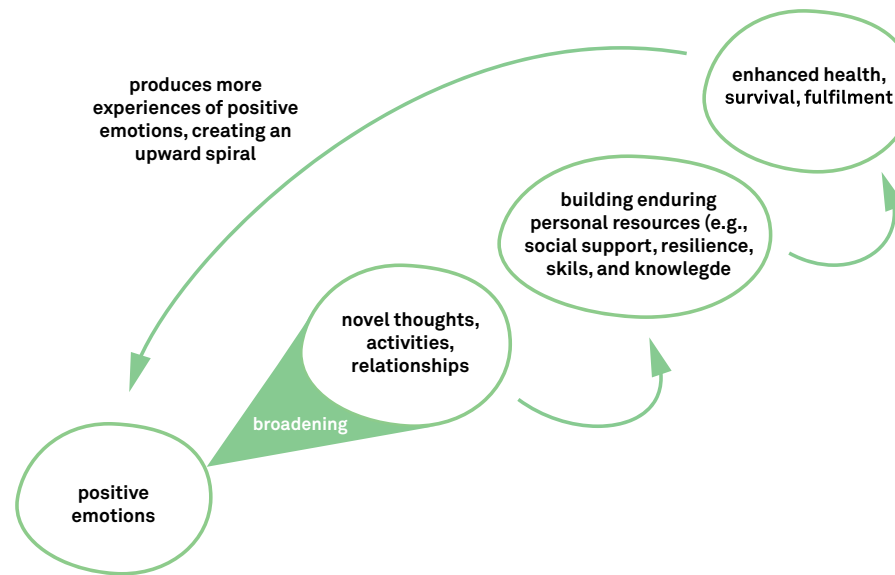


Figure 12: Broaden and build theory

2.7. FUNDAMENTAL NEEDS: THE FORCES THAT DRIVE US

All the things that drive our behavior to choice and enjoyment are related to our inborn desires. It is a universal truth that we as people are constantly searching for ways to make us feel good, in search of sources or situations that fulfill our needs. But why are we always in search of things and experiences that improve our quality of life? And why do these situations make us feel so good?

The answer is that mankind are emotional beings and these emotions that we experience are directing us to those situations because they fulfill our desires, needs and wants.

Sometimes these needs can be as straightforward as when you want to have dinner and happily you come across a fine authentic street food place. Or after an exhausting hard day of work, you are craving

to become one with the couch

Despite people may have distinctive goals, aspirations and wishes, deep down everybody wants the same things. All different goals and aspirations can be boiled down to a universal set of fundamental needs. Regardless of culture, age, gender and lifestyle, at base everyone ultimately wants the same things.

So, what are these fundamental needs that everyone wishes and wants? Different psychologists introduced various theories and models to answer this question (Maslow 1943, Ford 1992). A lot of overlap can be found between these lists of human needs. Desmet and Fokkinga (2018) compiled a set of thirteen fundamental needs that are diverse yet nuanced to be applied in the design process. The thirteen needs are shown in figure 14.

We know that each of these different fundamental needs is contributing to our subjective well-being. These needs can be viewed as a number of jars (figure 13). Each jar representing a different need. The fullness of a jar represents how well the need is satisfied at that moment. In order to flourish and be happy, we have to keep an eye on the level of it so that none of them runs empty.

Joyful events fill them up while others drain. Overfilling one jar does not make up for others. Overcompensating doesn't work in this way, so we must keep an eye on each jar to prevent them from running dry. With so many jars to keep track of we often focus only on those needs that are important to us in the moment and environment. Our emotions guide us in this process and prioritize our needs to seize what we are after.



Figure 13: Jars representing our fundamental needs



Figure 14: The thirteen universal needs

2.8. CONCLUSION AND IMPLICATIONS

The framework proposed by Lyubomirsky (2007) identified three fundamental determinants that make up our levels of happiness. It showed that 40% of this happiness level is determined by intentional activity. This determinant of happiness promises to be the best to mediate our happiness levels. The direction for the concept development will be aimed to design an intervention that people purposefully and willfully engage in. Engaging in such activities will contribute to lasting benefits for our well-being.

Six dimensions of psychological well-being proposed by Ryff (1989) provides an understanding of which components encompass positive functioning in humans. All dimensions, in this stage, are considered equally relevant. Further exploration of the

context will help to define design guidelines to find the right balance of dimensions in a particular situation and guide design decisions. In addition, the dimension of having positive relations with others is considered of great interest since it has the potential to curb a tendency where citizens experience the municipality as impersonal and distant.

The theories and models (Desmet, 2002; Desmet & Fokkinga, 2018) help to understand the process prior to the manifestation of emotions. Therefore, it is important to research which emotions will manifest in the context of the service center and how these emotions can be traced back to our universal needs.

These two last questions are the starting point for the analysis.

03 analysis

Having provided general information about the conditions for well-being, and the underlying processes prior to our emotional responses, the next step is to investigate the emotional impact of the municipal service center on citizens. This chapter will present the methodology used to measure the impact, followed by a description that illustrates the general mood and atmosphere in the service center and finally an overview of the concerns that are in play. This information will be first used in chapter 4 to define a frame and secondly in chapter 5 to find opportunities to design for.

3.1 ANALYSIS

Which emotions do people experience in the context? What is the nature of these emotions and can they help to characterize the current situation? Which concerns can be uncovered and how are they related to the fundamental needs?

Designers can choose from a variety of research methods to understand the user and uncover their needs and concerns relevant in the context. The challenge is that typically used methods like observation, interviewing or questionnaires do not provide us the detailed information that lies deep within them. To uncover these deeper layers another approach is needed. We know that

our emotional response to our objects in the environment is directing us to what we find important to us, and so uncover user needs and concerns.

This object of emotion can be a physical object, environment, a person, yourself, an idea or an action that takes place in the context. In addition, humans appraise their emotions as either beneficial, harmful or neutral, pulling us towards the object, pushing us away or experiencing an absence of emotion.

Occasionally, design can evoke strong emotions, a computer that has broken down, riding a mountain bike downhill or when

viewing old photos on a projector. These emotional peaks are quite rare in our daily life. Nevertheless, in a day we experience many more emotions. Mere bumps that are too subtle to make an impression. For design purposes, zooming in on these bumps or micro-emotions is highly important. They strongly influence our thoughts, behavior, mood and overall well-being.

3.1.1. METHOD

The method is used to uncover people's concerns called deep need discovery. It is a two-phase research technique (figure 15) where the first goal is to identify and capture all the micro-emotions experienced by the respondent in his or her journey. This research technique follows people through their activities and stories and captures as many emotions on Emotion Capture cards.

Participants were recruited by approaching them in the context. A research plan was created to inform participants about the method. This plan also guided the recruitment process and is shown in appendix D1.

The second phase consists of a 1-on-1 interview where the generated Emotion Capture Cards (ECC) guide the conversation. The researcher used a laddering technique to uncover personal interests for each emotion capture card. Laddering means to peel back the layers of the participants' experience to "understand the way in which the informant sees the world" (Reynolds & Gutman, 1988).

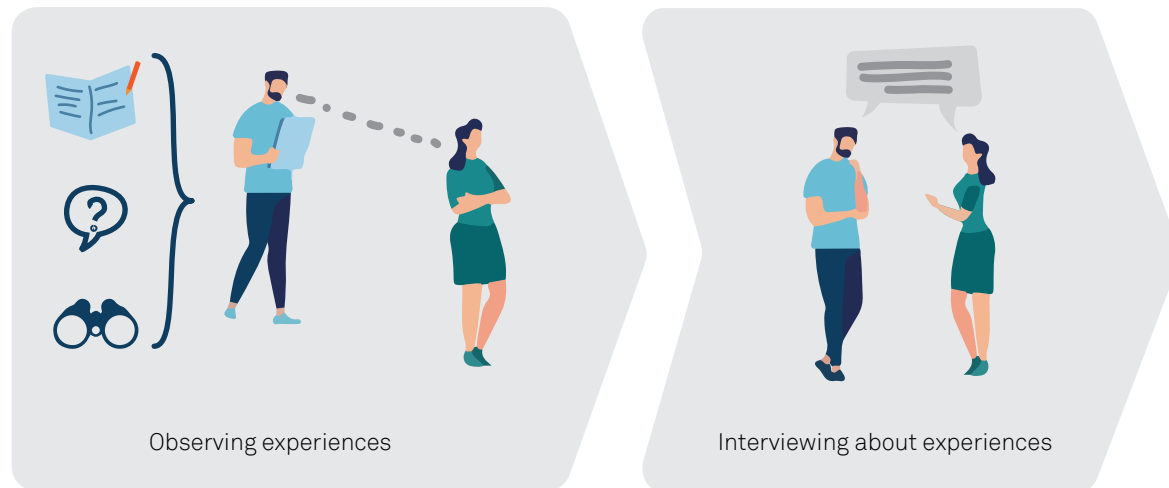


Figure 15: A two-phase method to uncover user needs

3.1.2. RESULTS

Eleven participants and five single events yielded a total of 144 micro-emotions. The single events were included in the analysis because they were concerned with the overall customer experience. The participants were carefully selected so that each of the four departments was represented in the study. To simplify the context the clusters were combined, therefore, creating a single holistic emotional profile shown in figure 16.

Fortunately, a positive emotion is leading the chart. Satisfaction is telling us that people enjoy the recent fulfillment of a need, expectation or desire. In the context of the project we want to find where we can contribute to well-being, so we are more interested in the negative ripples people experience.

From a holistic perspective, positive emotions make up for one-third of the study. While the remaining two-third can be assigned to events that triggered negative emotions. The three most common negative emotions are dissatisfaction, confusion and unpleasant surprise. A description of the nature of these emotions can be found on the next page

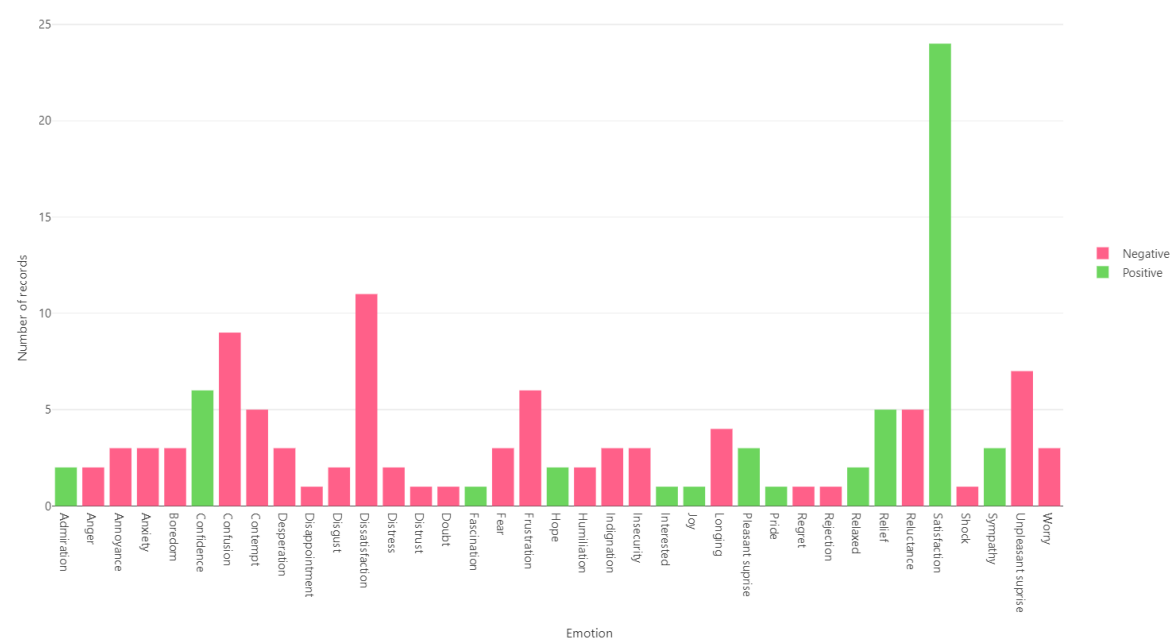


Figure 16: The emotion profile of the municipal service center

Description of the three negative emotions as defined by Desmet & Fokkinga (2018):

Dissatisfaction: *Your expectations are not met, or something happens that defeats your hopes or aims for something you wanted.*

An emotion that makes people feel that they are let down, having lost hope that their expectations aren't met.

Confusion: *You receive information that you cannot reconcile with what you already know or believe to be true, leaving you uncertain about how to respond or deal with the situation.*

An emotion that makes people feel hesitant and experience an urge to momentarily stop their actions and take a moment to try to make sense of things.

Unpleasant surprise: *You receive novel or unforeseen information that has a sudden and unexpected clash or mismatch with your concerns.*

An emotion that makes people feel startled and can interrupt ongoing action.

3.2. PARTIAL CONCLUSION

The lion's share of the emotions captured can be traced back to the standards people have. Standards are what we believe things should be or how they should behave. This can be explained by the fact that participants play rather a passive role in interactions and mainly observe the actions others take around them. According to Ortony (1988), "actions of others are appraised in terms of praise or blameworthiness with respect to applicable standards". Both impacting the interpersonal relationship between citizen and municipality and the well-being of citizens.

In addition, most emotions that citizens experience are not about the objects, civil servants or the environment itself – implying that these are not the stimulus that evokes the emotion – but plays a role as facilitating events and interactions that evoke the emotions. Regardless of municipal efforts, the general attitude citizens have towards municipal services is negative (Akgul, 2012). I believe a big part of emotions is tied together with dispositional factors. These are individual characteristics that represent our particular dislikes that influence behavior, thoughts and actions in a person when confronted with

it. These contextual emotions are indirect and make them more difficult to conceive or influence with design.

The emotional profile encompasses the current situation. The next chapter will elaborate on the current situation and capture its characteristics, which later will be used to inspire the desired interaction and helps to take a position in the future context (chapter 5). Later, in chapter 6, the Emotion Capture Cards are used to provide insight into people's concerns in the context.

3.3. CURRENT INTERACTION

How can we describe the current interaction? And how can we positively impact and change people's moods in the context?

To make a difference for the future, it is essential to first get a deep understanding of the current interaction. A metaphor helps to simplify the situation while capturing intangible aspects people experience. This method supports to make a conceptual leap from a level that is concerned with appearance and functionality to a more abstract level of interactions by describing qualitative characteristics that citizens face in the current situation.

This way of deconstructing the current situation will free oneself from preconceptions about specific information about appearance or functionality and aims to describe the unified mood and intangible aspects of the atmosphere in the context.

The previous chapter found that citizens face many events where their expectations aren't met and receive information that leaves them uncertain on how to respond or deal with the situation. Both satisfaction and

dissatisfaction point us to the expectations citizens have with municipal service delivery.

This somewhat dramatized characterization of the current situation (figure 17). helps to identify moments and possibilities in the customer journey to enhance citizen well-being and motivates choosing a well-being frame.



Figure 17: Feeling at sea

Before moving forward there is one thing left to conclude the research activity; to uncover which personal interests or concerns are derived from the emotions found by the user study.

The current situation can be best described by feeling at sea. It is a state of feeling unsettled, drifting and directionless. It describes a situation where one feels powerless and does not know what to do or what to expect.

The ambiguous depth of the water represents the expectations people have.

The grey dull clouds telling them that something may head their way

The desolation pictured in the figure captures that people are waiting for someone or something to end the situation.

3.4. UNDERLYING CONCERNS IN PLAY

At the beginning of this chapter, I described that emotions are gateways to understand what people really care for. Typically, every emotion hides a concern (Frijda, 1986), that is, basically a preferred state you wish to see in the world around you.

The goal of the second phase of the research procedure, after capturing the emotions on the Emotion Capture Cards (ECC), is to uncover underlying personal concerns. The captured emotions are used to probe for the underlying concern using a laddering-type interview. Typically, one positively formulated personal interest – a personal concern – is derived from each capture card and clustered in main concern themes.

Next, the ECC's are clustered. The aim is to process and standardize the personal interest that has been uncovered in the second stage. The result is a set of context-relevant concern clusters shown in figure 18.



Figure 18: Concerns in play

3.5. CONCLUSION

The goal of the analysis was to investigate the emotional impact of the interactions of the service center on citizens. Results of the analysis allowed to answer the research questions stated at the beginning of this chapter: which emotions do people experience in the context? And what is the nature of these emotions?

Three negative emotions are identified to characterize the current situation. First, emotions of dissatisfaction caused by the municipality not meeting people's expectations or standards. Secondly, people experience confusion when they receive information that mismatches with what they

already know leaving them doubting about what to do with the situation. Lastly, emotions of unpleasant surprise caused by unforeseen situations or information that have a sudden and unexpected mismatch with a concern. These negative emotions inspired a simplified characterization of the current situation and serves as a backdrop to understand what people face in the municipal service center.

In addition, the research also allowed to uncover people's concerns in the context. One precondition of this research method is that personal interests are formulated in a positive way. These concerns paint picture of what people are after and emotional about.

However, it does not provide information to which fundamental needs these emotional events are assigned to. In other words, this overview does not show if these emotional events drain or fill the jars that represent the fundamental needs.

Before defining a frame, it is important to get an overview of how each fundamental need is carries positive and negative emotions. The frame enables seeing the design situation in a particular way. It takes a stand in how the project aims to contribute to the subjective well-being of citizens in the context.

04 framing

The goal of this chapter is to define a frame. A frame that determines which of the thirteen fundamental needs will be used as the starting point to enhance well-being of citizens in the service center. First is explored what the impact is on the universal needs. Secondly, a position is taken that guides further design activities.

4.1. TOWARDS A FRAME THAT CONTRIBUTES TO WELL-BEING

Where can we contribute to citizen well-being in the context? Which specific fundamental needs are unmet or offer opportunities to design for?

This chapter will answer these questions and takes a stand where the municipality will contribute to the happiness of its citizens. This chosen frame will guide the following design activities.

In its basic form, reframing is coming up with an alternative approach or interpretation of an event. It is a technique to selectively view a design situation in a particular way. It helps to change the meaning of the context, and therefore alter the way citizens will experience things.

As described in the previous chapter 4, for each Emotion Capture Card a personal interest is formulated. Each personal interest is typically pointing to one fundamental need. Similar to the emotion profile a fundamental need profile for the current situation is uncovered. This profile is shown in figure 19.

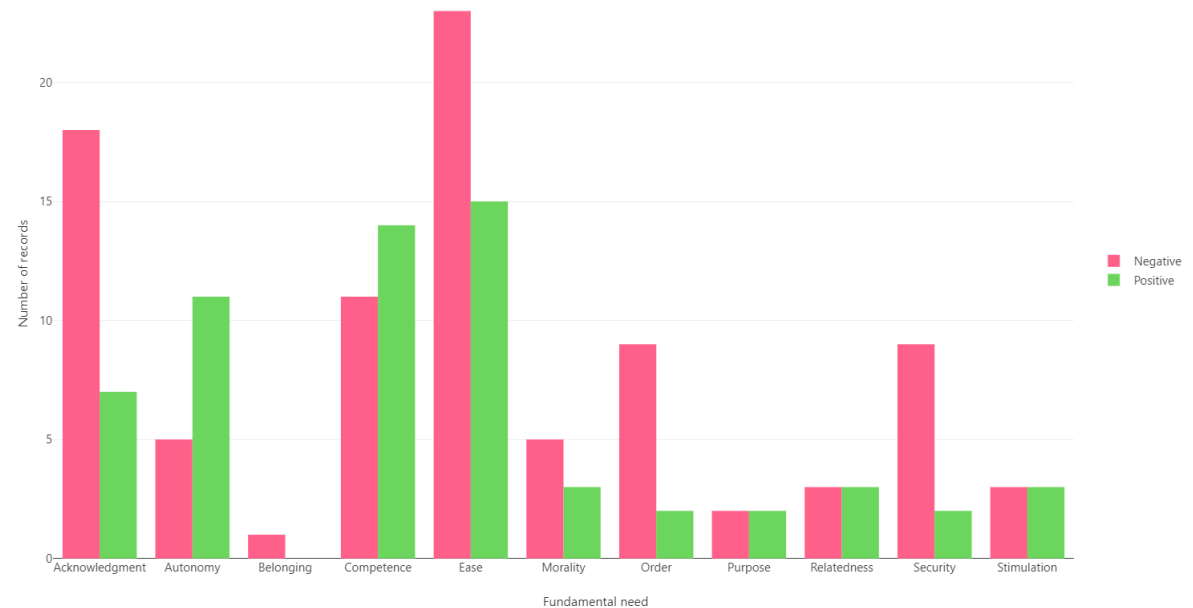


Figure 19: Fundamental need profile

Both positive and negative emotions point to fundamental needs. It represents which events drain or fills each “jar” that is corresponding with citizens’ needs at that moment. This distinction is made to expose which fundamental needs are carrying these positive and negative emotions identified in the previous chapter.

It is tempting to focus on the two spikes – acknowledgment and ease – that carry the majority of negative emotions. Hereby falling in the problem-driven design approach trap which focusses solely on “curing diseases”, removing current problems in the current affair of working. Since the project goal is to create well-being, to focus on what makes

us happy and purposeful in life, it is more interesting to attain a possibility-driven design approach and looking for opportunities that fit the role the municipality plays in the service center.

The aim is to explore and open inspiring design spaces. When doing so, some questions were asked to explore the possibilities. If the service center organizes their activities e.g. around the need for competence, what moods can emerge? How can you describe the atmosphere in the context? And what can it mean to citizens that are present?

Having thirteen fundamental needs and a very specific citizen-municipality relationship,

one can imagine that not every frame fits the nature of the context. Some frames fit better than others. To explain the future, one must also understand the past. Since the early days of history, the municipality is the most important provider of security. First in physical ways, operationalizing police in the streets. Later in financial ways that transformed governmental bodies from a night-watch state to a welfare state after the second world war. A more detailed description of how this role evolved over time can be found in appendix B.

4.2. TAKING A POSITION: A SENSE OF BELONGING

How can the municipality anticipate on the findings presented by previous results? How can they position themselves so that the interactions will contribute to citizen well-being in the context? Which frame will be perceived as beneficial from a citizen perspective?

Due to the timeframe of the project, I will select one frame that contributes to the well-being of citizens. We know that these different fundamental needs are all contributing to our subjective state of well-being.

I believe a frame of belonging will provide a valuable possibility to design for.

It aims to create an environment where citizens are being part of and accepted by a group or entity that is important to them.

The following topics describe why I believe a sense of belonging is a good frame. It touches upon the line of thinking, how it fits the municipal role and it elaborates on the relevance for the project.

BRINGING TOGETHER CITIZEN AND MUNICIPALITY

Observations and interviews with citizens gave insight into the relationship dynamics between citizen and municipality. On one side a very influential government and the other side generally dependent citizens. A notion of separation – us versus them – is implicit in this relation. In addition, one of the sub-goals of the project is to close the gap between citizens and municipality, therefore, contributing to a sense of belonging provides a valuable frame to reach these goals set in this project.

BELONGING TO SHAPE TRUST

As stated earlier in the project, the functioning of the municipal service center shapes people's sense of trust and expectations in the municipality. Trust is that foundational truth that says that others are there for you when you are vulnerable. When trust is damaged it will question our assumptions about the relationship and about our value in it (Perel, 2019). What can be found in relationships is that often one person is more concerned

with losing the other. And when talking about communication Perel (2019) proposed that there are one of the three themes implicit in the relationship.

Power and control – who is making the decisions?

Closeness and care – do have each other's back?

Care and recognition – do you appreciate and value me?

These themes are not concerned with what is being discussed but about what is evoked by the interaction. A frame of belonging will cover this last theme and aim to communicate to citizens how much one cares about the welfare of other people. In addition, care and recognition are concerned and related to positive relations with others, one of the six dimensions of psychological well-being.

VISITORS IN THE FUTURE CONTEXT

As stated in the introduction, the project is being projected 5 years in the future to anticipate on driving forces that shape the world of tomorrow. Two driving forces are highlighted that allows us to conclude that providing a sense of belonging is a noble goal.

In the future, standardized services (passports, driver's licenses, etc.) will move increasingly through online channels. Take Estonia for example, their citizens can access a wide range of services online (Heath, 2019). This development will impact and shift the demographics in the context. Where

currently, for standardized services, people are obligated to pay a visit to the municipal service center, their number will decrease in the future. This allows us to conclude that the majority that is visiting the context are citizens who are facing difficulties in some life-domains (like work, health, housing and finances). Their numbers will relatively increase and so is expected the complexity of their problems and reasons for visiting.

MUNICIPAL AMBITIONS

A city through diversity has become how we know it today; it is connecting us with the rest of the world. This connectedness echoes in the strategy that the municipality has set out. A workshop on vision and interaction concluded that the municipal service aims to give visitors the feeling that they are part of a bigger whole, that "it" lives. As in to communicate that they are aware and care. In addition, they also the citizen to know on which door he or she can knock whenever he or she is facing difficulties.

05 setting the stage

Previous chapter found that contributing to a sense of belonging fits goals set out in this project. This chapter will first explore what a sense of belonging can mean for people and which topics and moods can be identified for people in the context. This will be translated into an interaction vision that illustrates 'how' the design goal will be reached. It guides the concept direction and motivates further design decisions.

5.1. WHAT CAN A SENSE OF BELONGING MEAN IN THE CONTEXT?

When the municipal service center becomes a place of well-being and organizes their activities around stimulating a sense of belonging it will become a place where people feel welcome, safe and valued. It becomes a place where you can go to in times of need and will be surrounded by people willing to offer a helping hand and to be encouraged, to receive a gentle push. The municipal service center will represent the diversity on which the city is built. Belonging is about identity, having a voice and have that voice heard by others that are important to you. A warm place of equality where showing vulnerability is seen as a virtue.

When we find other people like us who have or are going through similar moments and

understand us, we feel less alone and more connected. We feel like we belong somewhere, and it feels like home. But in order for that to happen, we need to show our true selves first, which means taking off our masks and showing our vulnerability. It has to do with personal attention, valuing and recognizing the other.

Belonging means being part of and accepted by a social group or entity that is important to you, rather than not belong anywhere and having no social structure to rely on.

Since I found that citizens in the context don't know what to expect and leaving them uncertain about what to do in particular situations, I aim to provide them some sense

of social support. It is often identified as a key component of relationships and positive psychological functioning.

Receiving social support enhances the quality of life, give you a broader focus and a positive self-image. In addition, previous insights found that the general attitude towards the municipality is negative and people are feeling dejected. Therefore, the intervention aims to alter people's feelings and design a special moment for the people in the context.

5.2. HOW SHOULD THE DESIRED INTERACTION BE DESCRIBED?

In addition to the design goal, an interaction vision is proposed. This interaction vision describes the relationship between the user and the to-be-designed thing which will lead to the design goal. Where the design goal describes the desired end state, the interaction vision describes “how” that goal will be reached.

Understanding this relationship connects the user and its context. It is used to communicate the nature of intended interaction qualities. The visual composition illustrates how the

product is experienced and what value or meaning arises from it. It represents user concerns, desires, needs and simultaneously their feelings and moods.

The composition of images on the next page (figure 20) characterizes three aspects of the desired interaction. It aims to make the visit to the municipal service center a moment where citizens can 1) experience a moment of elevation in which they are enabled to experience positive feelings and a state of tranquility, 2) experience a sense of

connectedness in which citizens are feeling supported and connected to people around them, 3) create an insightful moment where people experience different perspectives that increase a sense of awareness.

The interaction qualities elevatedness, connectedness and insightness are formulated as building blocks that create the desired interaction citizens have in the context.

A unwinding moment that can lift people up



where you feel supported and belong



and experience a different view on things



Figure 20: Interaction vision

5.3. DESIGN GUIDELINES

A set of guidelines is formulated to translate the design focus into a well-being enhanced experience. These guidelines help to measure concept ideas on their completeness, fit with the interaction vision and finally to evaluate the final design.

The highest goal of the project and the start of the research activities during the analysis phase aimed to map out and discover how we can contribute to the subjective well-being of the citizens. Therefore, most guidelines are derived from the theory of positive design and well-being approaches.

Novelty

The activity should introduce an extraordinary moment wherein the municipality can do something special for their citizens.

Belonging

The concept should trigger a feeling a belonging when the user interacts with it during their visit.

Acknowledged

The concept should enable citizens to experience that they are acknowledged, that they matter and feel a sense of involvement from the municipality.

Meaningful activity

The activity should provide a way that enhances a positive attitude towards, and the relationship between the user and his environment.

Personal touch

The concept should show the human side of the municipality when users are interacting with the product.

Simplicity and guidance

The concept should explain to users what to do and what to expect in order to deal with their situation.

5.4. CONCLUSIONS AND PROJECT IMPLICATIONS

This chapter described key elements to establish a concept direction to create a positive moment in citizens' customer journey. A moment that can alter people's moods and where the municipality can do something special for its citizens since a positive design approach aims positively impacts people's experience. A meaningful moment that enables citizens to feel good about themselves.

Creating a sense of belonging in citizens lies in the core of the thinking processes prior to and during ideation. Aiming to make people feel seen and accepted by who they are and give them a feeling that they belong somewhere and not alone in their situation.

The concerns, as found in chapter 3.4., that are relevant to a sense of belonging are considered of great interest when creating a concept. The next chapter will utilize people's concerns as a means to inspire ideation.

06 conceptualization

Having defined a frame that laid out a direction that the concept should take and formulated guidelines that support ideation. Using a dilemma driven approach, concepts were generated and one is selected that fits the project goals. In addition, it also determined the moment for the intervention.

Then through an iterative process, the concept is stepwise refined and presented in chapter 7. Finally, the concept will be evaluated and measured to its fit with the design goal and interaction vision.

6.1. DILEMMA DRIVEN APPROACH: TOUCH ON PEOPLE'S CONCERNS

With many different concerns in this complex environment, it is necessary to determine a focal point. A moment in the customer journey where design can play a role in stimulating belongingness in citizens. Placing people's concerns in a dilemma framework (figure 21) can help to determine a focal point, therefore an opportunity is found in uncovering context-relevant dilemmas.

In day to day activities, people have countless numbers of concerns, which are challenging, or almost impossible to satisfy. This often results that people often give up long-term goals for immediate satisfaction or gratification. This can clarify that someone skips his workout and indulge himself in comfort food or one wakes up enervated and snoozes his or her alarm because he or she can work from home that day. Our emotions seem to play with our minds and filling our lives with conflicting emotional dilemmas, and thus, these dilemmas can also be found in the context of design.

Recognizing these dilemmas is a valuable design opportunity. Ozkaramanli (2012) developed a dilemma-driven design approach that applies dilemmas as a starting point for ideation. This ideation method requires an overview or outline of user-context relevant

concerns. Juxtaposing these human needs can reveal context-relevant dilemmas. But how can we choose a dilemma that is worth designing for? And in which moment in the customer journey does the dilemma arise?

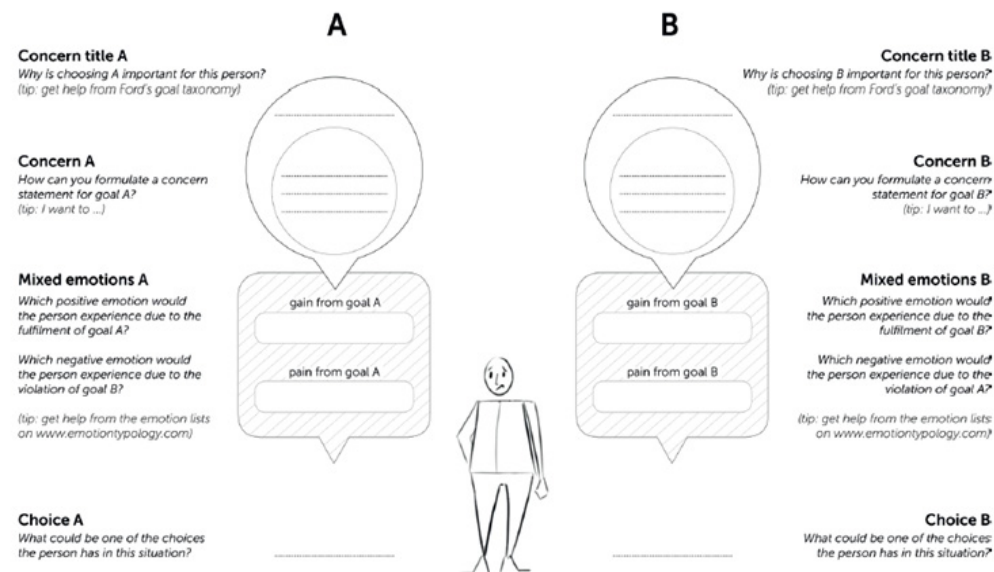


Figure 21: Design for dilemma framework

6.1.1. PROCESS OF UNCOVERING RELEVANT DILEMMAS

Ozkaramanli (2017) described dilemmas as a “multi-faceted phenomena when people are faced with two mutually exclusive choices, both of which touch upon their personal concerns”. Fulfillment of both concerns at the same time is challenging, nearly impossible, to realize or achieve. Dilemmas always involve choosing between tempting alternatives: each decision entails a potential “gain” or “loss”. Designing with dilemmas is inherently related to decision making. Decision making implies intentional activity of users, that in turn, lead to increased well-being as described in chapter 2.

The technique used to identify dilemmas is as follows. One personal interest was randomly picked and imagined how the context would be redesigned around this one interest. Next, I browsed through other concern statements to find interesting conflicting concerns. Constantly questioning, when imagining these dilemmas, can I already see some ideas emerging or a hunch for a design direction to tackle the dilemma?

The framework presented in figure 21 supported questions that helped to analyze dilemmas citizens face in the context.

6.2. THE CONCEPT

The juxtaposed concerns shown in figure 22 inspired the idea of the story table, a preliminary sketch is presented in figure 23.

The story table is an intervention that keeps track of when people are called to the front desk. Relieving citizens with the responsibility to constantly pay attention to the screen. In the meantime, citizens can enjoy listening to stories with a headphone that stimulates a sense of connectedness with other people from Rotterdam. Hereby, introducing a meaningful moment in the waiting room of the service center that eventually aims to contribute to the subjective well-being of citizens.

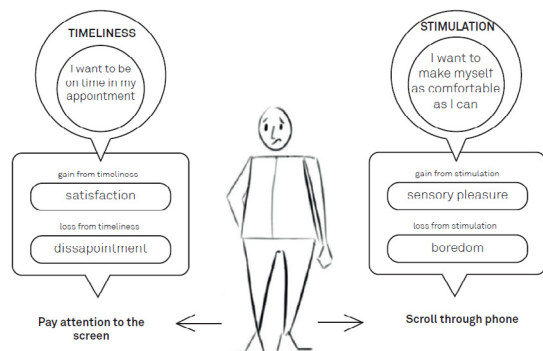


Figure 22: The dilemma that sparked the concept

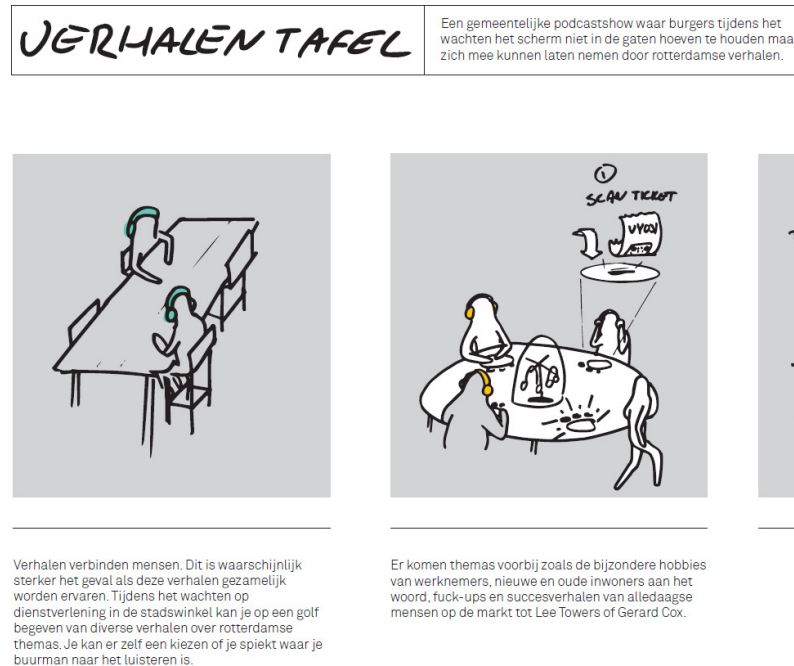


Figure 23: The initial concept sketch

6.2.1. IMPLICATIONS

The story-table is considered to have the potential to introduce a positive peak moment in the customer journey and contributing to citizen well-being. With the story table, the municipality can do something special for the people that are in the context.

Above all, the concept focusses on a moment in the customer journey that has the potential to reach the majority of citizens. Almost every person has to wait for their appointment, and in this moment a possibility is found for the municipality to interact with citizens in a positive way.

In addition, the intervention can be considered to have two layers. On one side it relieves citizens of their worries by keeping track of their appointment, and on the other side, the stories that people listen to also have meaning. These arguments allow to conclude that the concept has the potential to positively impact the well-being of the user and hence in line with the project goal and design guidelines.

Other concepts that were generated are shown in appendix E. These concepts were

considered to merely remove inconveniences that protect the status quo and therefore not included in the concept selection.

As explained the intervention enables citizens to listen to stories, it aims to function as a facilitator to stimulate a sense of connectedness among other citizens of the city. To verify the potential of including stories a small background study is conducted. Some insights that relate to connecting through meaning and elevation are presented in the next chapter.

RELEVANCE OF CONCERNS TO WELL-BEING

The concern of being responsible is related to behaving according to the rules as found in the interplay of concerns (figure 22). It has a tone that tells us about interpersonal relationship dynamics. A similar nuance can be found in Ford's (1992) concern to be socially responsible: Keeping interpersonal commitments, meeting social role obligations, and conforming to social and moral rules. Therefore, it implies a notion that responsible behavior points towards conformity and the need for belonging.

Having a peace of mind overlaps in Ford's concern of tranquility. He describes this as an affective goal representing emotional and feeling states we like to experience. Hence, contributing to the subjective well-being of people in the context.

CITE THE HEROES



The concept was inspired by The Moth. The moth is a non-profit organization focusing on the art and the craft of storytelling. Connection is what The Moth is all about. According to its site, "The Moth celebrates the ability of stories to honor both the diversity and commonality of human experience and to satisfy a vital human need for connection."

6.2.2. THE POTENTIAL OF STORIES

Stories have the capacity to inspire us, mobilize us and to teach us about the world and even ourselves. They give color and depth to information that allows people to connect in a more meaningful way. We love stories because we imagine ourselves in it (figure 24). Over history, all human cultures we know used it to bring people together. They help to shape our individual identity and sense of belonging in our surroundings. Therefore, stories are shaping people and so our society.

The goal of this exploration is to verify this uniting force that entails in stories and at the same time look for directions that understand the space and the audience.

CONNECT THROUGH MEANING

A study (Grant, 2008) researched the correlation between task significance and job performance. The research divided a group of lifeguards into two groups. The first group, the personal benefit group, read stories that described how other lifeguards had benefited

from the skills they gained in the field. The second group, the meaning group, read also stories. This time about other lifeguards rescuing drowning swimmers. The difference was impressive. In the weeks after the intervention, the meaning group voluntarily signed up for 43% more hours of work. The stories increased their interest in the work. In addition, helping behavior in the same group increased by 23%. These results are yielded by nothing more than a 30-minute session where they read four stories and talked about them. The intervention reflects a strategy where they are connecting to meaning. Finding ways to remind people of their purpose.

HEROIC STORIES AND MORAL ELEVATION

The hero's story represents a compelling genre of literature. The hero's journey draws readers in with tales of struggle, persistence, triumph, and perhaps transformation. The literature on heroism reflects this focus on heroic traits, as much of what is known focuses on the personality characteristics,

types, motivations, and perceptions of heroes (Allison et al, 2016).

From a narrative psychology perspective, stories represent who we are. We understand our experiences and ourselves by creating a cohesive story complete with themes, characters, peaks, and valleys (McAdams, 2001). In addition, narratives of moral action provide a glimpse into how to understand one's own heroism in the larger context of one's life. Allison and Goethals (2011) argue that heroes shape us by providing examples for how to be and behave, "they point the way toward doing the right things and doing them well". These stories evoke a "sense of moral elevation: an emotion elicited by witnessing virtuous acts of remarkable moral goodness. Experiencing moral elevation gives a distinct feeling of warmth and expansion that goes hand in hand with appreciation and affection directed at the observed person. They proposed that the positive experience of elevation is a specific response to heroic stories.

Insights:

One can imagine that the municipal service center is no place to tell fairy tales. However, stories we tell ourselves and each other define who we are. What we say and believe as a group makes up the narrative of how we see our role in the environment. So, when the municipality is telling stories, it can rewrite existing narratives people hold on to and tailor the words to create a sense of belonging in citizens.

Stories connect people through meaning. In these stories, it is essential to elaborate on the purpose of one engaging in certain activities and how it benefits the subject itself as people around them. Furthermore, people experience a sense of elevation as a response to heroism. Heroism implies greatness and is to be found in character. From a societal perspective, everyone has their strengths and weaknesses; therefore, the city can be seen as a place filled with ordinary heroes. To evoke elevation its essential to highlight their virtuous behavior and moral goodness.



When we read stories of heroes, we identify with them. We take the journey with them. We see how the obstacles almost overcome them. We see how they grow as human beings or gain qualities or show great qualities of strength and courage and with them, we grow in some small way.

— *Sam Raimi* —

Figure 24: American director/producer/writer Sam Raimi

6.3. DESIGN ITERATIONS

Human-centered designers follow an iterative approach to realize the desired outcome because it values and integrates feedback from the people we are designing for, it determines how a concept evolves over time. By continually iterating, refining, and improving the concept will arrive at a meaningful solution.

Iterations keep us curious, responsive and focusses on getting the idea right, and after

some cycles getting the details right. Iterating is essential because it is written in stone that we would not get it right the first time. This approach to design (figure 25) allows us to keep learning, putting the design into the world and letting the people we are designing for guide us.

However, the extensiveness of iterations is restricted by some variables such as time, money, material- and software resources.

Before testing the assumptions, an interactive prototype has been made. The initial details are shown in the next paragraph 6.3.1. How these assumptions, set out by the chosen design direction, are being questioned is described in chapter 6.4.

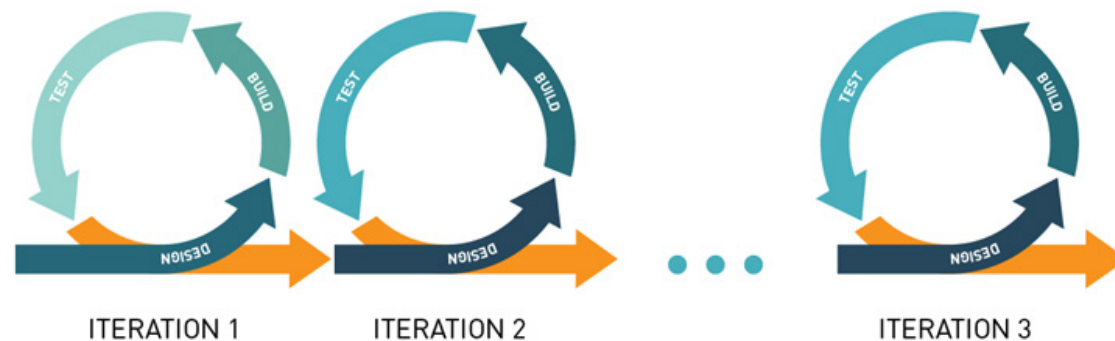


Figure 25: Visualization of an iterative process

6.3.1. THE INTERACTIVE PROTOTYPE

PROTOTYPING TOOL

The first prototype is created in proto.io to validate the concept direction. Proto.io (figure 26) is a high-fidelity prototyping tool that “makes prototypes feel real”. The software tool allowed to include audio files that were essential to validate the direction.

STORIES INCLUDED

The goal of the stories is to create a sense of connectedness and awareness in citizens. Two stories were selected and included in the first prototype to give users a choice and with that, a sense of control. While searching for appropriate audio I stumbled upon a Rotterdam initiative: Verhalenhuis Belvédère. Inspired by the layeredness, openness, and vulnerability of the story I decided to borrow one of their stories-for-home and include it in the prototype.

The other story included in the interactive prototype was inspired by the NS podcast luisterruit (Manon van Hoeckel & Tom Loois). An episode of this podcast touches upon topics like the unity in all humans and the surprising element in short meetings with strangers. Since the episode is context-dependent to a train compartment, a custom edit of this episode was included in the prototype.

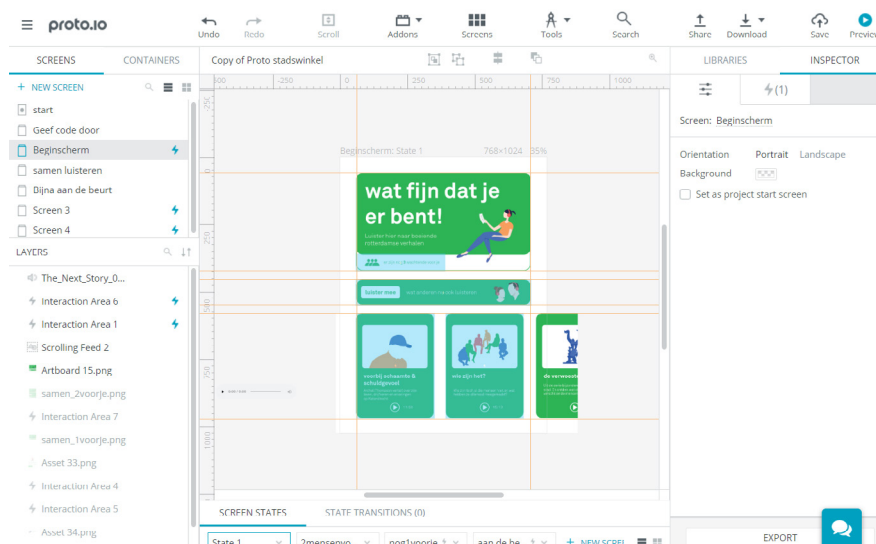


Figure 26: proto.io: an interactive prototyping tool

VISUAL APPEARANCE

The goal of the interface (figure 27) is that it has to express simplicity. Something with a low threshold and making things not more complicated as they are and that has a friendly and empathic character.

Color psychology explains that color carries and communicates meaning and can have an important impact on people's affect, cognition, and behavior (Elliot & Maier, 2014). Green has been shown to be associated with positive content and is posited as to be relaxing, to encourage an inward focus, and to produce calm and stable action.

In addition, the green used in the interactive prototype is the same green as used in the city flag, therefor capturing elements of the city's identity in the design.

Big rounded edges on the corners aim to emphasize a friendly and approachable character

Some illustrations were included to add a little personality to the concept that aims to complement the friendly and empathic character.

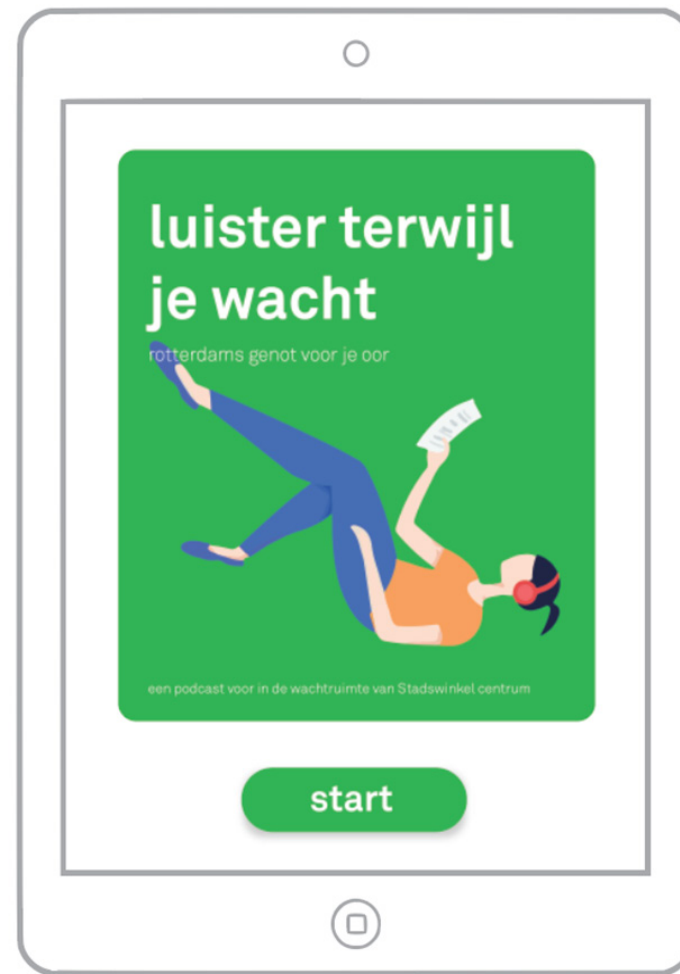


Figure 27: Default screen of the first iteration

FUNCTIONING

During interacting with the prototype, the user faces two screens and two pop-ups, the user flow of the prototype is shown in figure 28. From left to right: the welcoming screen, a popup that explains to text their appointment code, the main screen containing the two stories and on the right a popup that is shown when the story is started.

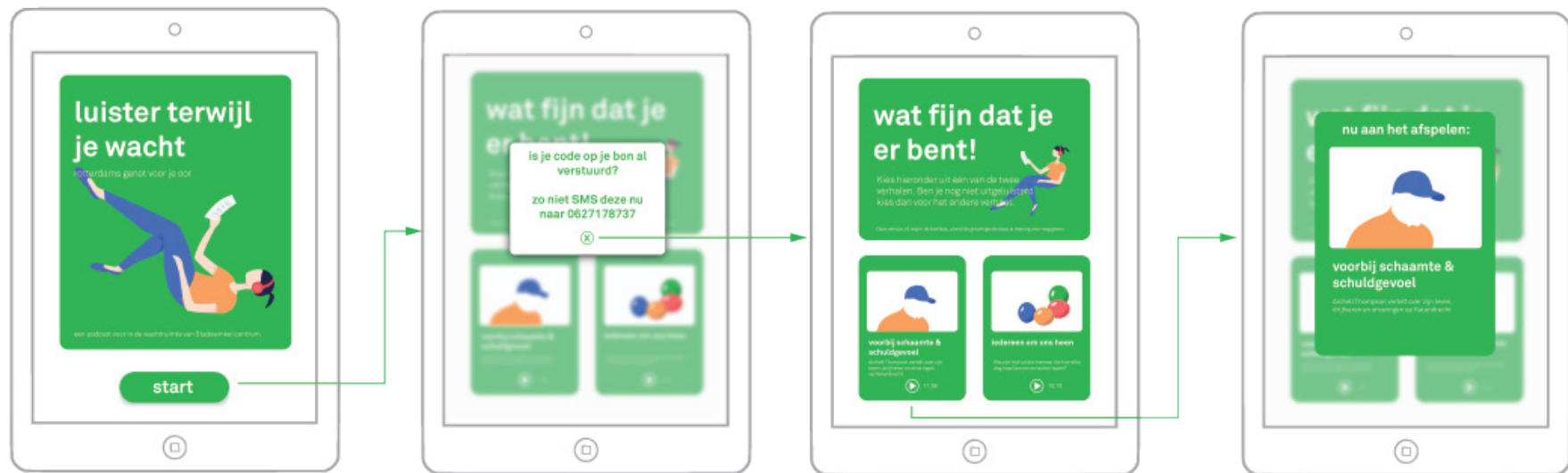


Figure 28: User flow in the first interactive prototype

6.4. FIRST ITERATION

Does the concept evoke positive emotions in the context and contribute to their subjective well-being? Do citizens feel a sense of belonging when listening to the stories? And does the content enable people's to increase their sense of awareness?

The first testing session puts the design in its context and aims to provide answers to these questions. In addition, the emotions that arise during the experience are also measured to validate the concept.

USER RESEARCH

Ten people were approached, and seven people participated in testing the first prototype. The age of the participants varied between 19 and 59 years. Afterwards, the participants were asked to fill in a questionnaire and were briefly interviewed on their experience and their opinion on the intervention. To measure its impact the product emotion measurement tool (PrEmo) was used. This is a cross-cultural validated method to evaluate the emotional impact.

TEST INSIGHTS

First of all, all participants were very surprised by the intervention and experienced it as positive. All participants experienced positive emotions (figure 29), which all contribute to their well-being. Five of the seven participants experienced satisfaction. Satisfaction is an emotion that is related to a recent fulfillment of a need, expectation or desire. Interesting to highlight is that three participants experienced hope. Hope is an emotion that goes hand in hand with feelings

of optimism. It arises when people see their expectations in a positive daylight and that something desirable may possibly happen in their future.

All seven participants completed at least one story before they headed to their appointment. Three people even listen to both of the stories. The story "beyond shame and guilt" was most popular and in six cases it was people's first choice.

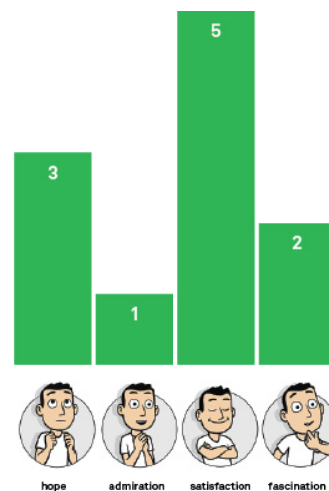
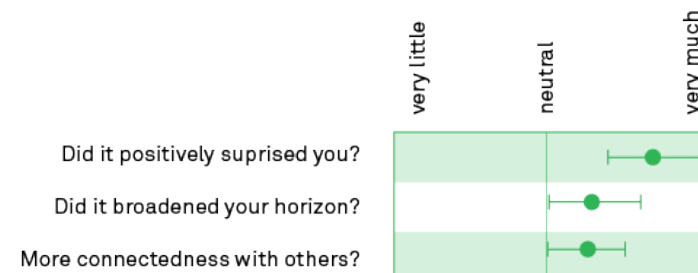


Figure 29: first test results



6.4.1. PARTIAL CONCLUSION

Participants in the first test solely experienced positive emotions. This allows to conclude that the intervention introduced a positive moment in people's customer journey. Test persons were already positively surprised when they were introduced to the prototype and people smiled when they saw the welcoming message. Some commented in a sense of "is the municipality working on customer experience? Well, miracles do happen". Although people's mood was positive after testing the prototype, my presence also could have influenced people's mood.

Results from the first test allows to conclude that the stories in the prototype slightly broadens people's horizon. More attention in the moment – your own thoughts, feelings and the world around us – can enhance our

subjective well-being. Seeing the world from different perspectives, or broaden our horizon, can bring rest to the mind. It crosses mental borders of reasoning about what we tend to think about the world. This can be explained by a phenomenon called 'focusing effect' (Schkade, & Kahneman, 1998). It is a cognitive bias that occurs when people place too much importance on one aspect of an event, causing an error in accurately predicting the utility of a future outcome.

The stories also provided slightly to a sense of connectedness. Interesting to note that people showed an urge to speak about how their experience in relation to the stories. Suggesting that people internalize the message conveyed by the stories. Especially one story in particular "beyond shame and

guilt" touched upon topics that people could relate to. This can mean that people can benefit from stories that connect people through struggle and at the same time cultivate optimism. The next chapter explores different stories and defines a direction the stories should take so it will fit with the design goal and the frame of belonging.

Lastly, because all people finished at least one story while waiting it allows to conclude that the duration of the stories fits the waiting time of the participants.

The goal of the first prototype was to validate the concept direction. Since some improvements were found in the first test, the second iteration will focus on the usability of the concept.

6.4.2. DEFINING CONTENT FOR THE STORY TABLE

Where do the stories come from? What characteristics make them usable in the context? And in what format will they be presented?

The stories included so far aim to stimulate the feeling of connectedness in citizens in the municipal service center. In the search for appropriate stories, I crossed a Rotterdam initiative called Verhalenhuis Belvédère. They collect and present stories in the form of exhibitions, performances, publications and even organizes shared dinner events around these stories. Their goal is to positively impact peoples' happiness and contribute to a more involved city and society

In order to set out a direction for the stories, I got in touch with them (thanks Pieter!). Received a warm welcome and was introduced to their way of working by an inspiring personal tour. Soon I could confirm that stories do have some

magical power that can elevate people and bring people closer to each other. According to Verhalenhuis Belvédère themes around a special event (figure 30), e.g. the forgotten bombardment or migration stories of immigrant families moving to the Netherlands, show much interest from people.

Therefore, the visit provided insight into the ingredients of a connective story. These ingredients, or characteristics, are formulated below and inspired a direction for themes relevant to the context shown in figure 31.

STORY CHARACTERISTICS

Have a positive attitude

Tells a personal story in which we can see ourselves

A third entity in the space connects people, this can be a place with symbolic meaning or events in the city

Shows different perspectives on a theme

Describes a transition, a period of a person's life and how they deal with it



Figure 30: Events hosted by Verhalenhuis Belvédère

Knowing that the future target group mainly consists of people who experience difficulties and are vulnerable at the moment, I have chosen a direction to construct themes, shown in figure 31, that share similar experiences and are related to the different moments or phases of citizen's lives. The goal is to connect people by touching upon these emotions that go hand in hand with these personal circumstances and therefore, make them feel that they are not alone in their feelings or situation.

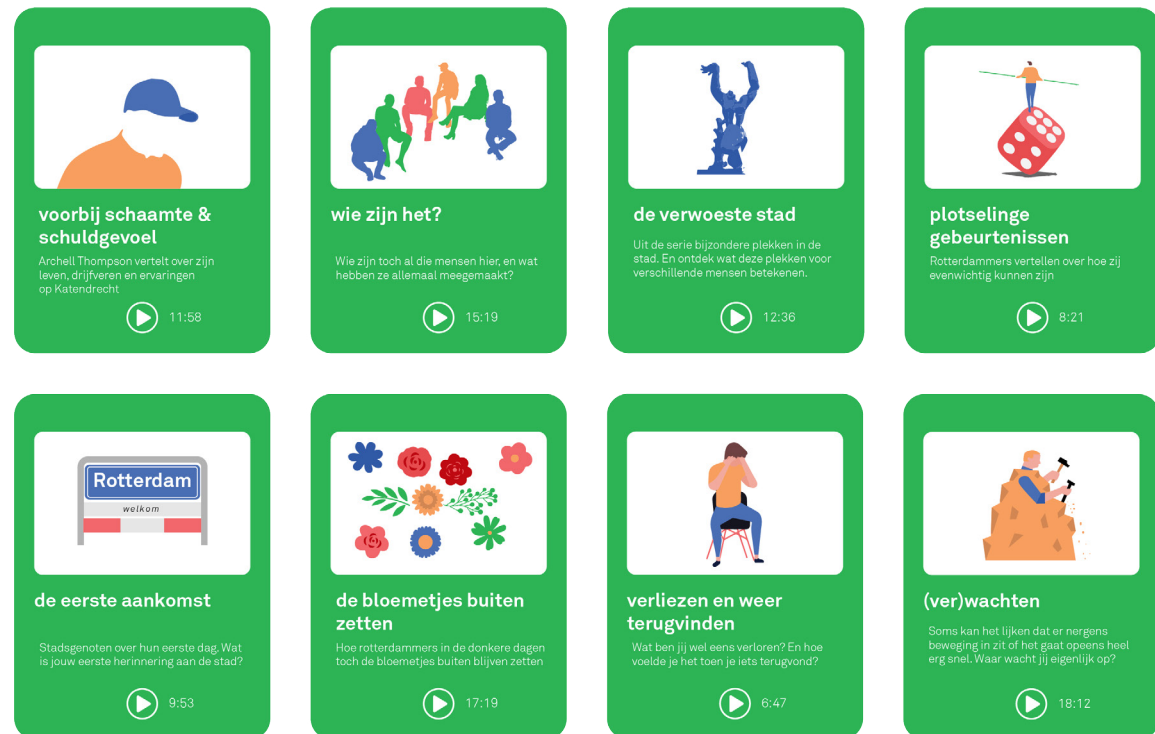


Figure 31: Story themes included in the prototype that follow the characteristics.

THE FORMAT:

The stories are presented in the form of audio files, enabling users to metaphorically transport themselves and take their minds to a place of rest. The stories are presented in two formats: one consisting of a story about an individual telling about his life, therefore showing “heroic” traits as described in chapter 6.2.2. and the other format consists of a combination of different speakers, sharing different perspectives around a theme.

This last format allows users to join in at any moment without missing crucial parts and makes them suited for a sharing listening

experience. Verhalenhuis Belvédère collects and transcribes their audio before including it in their database. This allows to search for fragments and assemble these into a story around certain themes making. These stories can change periodically, renewing the content and expand its database to keep it interesting for returning visitors.

To conclude, storytelling through audio is found to be more intimate (Smith, 2016) compared to video or images with text. Therefore, I decided to present the stories only in audio format to stimulate a feeling of connectedness.

Insights:

I believe that the emotions shame and guilt made people prefer this story in the first test. Participants commented that “the title appeals to me” and that it is “recognizable”. This suggests that shame and guilt are very valid emotional obstacles that people experience when they, for example, lost their job or home, and therefore are in contact with the municipality.

6.5. SECOND ITERATION

The goal of the second iteration is to improve the usability of the concept. How does the user navigate through the interface? Do the elements in the interface trigger a call to action? And what can be learned from users that improve the concept? Based on the points for improvement and recommendation stated in the previous chapter a revised prototype has been made. This revised prototype will then again be tested with participants.

Compared to the previous iteration the concept includes a few more functions that move the concept a step closer to completeness. Below are the changes described that were revised or included in the second iteration while at the same time maintaining the simplicity of design in form and flow. While moving with the design strived to maintain its simplicity in form and flow.

LOG-IN

The idea is that the interface communicates with the municipal queue system. This system keeps track of appointments and communicates to citizens which desk they are expected. So, when citizens start interacting it is essential for the interface to know when to notify the user and to which desk he is expected. In order to “log in” the person is

asked to type in their number written on their ticket (figure 32). The prototype simulated this communication between interface and queue-system by introducing a google form in the interactive prototype. This allows the researcher to remotely access the form from other devices and notify the user when it is their turn.

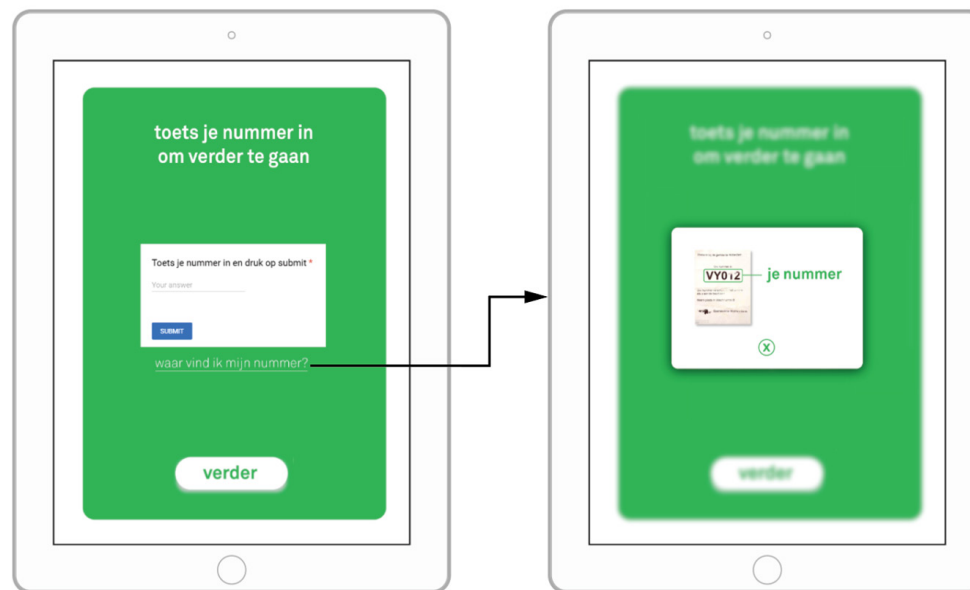


Figure 32: Log in screen and pop-up

SHARED EXPERIENCE

Another function included is enabling people to listen to stories together. This option shown in figure 33 allows you to browse through stories that are currently being listened by others and to join in, therefore, creating a moment of shared experience aiming to enhance a sense of belonging.



Figure 33: Join in what other people are listening to

QUEUE INDICATION

During the first testing session, one new concern emerged: how long do I have to wait before it is my turn? This concern is tackled by visualizing the people in line (figure 34). It allows people to periodically check in with their progress in the line.



Figure 34: Visualization of people in line

WHEN (ALMOST) BEING CALLED TO THE DESK:

When (almost) being called to the desk:
The interface is connected to the municipal system that keeps track of the sequence of appointments. Hence, allowing to offer citizens a choice (figure 35) to take the story with them when they are almost being called

to the desk. This will send an email to the user with a link to the audio file. When their turn is up, a voice is telling citizens that they are expected at the desk. The screen will show where the desk can be found, offering users an anchor in the environment.

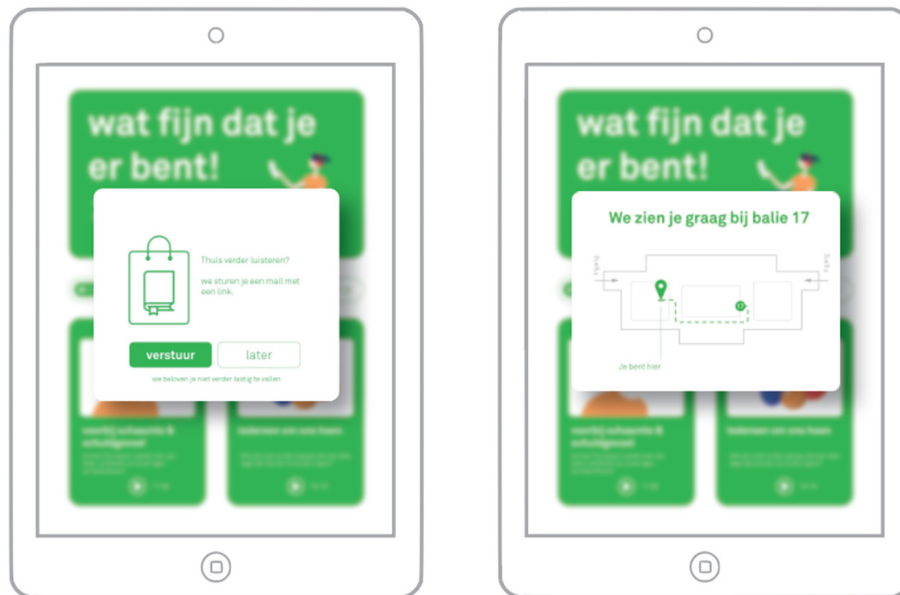


Figure 35: Asking the user to take-away the story (left) and where he is expected (right)

MICROCOPY

Some background research has been done on the concept of microcopy. Microcopy is the term used for small bits of copy on an interface that helps users to do stuff and improve the experience. At a glance, these tiny words seem insignificant, but they have a huge impact. Microcopy should address all user concerns and talk to users as a human or even have a conversation with them. Figure 36 shows an example of how a few words aim to tackle user's concerns in the default screen.



Figure 36: Microcopy below the button aims to resolve user concerns

FUNCTIONING

The second iteration contains three main screens the standby screen, log-in screen and the welcome screen. When the user starts interacting with the welcome screen, the prototype will show a pop-up. Interactive areas in the welcoming screen are the join-in button and the swipeable carousel that allows users to scroll through the stories. The user flow and its interfaces are shown in figure 37.



Figure 37: User flow of the second iteration

USER RESEARCH

The test session focusses on usability of the interface. To simulate actual user behavior four participants were asked to complete some pre-defined tasks (figure 28). Users were asked to share their thoughts out loud. The participants consisted of one citizen, one person from the stakeholder team and two employees working in the municipal service center. Involving other stakeholders in the context and valuing their feedback is considered a positive benefit in an iterative process.

TEST INSIGHTS

After introducing the participant to the concept and their task, their first action is to put on the headphone. Next, all people positively commented on the layout before they were asked to log in. Upon logging in two users seem to hesitate to fill in their receipt number.

It was assumed that users would first browse through the stories and select one. However, all participants chose either the first or the second story and did not further interact with the swipeable carousel.

Thereafter the people were provided with the choice to take-away the story as shown in figure 35. All users chose to have the email send by them without any hesitation. The fourth person would prefer to see this option again once she is called upon the desk. When they are asked to “join-in” others they spend on average 6 seconds to find the right button. The reactions to this new feature were mixed. Some liked it while others found this way of sharing a story rather intrusive.



Figure 28: Scenario cards that give users pre-defined tasks

6.5.1. PARTIAL CONCLUSION

In general, people seem to navigate quite easily through the interface. However, at some moments people hesitated and were not taking any action. This was observed when people started their first task and faced the default screen and during the second task when they were provided a choice to take the story with them. This can be caused by the microcopy provided on the interface or other concerns had not been addressed. Revising the copy and illustrations aims to improve this.

Creating the right microcopy provide opportunities for the municipality to show the human side when interacting. When asked about the tone of voice people commented that they appreciate this way to be called

upon, “it is almost that a person speaks to you” commented one participant. This human-like and informal choice of words seems to match with what people expect from the municipality.

During observations, it became clear that people overlooked both the join-in icon, the queue indication and the swipeable carousel that contained all the stories. The next iteration should correct this and make it more apparent to users. In addition, some more minor cosmetic issues were observed that blurred out the join-in and queue indication.

It was expected that users would be suspicious because they did not have to provide their email themselves when they

choose to take the story home with them. However, they do not have any objection that the system “knows” their email. They commented that this option sounds easy and convenient.

The next step is to revise the copy and its illustrations and iterate on how to create a shared experience. The next iteration will also test if people in the context can or will use the concept without or with limited guidance.

6.6. FINAL ITERATION

The goal of the final iteration is to investigate if the product can stand alone in the context, how people experience the concept and how it will impact the relationship between citizen and municipality.

Again, insights and points for improvement are processed so that interacting with the product is a coherent and smooth experience from beginning to end. The first two iterations provided insight in respectively a validation of the concept and usability of the screen. The final iteration will be focusing on the holistic experience. The topics below describe the changes that have been made towards the final iteration.

WELCOMING SCREEN

To keep its simplicity the welcoming screen is divided into three blocks: the welcoming message, shared experience and browsing the stories. Where the last two blocks expand and reduce in size when the user toggles between the two states as shown in figure 39.

BROWSING STORIES

In previous testing sessions, it was found that participants did not browse the stories. Assuming, that only two stories were available in the prototype. This was solved by making a subtle animation that moves the playlist from left to right, introducing a nudge that shows that the prototype has more choices to offer.



Figure 39: Toggle between two screen states showing animated expansion and reduction of window heights: sharing experience (left) and browsing through stories (right)

QUEUE INDICATION

The queue indication is attached to the top welcoming message (figure 40) and is presented in such a way that it will always be visible to citizens. Since people scan the screen from top to bottom the queue is positioned under the welcoming message that has the highest visual awareness. The inverted colors, green on white, need to suggest that it has a different functionality and meaning.



Figure 40: Revised queue indication

SHARED LISTENING EXPERIENCE

This iteration replaced the individual “wiretapping”, that was experienced as rather intrusive, with a general broadcast that is running in the back where citizens can join in to as shown in figure 39, aiming to lower the threshold to create a shared listening experience.

In the background, the stories are put in a “playlist”. When one story has finished, the next in line will start playing once the countdown has ended. Aiming to maintain the shared experience.

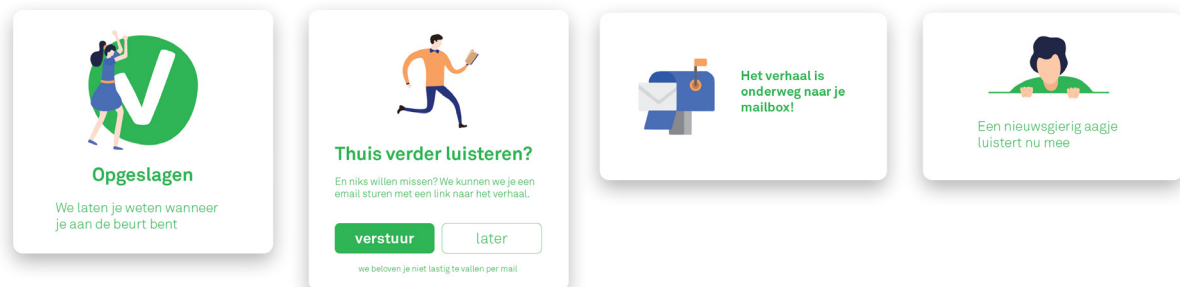


Figure 41: Pop-ups on the interface guiding the user through the experience.

MICROCOPY

This iteration elaborates on the microcopy included in the prototype. Most important, some additional pop-ups are included that are directed to confirm the actions the users take. Figure 41 shows respectively a confirmation that the log-in was successful, a choice to receive an email with a link to the audio, a confirmation that the email has been sent and the last contains a subtle pop-up that becomes visible while you are listening together and someone joins in. Complementary illustrations are added to clarify the message. It also creates unity over the different interfaces.

FUNCTIONING

The first steps that the user takes to log-in in the final iteration are the same as in the second iteration. After submitting the number on the ticket (corresponding with the appointment number of the citizen) the user is directed to the welcoming screen. The dashed line (A) shown in the user flow (figure 42) is related to the queue. When the the user has one person waiting before him the interface gives the option to take the story home. In this way, the user does not miss anything, neither their story or their appointment. After this sequence, the user will be directed back to the previous screen.

The dashed line (B) indicates the flow when the user is expected to the desk for his appointment. If the user is still listening, the audio stops and a soothing voice will notify him that he or she is expected at the desk. The screen on the interface will show the user where the desk is located.



Figure 42: User flow of the final iteration

FINAL USER RESEARCH

Twelve people were asked to participate in the final user test. Again, a similar approach is used to investigate the effect on citizens. First, the concept was put in the context to test if the product could function on his own and users were observed how they would engage with the prototype with no instructions. When users do not engage autonomously, they will be asked to test the product and limited instructions will be provided. An interview and questionnaire were used to evaluate the user experience. The feedback generated by the final user research has been processed and used to evaluate the final concept, user experience and contribution to well-being in chapter 7.2

RESEARCH INSIGHTS

The majority of the people in the context are overlooking the concept. They seem to be very occupied with their appointment and direct a lot of attention to the big screens that are showing the appointment codes and take a seat afterwards. Very little people walk by the prototype because it was placed further in the waiting room. However, some people do notice the prototype but they don't engage with it.

When users were asked to participate in the test, they navigate without a problem through the interface. Participants were observed notifying the queue indication and browsing through the stories once they started the story.

Six out of twelve participants were called to the desk before the story ended. However, all six participants chose to get the story send to them by email.

Participants in the final test were positively surprised by the prototype. Similar to the first test many people experienced satisfaction. 11 of 12 participants experienced only positive emotions (figure 43). Interesting to note that one participant experienced sadness, a negative emotion. However, this participant also experienced admiration, which is a positive emotion. When looking closer, negative emotions can have behavioral or social benefits which are considered meaningful. Fokkinga (2015) describes this phenomenon as a rich experience. An experience evokes both a positive and a negative emotion. Rich experiences are considered to be highly relevant when designing for well-being and benefit one's positive functioning. In this particular case, the user was clearly touched by the story.

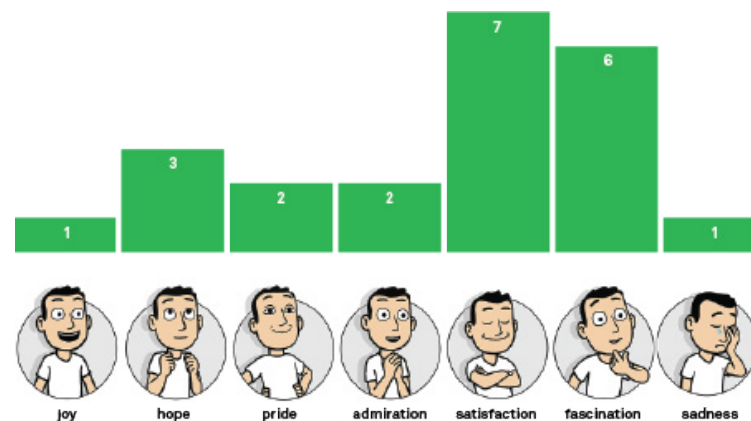


Figure 43: Emotions evoked by the final iteration

6.6.1. PARTIAL CONCLUSION

The conclusions of the final test is that the product in this form does not function as a stand-alone. This has to do with the visual awareness of the product in the context which as a lower attention-value compared to the big screens which results that make people overlook it. When people in the waiting room noticed the product, they already took place in a comfortable chair or couch, suggesting that people do not expect a positive experience while in the context of the service center. The bottleneck lies in the onboarding process. However, once people start interacting with the product no problems were observed.

Changes made in the copy and layout improved the experience since people noticed the queue indication and were browsing through the stories. The emotion of fascinations can clarify this explorative behavior since this emotion is linked with feeling an urge to investigate or explore something to found out more. The same emotion can clarify people's interest in the service and willingness to prolong the experience by taking the story home with them.

In the one case where a rich experience

was evoked the user was touched by the story. He commented that he found himself in a bad situation and that he finds the story beautiful but made him sad. This suggests that this person experiences a rich experience described by Fokkinga (2015) as "the sentimental". "A touching experience that makes people perceive the world as a bit more beautiful". Fokkinga suggests that the sentimental quality is elicited by witnessing an act or event that symbolizes some greater virtues. That in turn, is the effect heroic stories can have on people since it involves virtues.

In addition, all participants are positive about the product. They believe the product fits the role of the municipality. One person commented: "it is almost when you are being raised, learning how to look to others and the world". Others found the experience to be informative, amazing and educational. Important values are passed on by stories. Values are our compass and people commented that they find a connection in these values, hence, positively impacting the attitude people have towards the municipality.

People highly appreciate the efforts made to design something to improve the experience of citizens in the service center. The presence of the product in the waiting room transmits a symbolic signal to people that the municipality is aware and cares about them. The prototype showed to be a means to increase a sense of involvement. This means the degree of positive involvement from the municipality that citizens perceive. This allows to conclude that the product impacts the customer experience to some extent. However, people commented that how they are being helped at the desk has the most impact on their experience.

The next section elaborates on the detailing of the concept. Afterwards, a storyboard is presented to visualize the intended usage.



07 concept and evaluation

This chapter presents the final concept. It explains the essence of the concept, how it will be presented in the context and shows its intended usage by means of a storyboard. Later the concept will be evaluated according to the design goal and fit with the interaction vision. Lastly this chapter describes recommendations to optimize the concept for future purposes.

7.1. THE CONCEPT

The story-table is a design that is intended to take worries off your hands; people do not have to continuously pay attention to the screen and wait until their number appears. It is offering a meaningful moment where people can listen to stories while they are waiting (figure 44). It is no ordinary interface with stories, they are stories that connect people, that moves people. They can struck a chord in people, and find their way into people's world of experiences and feelings. It is almost like you are being read to and losing a sense of time.

It is a place where stories of citizens are united and can be shared. And especially in presence with the municipality, where many visitors feel small and vulnerable it can do people good to hear stories that can lift you up, that makes you think: "I never thought about it this way". Stories that you can identify with say: "I have

been through the same, shared the same struggles and I know how this feels". And this warm feeling it gives contributes to a sense of connectedness with others around you.

It is a moment where the municipality can do something special for its citizens, that besides removing inconveniences also is a symbolic act. Implicitly communicating what they value and have their best interests at heart.

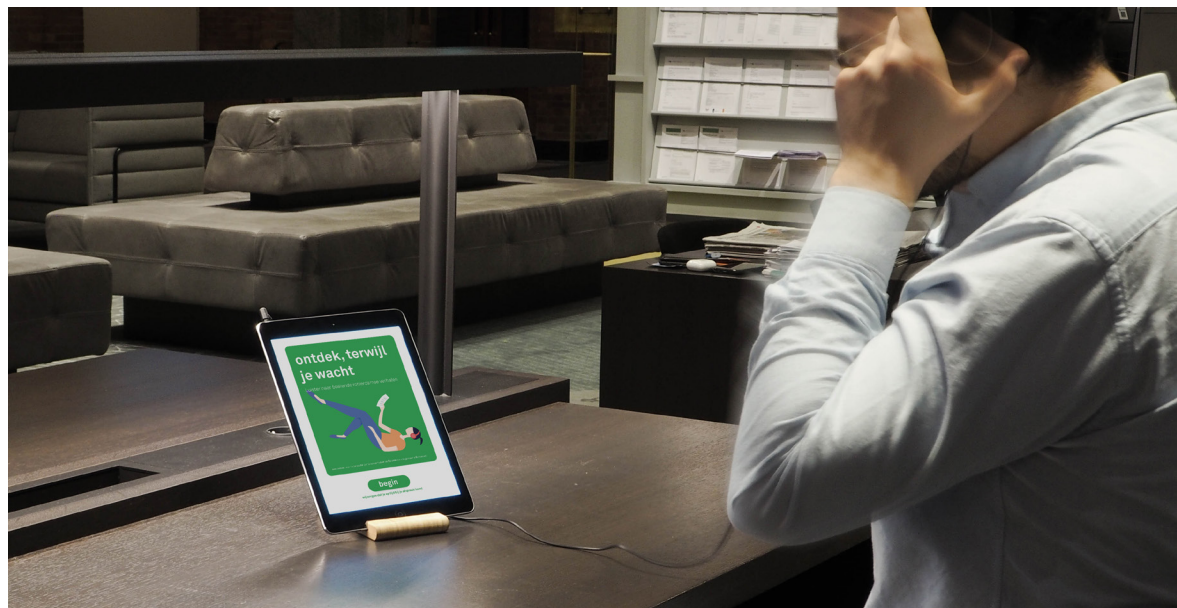
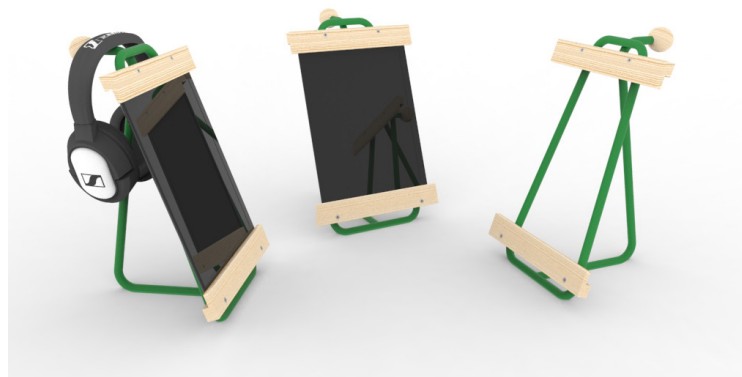


Figure 44: Discover stories while you wait

7.1.1. CONCEPT DETAILS

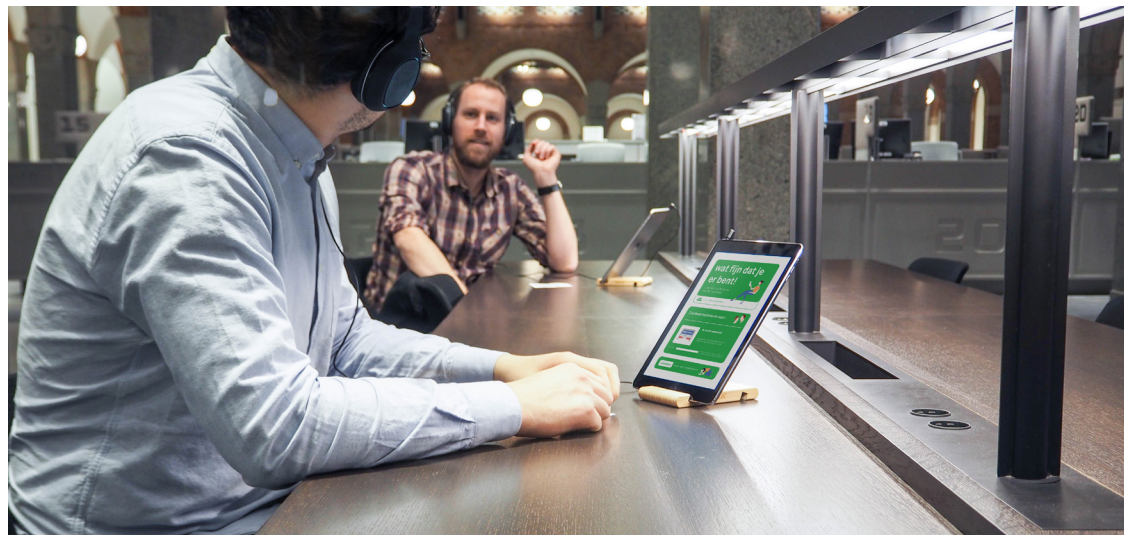
The concept will be presented in a stand as shown in figure 45. The goal of this stand is to express the same simplicity as the interface and is in accordance with the meaningful layeredness of the stories. That it is more than mere entertainment, but expresses important ideas or feelings, as art does. A metaphor is found in how a painter's easel elegantly holds and presents the canvas. The stand also offers to store the headphone once you be called upon.

The concept will be presented on a communal table located in the waiting room. However, the design of the table was outside the project scope it is considered to play an important role. This communal table has several interfaces so more people can join in and therefore can elicit a shared experience among people. And perhaps some small lighthearted meetings will happen with other citizens (figure 46).



< Figure 45: A stand that displays the interface and holds the headphone

✓ Figure 46: Users in a shared listening experience



7.1.2. CONCEPT STORYBOARD

This scenario (figure 47) explains the intended interaction of the user with the concept during his or her waiting time in the municipal service center.

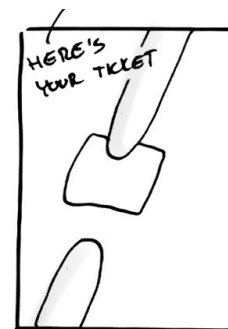
Figure 47: User scenario of a citizen using the story table



The person is arriving for his appointment



Upon entering he is welcomed



And receives his ticket for his appointment



A note on het ticket caught his eye



When seeing the table he is called to action



The person takes a seat and starts interacting



First he is requested to fill in his ticket number



The system tells that he can sit back and enjoy

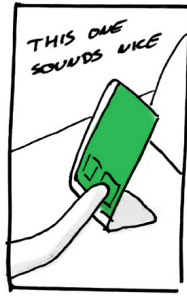


He puts on the headphones



HMM WHAT SHOULD I CHOOSE...

And chooses one of the stories provided by the concept



The story is starting



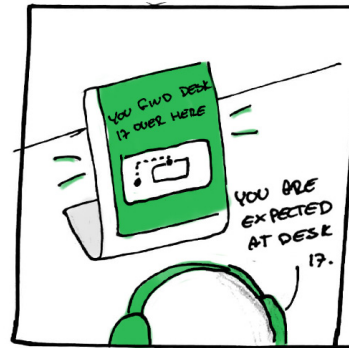
He get's notified when it is almost his turn



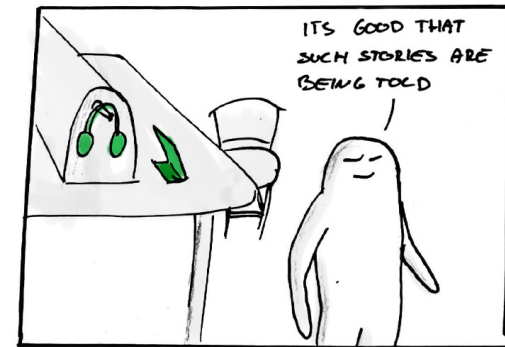
And asked if he wants to take the story home



Just a little more



A voice notifies him when he is expected at the desk



Calmly he walks to his appointment

7.2. CONCEPT EVALUATION

Throughout the iterations, the concept has been evaluated on the guidelines that were formulated based on the design brief. In addition, the main objective of the design goal and interaction vision will now be evaluated. The feedback from participants throughout all iteration sessions as well as feedback from other stakeholders are of significant value to the evaluation of the intervention.

A MOMENT THAT ELEVATES YOU

Moments of elevation are experiences that rise above the routine. Some indicators of elevated moments are when they make us feel joyful, engaged and surprised.

Through observing, participants react positively surprised when hearing about the functioning and which concerns it addresses. On a 7-point Likert scale people's positive surprise is scored with a 6.25 (7=very positively surprised). Most important this elevated moment occurs because citizens do not expect a moment that breaks with the ordinary and that such intervention can introduce a positive peak once citizens are in the context.

Stories also have the power to lift people up. Lifting up in a sense that people experiencing positive emotions while listening. Throughout testing, all people experience positive emotions evoked by the stories. In addition,

one participant texted me (figure 48) to express his gratitude after I send him the audio files by text. Many days later, the same person wrote to me again and was asking for me.

Based on these insights and results from the testing sessions it can be stated that the intervention successfully creates a positive moment in the customer journey that elevates people.



Figure 48: a thankful message of a participant (upper) and his reply sometime later (bottom).

FEEL BELONGING AND SUPPORTED

The second objective of the intervention is to offer people a sense of belonging and make them feel supported in a meaningful way. People are valuing the efforts made to improve their customer experience. One person commented, “it is great that they have provided something for the people that are waiting here, there’s nothing much to do here”.

To start, citizens appreciate the presence of an intervention designed especially for them. The story table communicates to citizens that the municipality is aware of and acknowledges the people that are present. This implicit signal is also recognized by employees. One employee commented, “What I like about it is that the concept is offering something for the people that are waiting here, it shows that we care about them and want them to feel comfortable.”

The design also decreases the “us versus them” attitude citizens hold towards the municipality. The participants rate their perceived involvement from the municipality with a 4.75 out of 7 (1=detached – 7=involved). Perceived involvement means the subjective feeling in citizens that the municipality is recognizing them and taking action to help them. Implying the care and recognition quality in the relationship between municipality and citizen. Although citizens commented that perceived helpfulness and competence in civil servants influences perceived involvement the most, the story table positively impacts and contributes to perceived involvement and so contribute to a sense of belonging and support.

The effect of the stories also contributed slightly to a sense of belonging. People rate

their sense of belonging to others with a 4.6 out of 7. Hearing about struggles and virtues to overcome them connects people on a fundamental level. In addition, three out of twelve people were interested in how you can listen together and would appreciate the shared experience of listening with others. However, due to technical limitations, it was not possible to prototype this shared experience.

The results derived from the testing sessions and comments from participants and other stakeholders allows to conclude that the story table enables people to connect through meaningful stories and shared experience.

EXPERIENCE A DIFFERENT PERSPECTIVE

Getting familiar with a different perspective can take away the tension that some people experience while visiting the municipal service center. Offering ways for people to broaden their horizon enables them to become more aware and see their place in the world from a fresh perspective.

Participants commented that the stories contain a grain of truth that they didn't know before. The stories delivered realizations and caused some people to trip over the truth. On average people rated a 5.3 out of 7 regarding the extent that the story provided them a new perspective on things

The stories also triggered emotions of fascination which is linked to an urge to explore in order to find out more. This urge to explore was validated in the final test. Six out of twelve people showed interest in receiving the audio files so they could listen to it later.

From these results and observations, we can conclude that the story table enables people to experience different perspectives and have an ease of mind while they are in the context.

7.3. FUTURE RECOMMENDATIONS

ONBOARDING AND GETTING PEOPLE FAMILIAR WITH THE PRODUCT

As described in chapter 6.6.1. a bottleneck is identified in getting people engaging with the product. This needs some special attention because it is an important aspect of its functioning. However, I believe that this can be achieved in several ways. One is making a dedicated area in the waiting room or something that stands out from the rest. Another way is to spark curiosity in citizens by adding the right copy on their receipt as shown in figure 49, hereby starting the interaction once citizens take their ticket.



Figure 49: An invitational note on the ticket

CONNECTION BETWEEN CONCEPT AND QUEUE SYSTEM

To reach a status where the concept functions as a stand-alone and notify the user when he or she is expected to the desk, it is essential to set up a communication between the interface and the queue system currently present in the context. Some preconditions in the user flow (taking the story home and giving directions) are linked to the queue. Setting up a connection between systems allows the user to have a seamless experience.

EXPAND THE EXPERIENCE ECO-SYSTEM

When people are choosing for the option to listen back later, they receive a link to the audio file. I believe that the so-called extended-listen experience can be shaped on another platform (figure 50) that is part of a bigger ecosystem of services. For example, this platform can contain a database of all the stories, information about Verhalenhuis Belvédère and events that aim to weave society together.

A technical opportunity might be the measuring of conversion rates. It can give insight and gather data on how many links are being opened, what the most popular story is. This data can then be used for better recommendations.

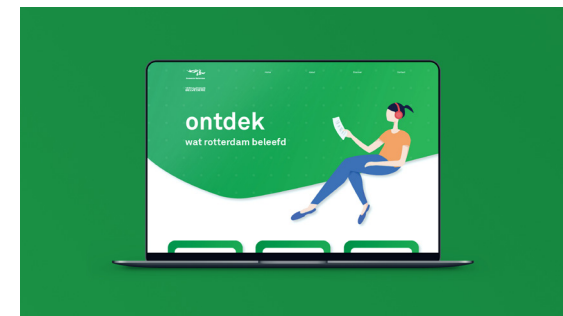


Figure 50: A complimentary website where all the stories can be found.

ANIMATED INTERFACES

On a more detailed level animated interfaces, especially on the default screen, can improve visual awareness in the context. Animations have a higher attention value compared to still images, therefore, providing a trigger that aims to draw people in and encourages exploration. Animated transitions between screens also can contribute to a sense of fluidity of the concept.

SCAN TICKET TO LOG IN

Camera intelligence is improving rapidly. The app Google lens (figure 51) allows recognizing text. This allows the user to translate French menus or citizens to scan their ticket to automatically submit their number.

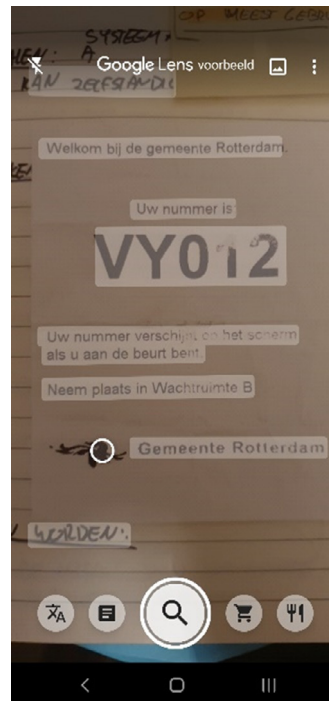


Figure 51: Recognizing text with Google lens

7.4. REFLECTION

Not uploaded to repository.

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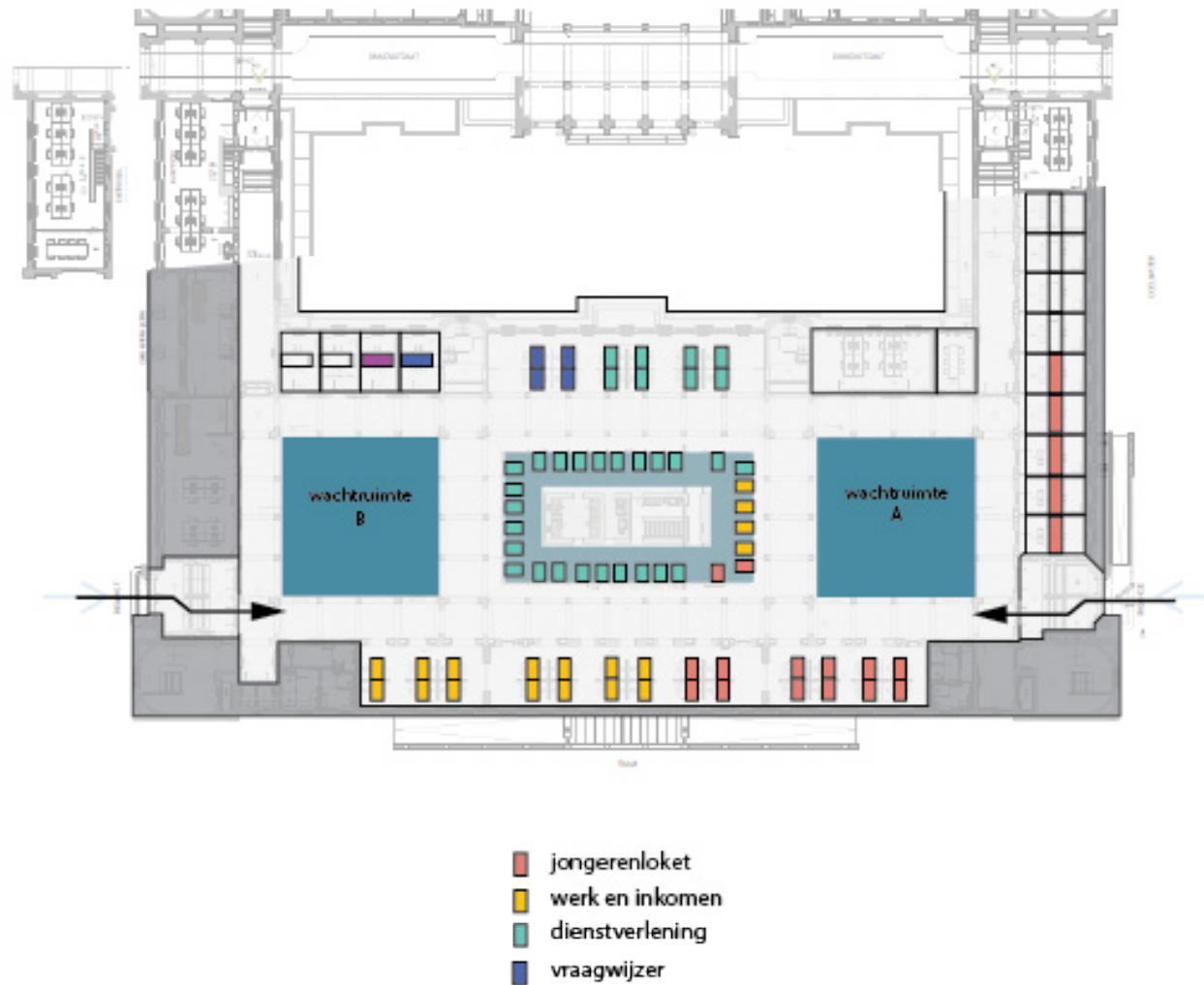
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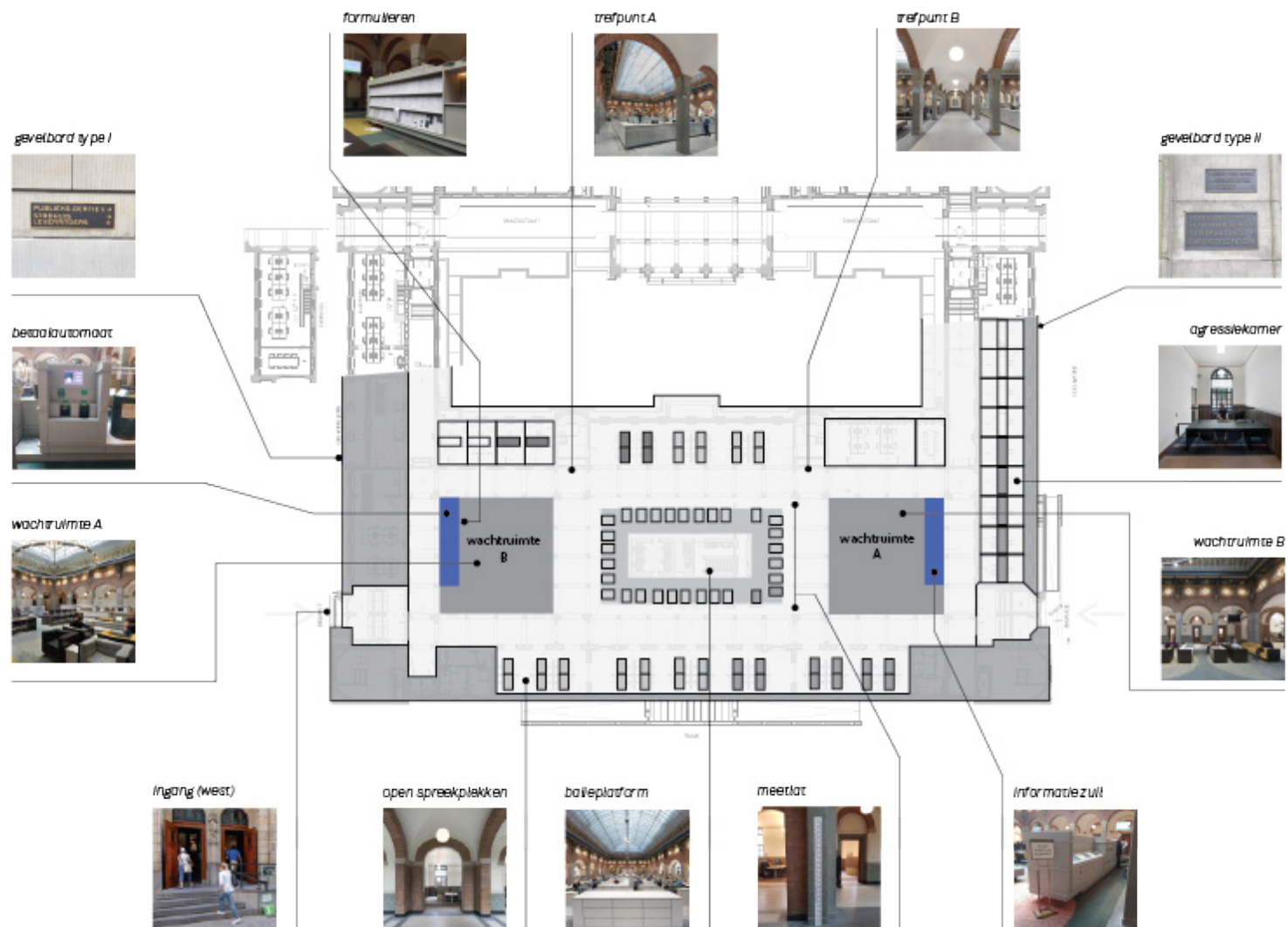
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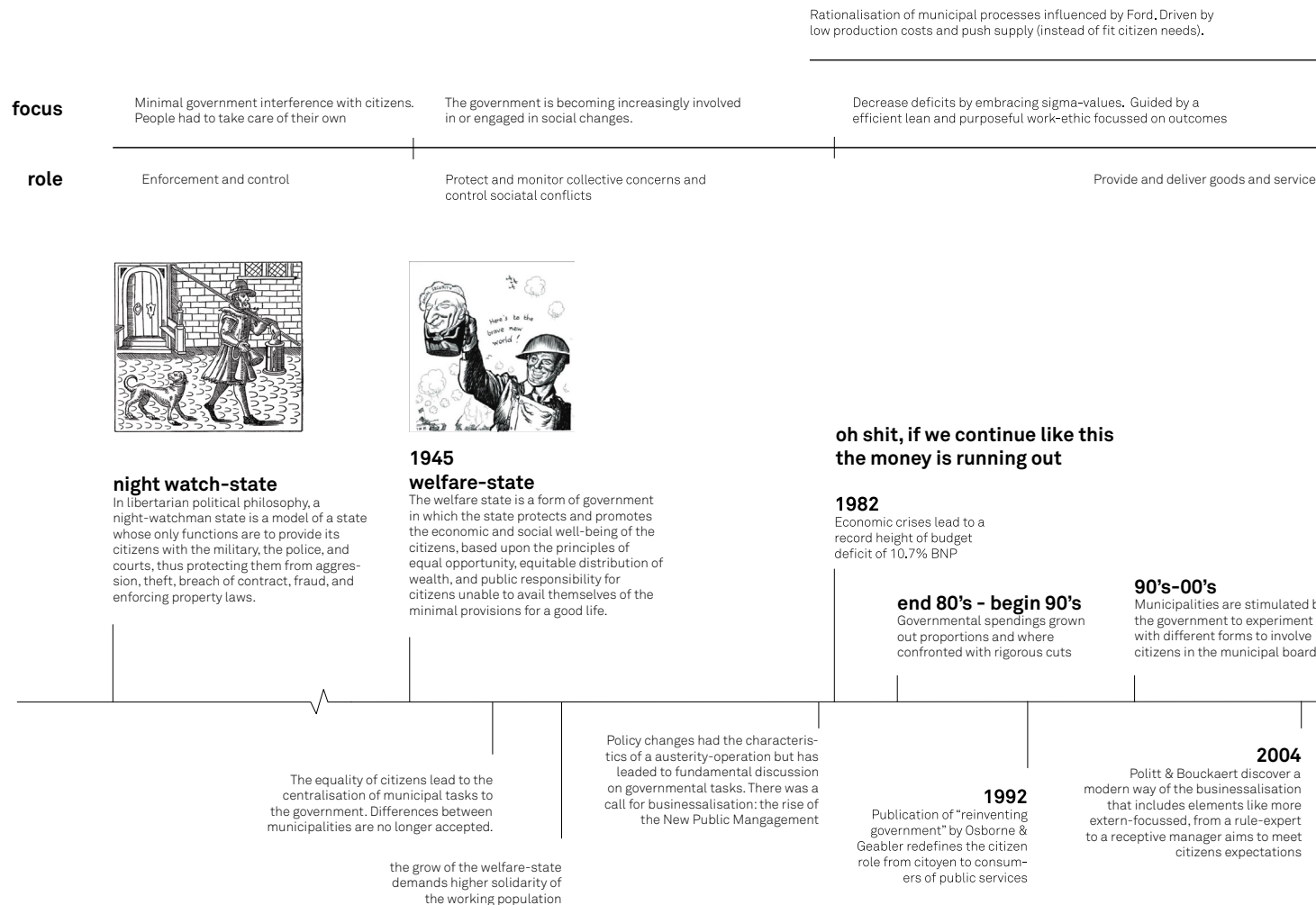
appendices

APPENDIX A - THE CONTEXT IN DETAIL





APPENDIX B - HISTORY OF THE GOVERNMENTAL ROLE



APPENDIX C – WELL-BEING DOMAINS AND INDICATORS

BHUTAN

The Bhutan government defined 9 domains that demonstrate the perspective of Gross-National-Happiness. In addition, the country has developed 38 sub-indexes, 72 indicators and 151 variables that are used to define and analyze the happiness levels of Bhutanese people.



NEW ZEALAND

The New Zealand government operationalized a holistic approach to measuring how well the country is doing in terms of well-being. It developed the Living Standards Framework, a set of meaningful well-being indicators.

The 12 domains of current wellbeing

How New Zealanders experience wellbeing

	Civic engagement and governance		Jobs and earnings
	Cultural identity		Knowledge and skills
	Environment		Time use
	Health		Safety and security
	Housing		Social connections
	Income and consumption		Subjective wellbeing

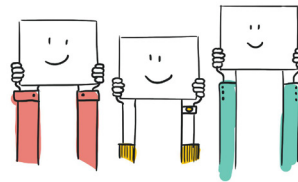


APPENDIX D - DEEP NEED DISCOVERY

APPENDIX D1 - RESEARCH PLAN

To recruit participants, a printed description of the research, activities that encompass the method and benefits for participants.

meedenken aan een positieve klantbeleving in de stadswinkel



tweedelig onderzoek naar ervaringen in de stadswinkel



observeren van ervaringen



interview over deze ervaringen

jouw ervaringen zijn van belang voor nieuwe oplossingen



inzichten en ervaringen



ideeën



nieuwe oplossingen

onderzoeksplan



1. het onderzoek vind idealiter plaats in publiekslokatie centrum.



2. tijdens het observeren let ik op de acties en reacties van de klant, het doel is om zoveel mogelijk om alles zijn natuurlijke verloop te laten gaan en tegelijkertijd zijn ervaringen en reacties te noteren.



3. ik maak een ervaringsoverzicht tijdens zijn reis door de stadswinkel. ik kan verduidelijkende vragen stellen over de stimulus die zijn emotie triggert.



4. het interview achteraf vind plaats in een rustige ruimte en is noodzakelijk om erachter te komen wat de klant nu echt belangrijk vind.



5. in het huidige stadium van het onderzoek is onbekend wat er ontworpen gaat worden, maar het gaat iets worden dat bijdraagt aan een positieve ervaring in de stadswinkel.



6. de verkregen inzichten worden gebruikt om oplossingen te ontwerpen die bijdragen aan een positieve ervaring.



7. het is geen klein verzoek maar ik kan verzekeren dat de meeste mensen het leuk vinden om mee te doen. het geeft burgers een mooie kans om gehoord te worden en te reflecteren op de algehele dienstverlening.



8. mits het is toegelaten wil ik enkele foto's maken, dit, en ander materiaal zal uitsluitend worden gebruikt in het kader van dit onderzoek en zal hiernaast niet verder gedeeld of verspreid worden.

APPENDIX D2 – EMOTION CAPTURE CARDS

People's emotions were captured on ECC's as shown on the right. First they were captured on paper before they were processed in Airtable, which is an web-based spreadsheet/ database hybrid software tool

Scanned with CamScanner

emotion: geurozen summary quote: card no: 2

stimulus event:

interests: ik wil berepen worden
ik wil ~~laten~~ laten zien dat ik wel mijn oerle kan behalen
ik wil zekerheid
business women
ik wil laten zien dat ik de waar school weten

research notes: "hoe vind je contact met lieke?"

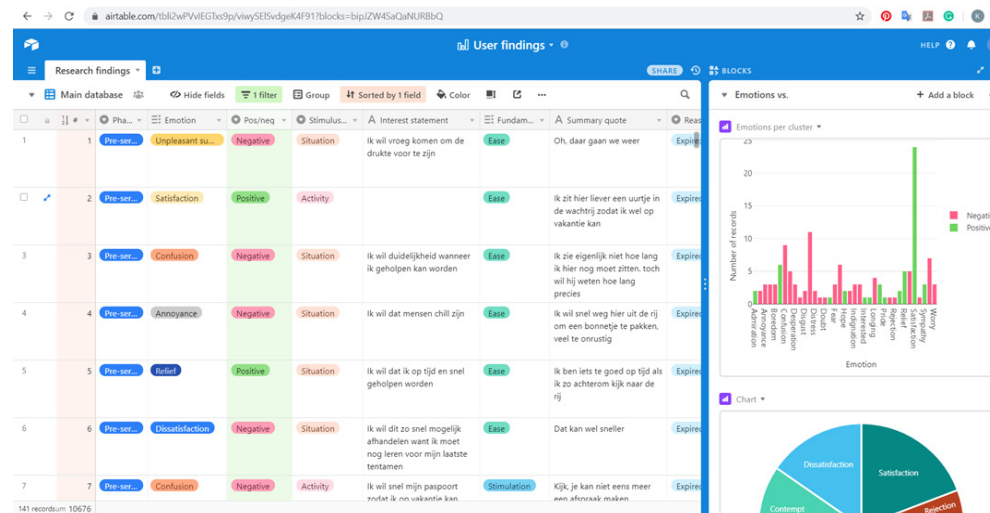
Scanned with CamScanner

emotion: o.p. sup. gefascineerd verbaasd summary quote: JA DRUK card no: 1

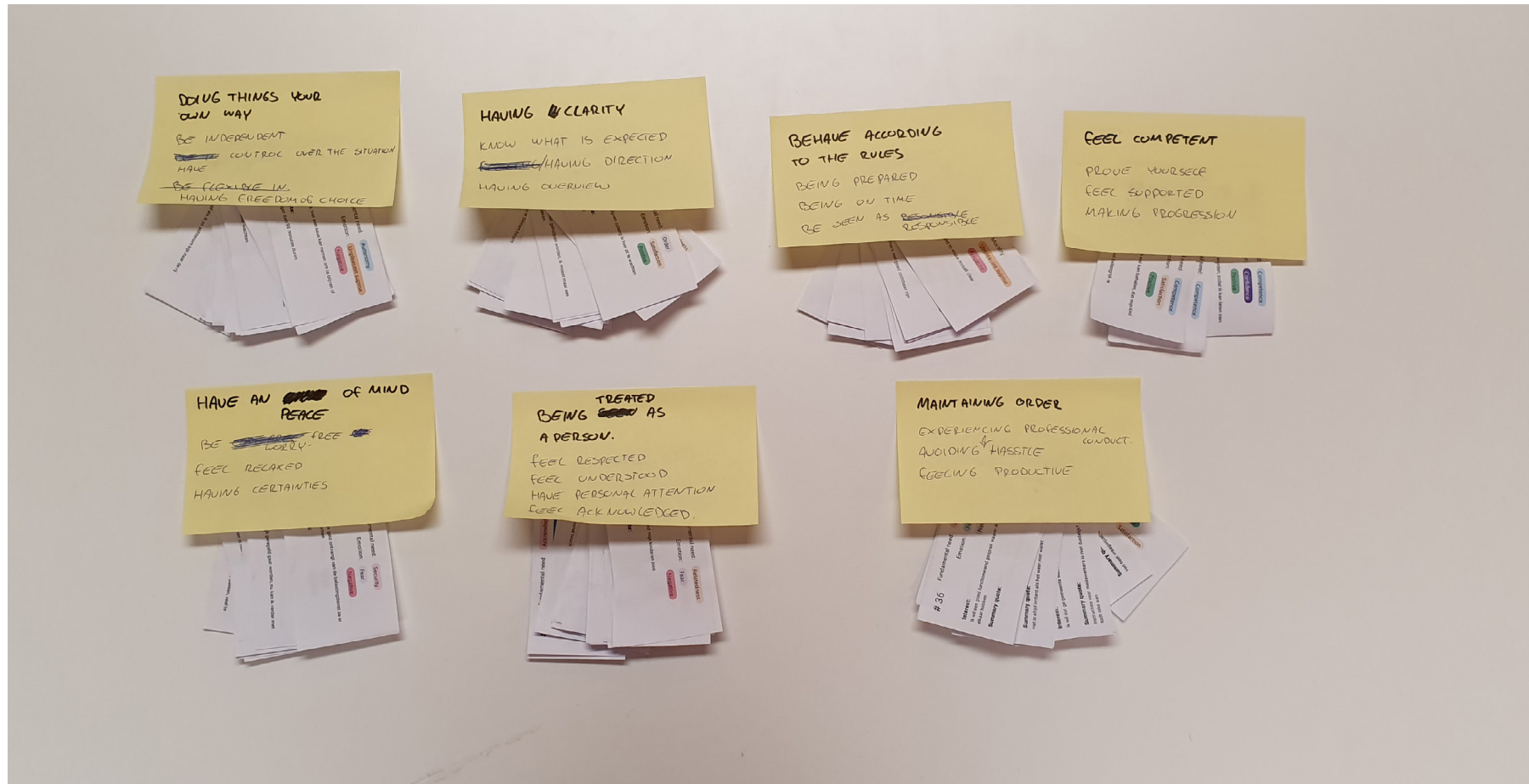
stimulus event: VEEL MENSEN

interests: OH DAAR GAAN WE VEER
JE GAAT HIER NIET VOOR JE LOI ZITTE
IK KOM ZO VROEG EN METEEN DRUK
VERDER MET DAT

research notes: COPT WAAR BINNEN
PASPOORT VERKEGEN



APPENDIX D3 – CLUSTERING EEC IN CONCERNS THEMES

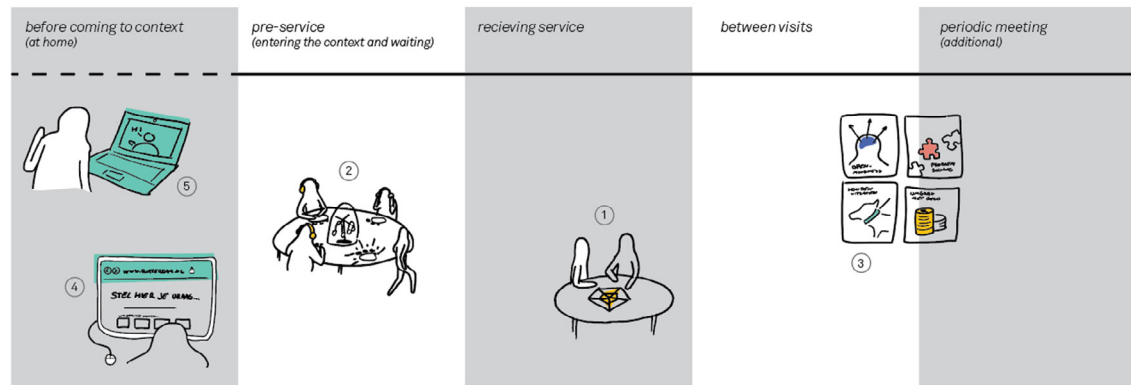


APPENDIX E: DILEMMAS, DESIGN DIRECTIONS AND IDEAS

INTRO

The goal of using the dilemma design approach was to inspire ideas that simultaneously defined a moment in the customer journey. In total five ideas were developed, including chosen concept: verhalentafel, that was considered to have the most potential to introduce a positive moment as described in chapter 6.

The image below shows the ideas plotted in the customer journey of citizens. Next, the dilemmas are presented and the idea that was inspired by it.



DILEMMA EVALUATION

Selecting a design-worthy dilemma seems to be dependent on the design brief. Ozkaramanli (2017) studied common considerations when choosing design-worthy dilemmas and identified three themes namely Relevance, Inspiration, and Meaningful Formulation.

Relevance is concerned with addressing the key challenge. It is concerned that the dilemma applies to the majority of users and has a direct impact on the subjective well-being of them.

Inspirational dilemmas are those that spark creativity resulting to see some forms, a solution or a feeling how to tackle it.

Meaningful formulation is concerned with looking beyond solely opposing choices and formulate in an abstract manner to open up the design space.

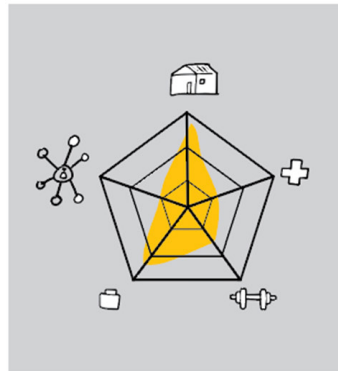
E1: FIRST IDEA

URAAG- VERHELDERING

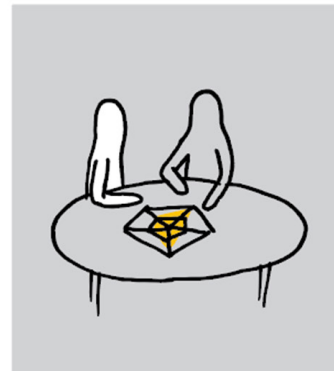
Een hulpmiddel voor burger en dienstverlener om inzicht te krijgen waar de burger problemen ervaart om vervolgens gerichte dienstverlening te verlenen.



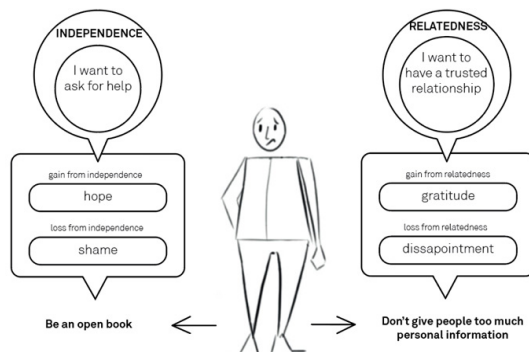
Voorafgaande van dienstverlenende afspraken krijg je de kans om jezelf alvast voor te bereiden. De burger wordt gevraagd hoe hij of zij zijn leefsituatie ervaart in verschillende domeinen. Denk hierbij aan geldzaken, sociaal netwerk, gezondheid, woonsituatie, werk etc.



De gecombineerde antwoorden maakt een kompas visueel voor de burger (en dienstverlener). Het biedt inzicht waar oplossingen te vinden zijn, hoe onderlinge domeinen gerelateerd zijn met elkaar, directe tips en tricks en op welke rechten je als burger beroep kan doen.



Dit persoonlijk kompas vervolgens de leidraad van een consult. De consult ziet waar de burger moeilijkheden ondervindt. En kan hem gericht tot rust brengen, zichzelf in zijn positie plaatsen en effectieve oplossingen leveren.



Relevance: the idea is merely refining an existing touchpoint. This moment touches upon a first consult moment and doesn't have the potential to benefit many citizens. In addition, the dilemma does not apply to the majority of potential users.

Inspirational: The dilemma was inspirational in a way that it guides civil servants to be empathic, it also has the potential to unify the experience in this touchpoint, however, it lacks surprising concerns.

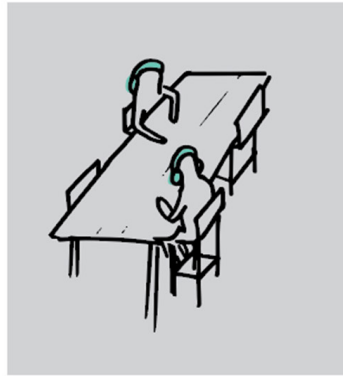
Meaningful formulation: the dilemma strictly opposed choice alternatives, but it does provide contextual information.

Relevance	Addresses the key challenge given in the design brief									
	little	1	2	3	4	5	6	7	very much	
	Applies to the majority of potential users									
	little	1	2	3	4	5	6	7	very much	
Inspiration	Has direct impact on the subjective well-being of potential users									
	little	1	2	3	4	5	6	7	very much	
	Is one in which products, or design in general, might play a role									
	little	1	2	3	4	5	6	7	very much	
Meaningful formulation	Involves surprising elements or unexpected concerns									
	little	1	2	3	4	5	6	7	very much	
	Seldom involves strictly opposing choice alternatives									
	little	1	2	3	4	5	6	7	very much	
	Is abstract enough to be inspiring, but also concrete enough to give direction or contextual information									
	little	1	2	3	4	5	6	7	very much	
	little	1	2	3	4	5	6	7	very much	

E2: SECOND IDEA

VERHALEN TAFEL

Een gemeentelijke podcastshow waar burgers tijdens het wachten het scherm niet in de gaten hoeven te houden maar zich mee kunnen laten nemen door rotterdamse verhalen.



Verhalen verbinden mensen. Dit is waarschijnlijk sterker het geval als deze verhalen gezamenlijk worden ervaren. Tijdens het wachten op dienstverlening in de stadswinkel kan je op een golf begeven van diverse verhalen over rotterdamse themas. Je kan er zelf een kiezen of je spiekt waar je buurman naar het luisteren is.



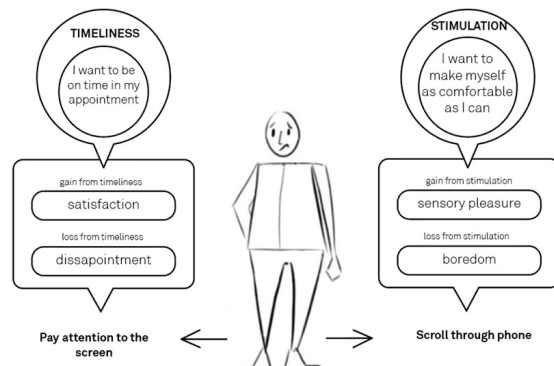
Er komen themas voorbij zoals de bijzondere hobbies van werknemers, nieuwe en oude inwoners aan het woord, fuck-ups en succesverhalen van alledaagse mensen op de markt tot Lee Towers of Gerard Cox.



Relevance: The dilemma arises when people are in the waiting room before they are being called to the desk. It is a moment in the customer journey that has the potential to reach the majority of the citizens in the context, therefore can be considered as relevant.

Inspirational: In the context of the waiting room, one can state that it is lacking positive interaction between municipality and citizen. This allows to conclude that design can play a role at this moment to change people's feelings. In addition, the author could immediately see some forms on how to tackle this dilemma.

Meaningful: The choices put out in the dilemma does not solely cover opposing choices. However, the concrete actions are context-dependent it offers the possibility to impact citizen well-being.



Relevance	Addresses the key challenge given in the design brief						
	little	1	2	3	4	5	6 7 very much
Relevance	Applies to the majority of potential users						
	little	1	2	3	4	5	6 7 very much
Relevance	Has direct impact on the subjective well-being of potential users						
	little	1	2	3	4	5	6 7 very much
Inspiration	Is one in which products, or design in general, might play a role						
	little	1	2	3	4	5	6 7 very much
Inspiration	Involves surprising elements or unexpected concerns						
	little	1	2	3	4	5	6 7 very much
Meaningful formulation	Seldom involves strictly opposing choice alternatives						
	little	1	2	3	4	5	6 7 very much
Meaningful formulation	Is abstract enough to be inspiring, but also concrete enough to give direction or contextual information						
	little	1	2	3	4	5	6 7 very much

E3:THIRD IDEA

SXXI -
SKILL PLATFORM

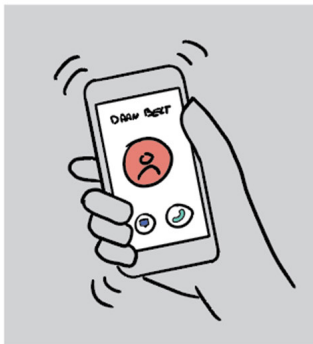
Een zelfhulp tool die je 21st century skills leert in de vorm van spel, uitdagingen en groepssessies met gelijkgestemden.



Als burger in een traject heb je nog weinig controle over hoe dit eruit gaat zien of te onderzoeken welke vaardigheden je wil ontwikkelen. Daarnaast geeft het structuur en ondersteuning aan het groter wordend beroep op onze zelfstandigheid. Op het platform komen onderwerpen voorbij zoals het oplossend denken, hoe om te gaan met geld, sociale uitdagingen zoals honden uitlaten maar ook professionele werkethiek en koken.



In groepssessies met gelijkgestemden worden je skills aan de hand van peer-feedback en coaches getoetst. Deze sessies kunnen worden gehouden door dienstverleners, externe experts of bekende personen. Het doel van deze sessies is dat het inzichtelijk wordt wat je minder sterke en sterke eigenschappen zijn om hier in de toekomst slim gebruik van te kunnen maken.

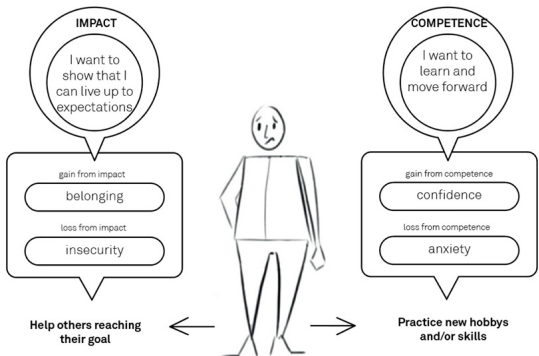


Je hebt een vast contactpersoon die je kan bereiken als het nodig is. Deze persoon kan ook met jou contact opnemen om je extra uit te dagen of te checken hoe alles gaat na een tijd van inactiviteit.

Relevance: the idea addresses the design goal to some extent. It does provide ways to enhance well-being of the user, however, it is considered not an activity in the physical context of the service center.

Inspirational: the dilemma is also inspirational because it opened up a design space and introduced a new moment to contribute to well-being.

Meaningful formulation: the formulation is quite abstract with limited contextual information. However, this idea can be interesting it did create a moment that lies outside the physical boundaries of the context and so outside the project scope.



Relevance	Addresses the key challenge given in the design brief						
	little	1	2	3	4	5	6 7 very much
						6	
	Applies to the majority of potential users						
	little	1	2	3	4	5	6 7 very much
				5			
	Has direct impact on the subjective well-being of potential users						
	little	1	2	3	4	5	6 7 very much
						6	
Inspiration	Is one in which products, or design in general, might play a role						
	little	1	2	3	4	5	6 7 very much
					5		
	Involves surprising elements or unexpected concerns						
	little	1	2	3	4	5	6 7 very much
					5		
Meaningful formulation	Seldom involves strictly opposing choice alternatives						
	little	1	2	3	4	5	6 7 very much
						6	
	Is abstract enough to be inspiring, but also concrete enough to give direction or contextual information						
	little	1	2	3	4	5	6 7 very much
				4			

E4: FOURTH IDEA

URAGBANK

Een informatievoorzienende startpagina die je inzicht geeft in je rechten, actiepunten en vervolgstappen voorstelt en de mogelijkheid biedt om direct een afspraak te maken.



Op de startpagina van de gemeentelijk website kan de burger meteen zijn vraag stellen. Ook biedt de startpagina meteen toegang tot de meest gebruikte producten.



In een dialoogvorm wordt de burger stapgewijs geleid naar het juiste antwoord en gekoppeld aan de desbetreffende adviseur (voorheen ambtenaar). Er wordt inzichtelijk gemaakt welke stappen de burger moet doorlopen en benodigde persoonsgegevens wordt automatisch opgehaald.

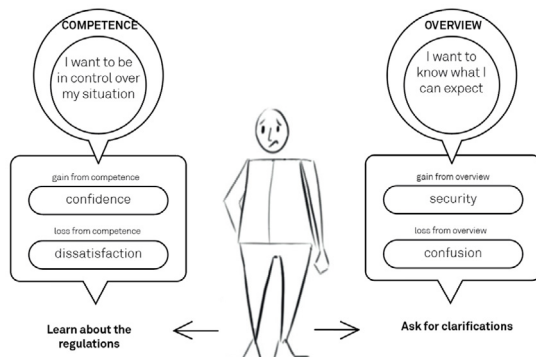


Indien gewenst (of noodzakelijk) kan de burger direct een afspraak maken en kiezen uit verschillende specialisten. Via mail of sms krijg je nogmaals een bevestiging zodat je op de juiste tijd op de juiste plek bent.

Relevance: The dilemma created an idea that points towards fixing current issues. However decreasing inconveniences are relevant for users in the context, the project goal is to transcend this.

Inspirational: The dilemma inspired a clear idea of how design can play a role in it; it did not include surprising elements. This resulted also that the idea probably has a low impact on people's well-being.

Meaningful formulation: The dilemma solely includes choice alternatives. In the course of the project, this dilemma arises often, however it is more related to the current state of affairs than creating possibilities.



Relevance	Addresses the key challenge given in the design brief							
	little	1	2	3	4	5	6	7 very much
	Applies to the majority of potential users							
	little	1	2	3	4	5	6	7 very much
	Has direct impact on the subjective well-being of potential users							
	little	1	2	3	4	5	6	7 very much
Inspiration	Is one in which products, or design in general, might play a role							
	little	1	2	3	4	5	6	7 very much
	Involves surprising elements or unexpected concerns							
	little	1	2	3	4	5	6	7 very much
Meaningful formulation	Seldom involves strictly opposing choice alternatives							
	little	1	2	3	4	5	6	7 very much
	Is abstract enough to be inspiring, but also concrete enough to give direction or contextual information							
	little	1	2	3	4	5	6	7 very much

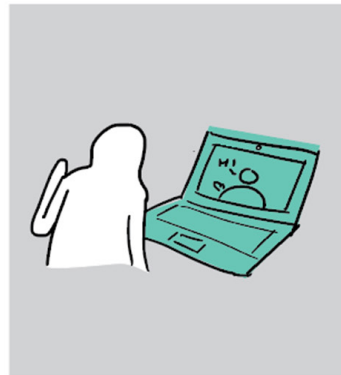
E5: FIFTH IDEA

Dienstverlener in huis

Met de ambtenaar in huis hoef je je huis niet te verlaten om je diensten te ontvangen. Via een videocall sta je in contact met de dienstverlener vanuit je vertrouwde omgeving.



Afspraken maken en het contact met de dienstverlener is allemaal vanuit je luie stoel te regelen wanneer het jou uitkomt. Als je een afspraak hebt wordt je tijdig eraan herinnert zodat je deze niet mist.



Via een videoverbinding sta je in contact met de dienstverlener. Alle zaken worden op afstand voor je geregeld.

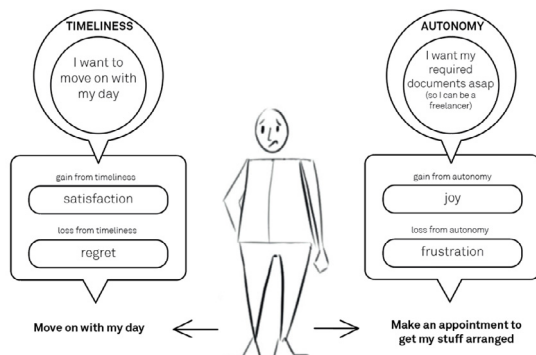


Na afloop kan je in een bevestigingsmail lezen waar je moet zijn voor de vervolgspraak of welke acties je moet voltooien.

Relevance: Although people can benefit from this idea, it is considered to have a low impact on the subjective well-being of users.

Inspirational: Design can clearly play a role in how citizens and civil servants are communicating; this dilemma solely makes things more convenient for users.

Meaningful formulation: The dilemma provides a little contextual information but provides a clear direction that the concept is taking.



Relevance	Addresses the key challenge given in the design brief									
	little	1	2	3	4	5	6	7	very much	
	Applies to the majority of potential users									
Inspiration	little	1	2	3	4	5	6	7	very much	
	Has direct impact on the subjective well-being of potential users									
	little	1	2	3	4	5	6	7	very much	
Meaningful formulation	Is one in which products, or design in general, might play a role									
	little	1	2	3	4	5	6	7	very much	
	Involves surprising elements or unexpected concerns									
Meaningful formulation	little	1	2	3	4	5	6	7	very much	
	Seldom involves strictly opposing choice alternatives									
	little	1	2	3	4	5	6	7	very much	
Meaningful formulation	Is abstract enough to be inspiring, but also concrete enough to give direction or contextual information									
	little	1	2	3	4	5	6	7	very much	
	little	1	2	3	4	5	6	7	very much	

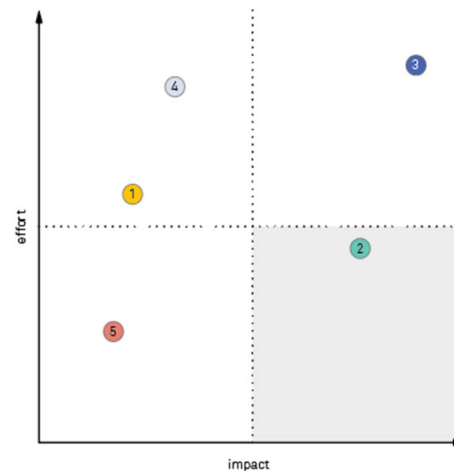
E6: FEASIBILITY OF IDEAS.

The ideas were plotted in a 2x2 matrix to determine its feasibility. With limited time resources available in this project some considerations have to be made. This framework gives insight into which idea can be a potential winner. One that can make the most impact on the well-being of citizens and fits the project-timeframe and the authors' skills to realize the concept.

The figure on the right shows that the story-table lays in the area of high impact – low effort. Based on this framework it allows to conclude that this concept can be realized in the timeframe and fits the design goal. However, it is important that the concept should meet the requirements as stated in chapter 5.

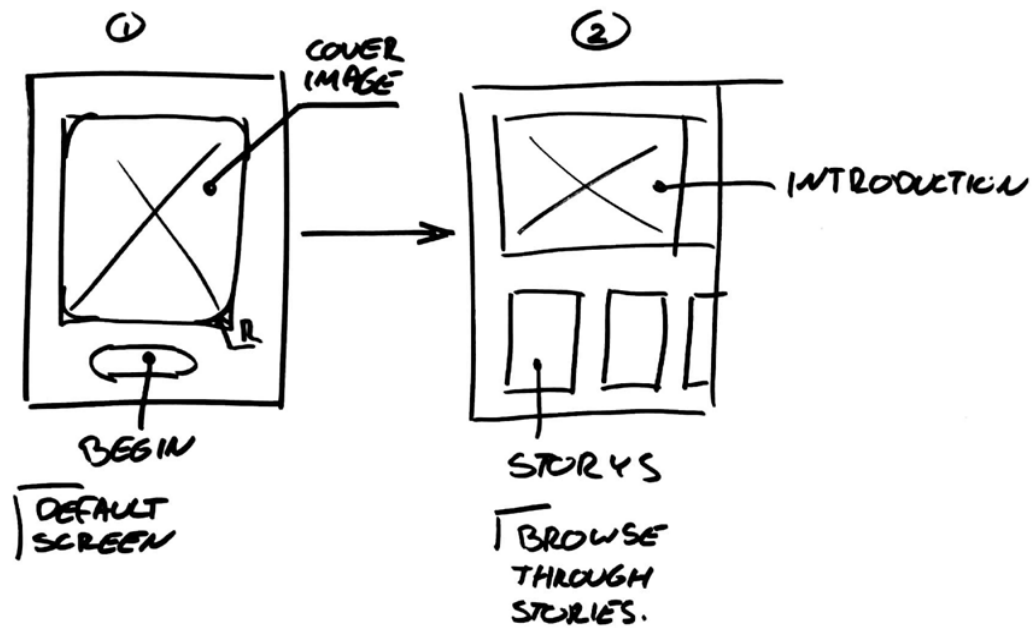
Ideeklassificatie

op basis van positieve impact op het welzijn en de effort die nodig is om het idee te realiseren

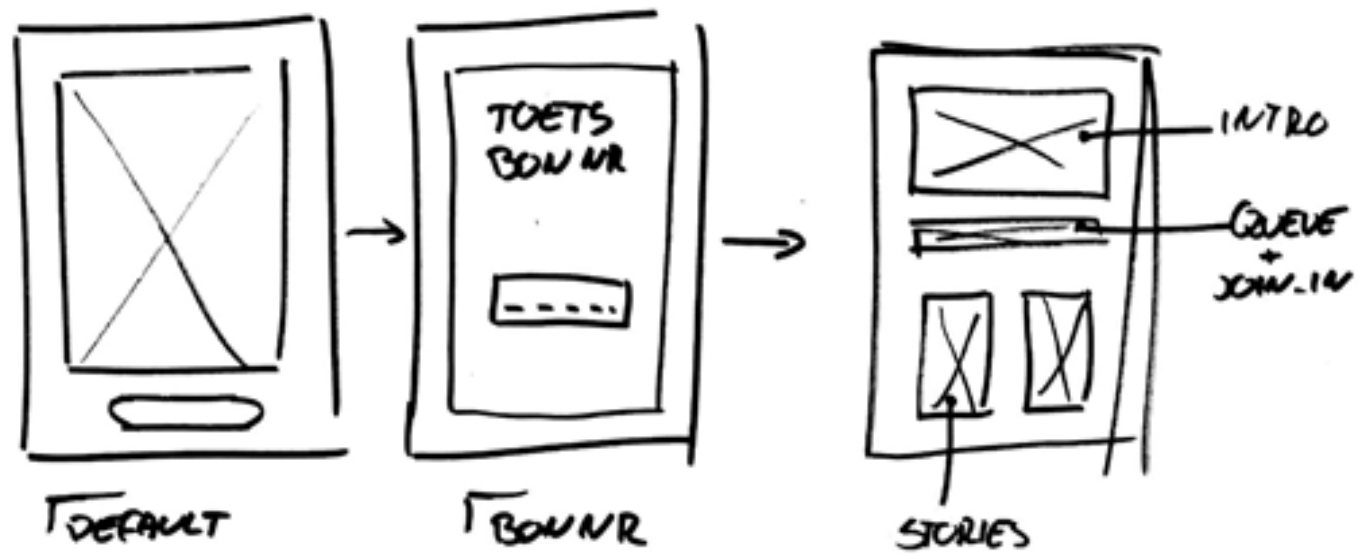


APPENDIX F: WIREFRAMES ITERATIONS

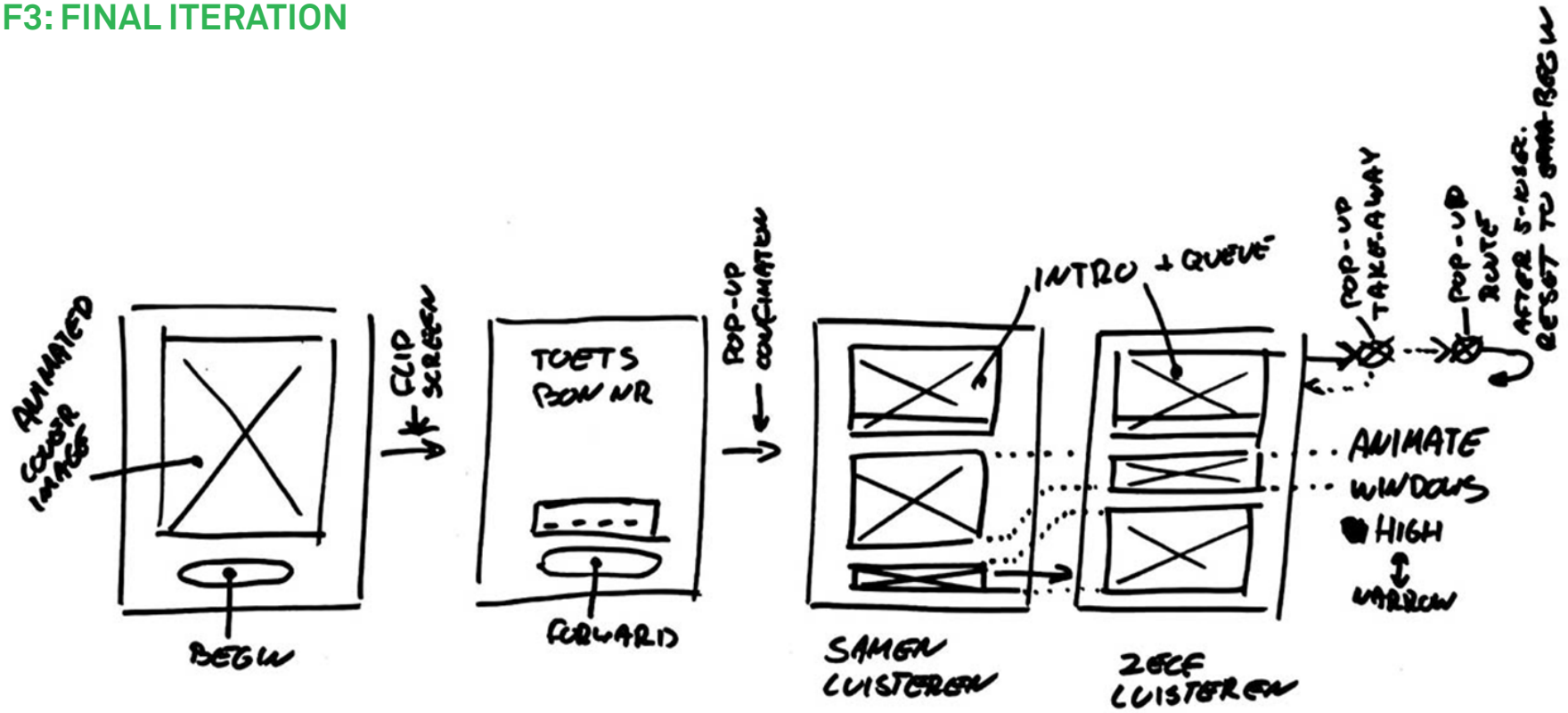
F1: FIRST ITERATION



F2: SECOND ITERATION



F3: FINAL ITERATION





wat fijn dat je
er bent!

2 anderen luisteren nu naar:

de eerste aankomst

ontdekken

15-11-11