

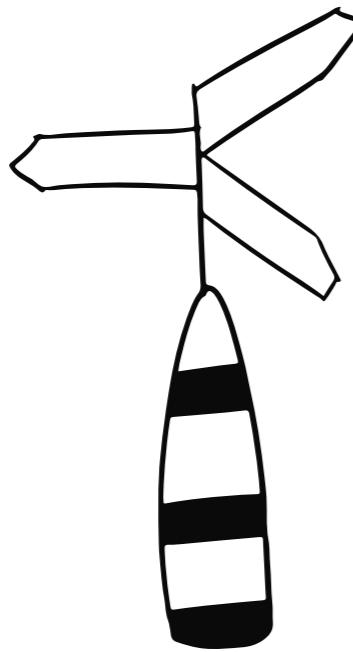


Appendices



Beyond the consumer lifecycle:

A service framework for PostNL to develop personalized value propositions by empathizing with consumer life events



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APPENDIX A

APPROVED PROJECT BRIEF



Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Dr. G. Calabretta

date 12 - 05 - 2020

signature

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 29 EC

Of which, taking the conditional requirements into account, can be part of the exam programme 29 EC

List of electives obtained before the third semester without approval of the BoE

YES all 1st year master courses passed

NO missing 1st year master courses are:

J. J.
de
Bruin

Digitally signed
by J. J. de
Bruin
Date:
2020.05.14
09:42:15
+0200

name J. J. de Bruin, SPA-IO

date 14 - 05 - 2020

signature

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name Monique von Morgen

date 26 - 05 - 2020

signature

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Page 2 of 7

Initials & Name L.N. Deijmann

Student number 4286790

Title of Project Accelerating a user-centered data sharing service for PostNL

Personal Project Brief - IDE Master Graduation

Accelerating a user-centered data sharing service for PostNL

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 08 - 05 - 2020

18 - 11 - 2020

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

POSTNL • This project is in collaboration with PostNL. PostNL is a Dutch mail, parcel and e-commerce corporation with operations in the Netherlands, Germany, Italy, Belgium, and the United Kingdom. Next to regular parcel delivery and mail delivery, they provide several other services to their consumers. One of them is their relocation service, which forwards mail to a consumer's new address after moving house and informs organisations about the movement. The service serves 28.000 customers per year, each paying a fixed price for a certain amount of weeks.

CONTEXT • In a world that is increasingly digital, PostNL and some of its services, like regular physical mail delivery as well as the relocation service, are losing relevance. Furthermore, consumers do not only experience the benefits and convenience of digitization. Next to information overload, privacy issues and (identity) fraud, they experience the inconvenience of increased communication and administration that comes with digital relations. (PostNL, 2017)

iCONNECT • Nevertheless, digitization brings PostNL opportunities to innovate and deliver new value- and revenue streams as well. So to make the relocation service more future proof and valuable, PostNL decided to redesign the service. About two years ago they started developing iConnect, a platform that aims to permanently facilitate the connection between users and organisations. To optimize and implement the service of iConnect, PostNL developed a vision and a roadmap.

However, the department responsible for iConnect struggles with turning their vision into reality. They see that the development goes slowly, not always feels logic and that validation is lacking. One of the things they are questioning is whether the service will provide enough and the right value to their customer and they wonder if moving house is the only "life event" of the customer that iConnect should focus on. Moreover, they see a challenge in how to position and communicate the service in order to be trusted by the consumer in sharing their data.

STAKEHOLDERS • PostNL's Business Development department is the owner of the project. The main stakeholders of the project are PostNL's Business Development (BD) department, the Customer Experience (CX) department, the iConnect team and PostNL's consumer and business partners. The BD department is responsible for the strategy and innovation around iConnect. The CX department consists of service designers that support other departments within PostNL in doing customer research and providing valuable customer services. In addition, there is the IT department responsible for the development and maintenance of the iConnect service.

OPPORTUNITIES & LIMITATIONS • This project brings the opportunity to accelerate the development of a digital service by delivering a validated user-centered vision, in order to preserve PostNL's business and societal relevance. A challenge within this project is how to guide and engage a team that is willing to develop a relevant service, but that did not yet fully adopt a customer-centric mindset. In addition, for me as a designer it could be a challenge to think about the right approach on how to communicate a (re)designed strategy to a department that already developed one as well. Furthermore, because of the C-crisis, a majority of the project is going to be done remotely and digitally. For that time being, no real life experience of the company and its people is possible and no real life face to face interviews or observations are possible. During the research phase as well as the design phase this needs to be taken into account.

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Personal Project Brief - IDE Master Graduation

introduction (continued): space for images

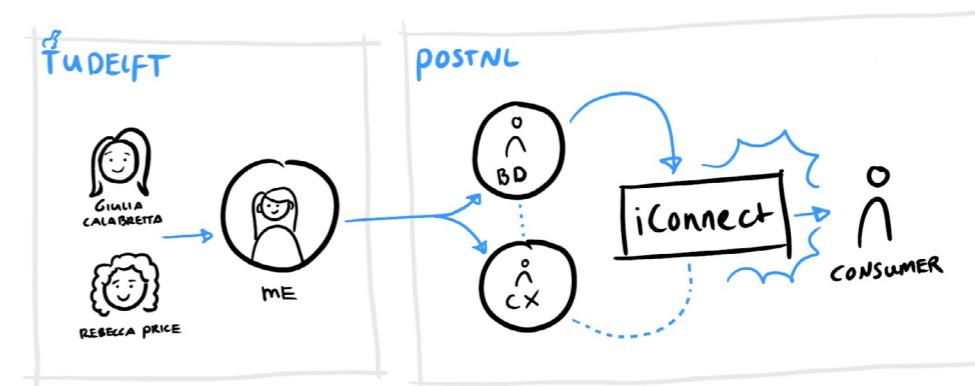


image / figure 1: First sketch of involved stakeholders

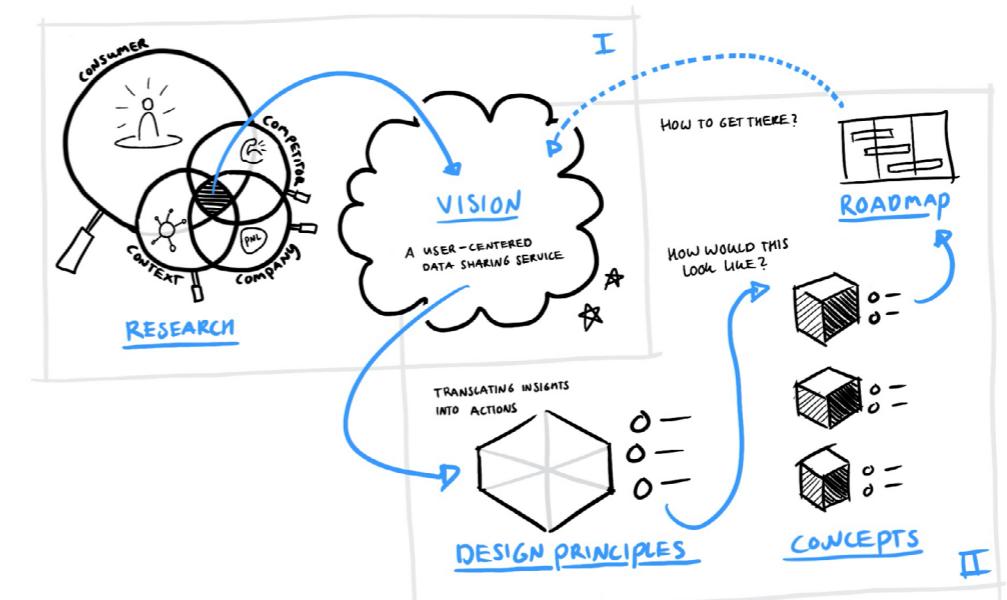


image / figure 2: Structure of the project (see: "Assignment")

Personal Project Brief - IDE Master Graduation

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

PostNL feels the need to have a validated vision for iConnect, in which they can be sure of iConnect providing true value to their consumer. In addition, they would like to have a validation of the service concept of iConnect and a roadmap/plan on how to develop, position and communicate iConnect in order to reach that vision.

Therefore, this project asks for a thorough understanding of the current strategy and context that is operated in, in order to detect why iConnect is struggling and where there are gaps and lie opportunities to design for. By focussing on revising a digital service through a user-centered design approach, a relevant and future proof design for iConnect is expected. With an increasingly digital world with less physical mail, though if not more communication, it is expected that the insights, recommendations and design principles resulting from this project can be used for other digital services, and thus are valuable for PostNL in general.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

By conducting an in-depth analysis of the internal and external context of iConnect and a consumer's needs and values around data sharing, developing a vision with design principles and generating demonstrative concepts, I aim to guide PostNL towards providing a more valuable and sustainable data sharing service.

To achieve this, I will divide the project in two parts (see fig. 2):

First, I will conduct research according to the structure of the 4C-analysis. Through desk research, I will do an external analysis on iConnect's potential competitors and its context by looking into relevant trends and developments within the field of logistics, digital service design and data sharing. I will combine this with an internal company analysis on PostNL and the current iConnect strategy. But mainly, I will focus on an in-depth consumer research, in which I will focus on the behaviour, needs and values of consumers during life events in which they encounter changes of their personal data. Through qualitative, quantitative and literature research I aim to generate user-centered key insights and principles on the topic of digital service design and data sharing. With the insights from the research phase, I will develop a vision on what role iConnect can have in the future as a user-centered data sharing service.

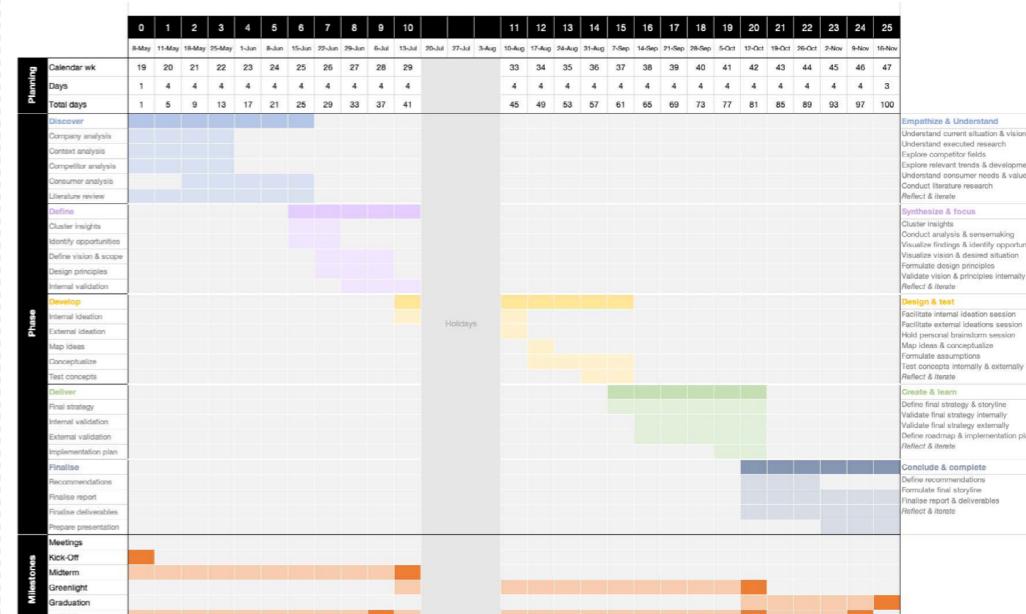
Second, I will develop a framework on how PostNL can (re)design the service and achieve this desired vision. The framework will contain design principles that can be used as a guidance through the design and implementation phase of the service. In addition, I will generate demonstrative concepts/recommendations on the service that I will prototype and test externally with the end-user as well internally with PostNL, to show PostNL how these design principles can be embodied and integrated in the service.

Personal Project Brief - IDE Master Graduation

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 8 - 5 - 2020 18 - 11 - 2020 end date



PLANNING • In the past years as architecture and industrial design student I got to know myself well as a designer and I have become very self-aware of the way I work and perform at my best, while staying happy and healthy. To me this means being able to combine graduating with continuing working on my own company as freelance graphic and service designer for a variety of clients. I concluded that it is beneficial for myself as well as the project to do my graduation on a part time base, in which I will spend 4 days a week on my graduation project and 1 day a week on my company.

So after finishing my last electives in Q3, I will start my graduation in the week of May 4th, with my kick-off on Friday May 8th. This means that with graduating 4 days a week and 3 weeks of summer holidays, I will be graduating in the week of 16 November.

APPROACH • The set-up of the project is based on the classic Double Diamond model and contains the phases of discovering, defining, developing and delivering. An extra phase of finalizing was added to illustrate the phase after my green light meeting. The goals and activities within each phase are based on the approaches of user-centered design, service design and the classic design thinking model.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge about a specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

At the start of my search for finding a graduation opportunity, I decided to look for an in-house project in which there would be a balance between visionary thinking and conceptual design. During my internship at design consultancy Livework studio, I gained a lot of experience with working on different projects for different clients. I really enjoyed the dynamics and variety, but for my graduation I wanted to experience how it is to work more in-depth on a project in a corporate environment of a company with a strong brand equity, like PostNL.

In addition, during my internship I often worked on cases in which it was often discussed that value to the customer could be provided when having access to (their) specific personal data. During these projects I was intrigued by challenges like providing value to all parties without harming someone's privacy rights. These type of issues are very relevant in a world that becomes increasingly digital and the complex ecosystem of logistic services in which PostNL operates makes it even more interesting. In my future work, I would like to work on digital products and have a positive impact at the same time. Therefore, I think I can learn a lot from this project.

Furthermore, throughout my bachelor in Architecture at the faculty of Architecture and my master Strategic Product Design at the faculty of IDE, I developed competences that I now would like to further develop within this project:

- Implement academic skills within a real business environment
- Effectively carry out stakeholders management and alignment within a big corporation
- Gain experience in facilitating (digital) co-creation & creative sessions
- Improve and apply skills in visual thinking in communication to stakeholders
- Furtherly develop skills in rapid prototyping, by applying a build-measure-learn methodology in the developing phase of the project
- Get a better understanding of designing for financial viability

Last, my personal ambition for this project is to be able to look back after finishing the project and to say that I had a positive and healthy learning journey of which both PostNL and myself can be proud.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

APPENDIX B

POSTNL

Doelgroepsegmentatie - Consumenten

Gewenste klantbeleving

The diagram illustrates consumer segmentation based on two dimensions:

- Y-axis (Vertical):** "Behoefte differentiatie" (Need for differentiation) vs "Ik kan het zelf" (I can do it myself).
- X-axis (Horizontal):** "Ondersteun mij" (Support me) vs "Ik sta open voor verandering" (I am open to change).

Segments identified:

- De Voorzichtige:** High differentiation, low self-confidence.
- De Onderbouwde:** Low differentiation, low self-confidence.
- De Nieuwsgierige:** Low differentiation, high self-confidence.
- De Standvastige:** High differentiation, high self-confidence.

Consumer segmentation PostNL (September 2020)

Segment	Aantal	Percentage
de Voorzichtige	11%	11%
de Onderbouwde	31%	31%
de Standvastige	16%	16%
de Voorzichtige	42%	42%

Orange Compass PostNL (November 2020)

APPENDIX C

RELOCATION SERVICE

Current form of the relocation service (November, 2020)

Verhuisservice

Informeer in één keer relevante bedrijven en je post verhuist automatisch mee

Wij zorgen ervoor dat de post voor je oude adres automatisch met je mee verhuist. Ook geven wij gratis je adreswijziging aan veel bedrijven door. Je krijgt vervolgens een handig overzicht van welke bedrijven je hebt geïnformeerd. Zo weet je zeker dat je niets mist. En kan jij je met verhuizen bezighouden.

Vraag de verhuisservice direct aan

Regel direct

Voordelen verhuisservice

- Laat je post automatisch doorsturen naar je nieuwe adres
- Belangrijke bedrijven je adreswijziging sturen
- Eén handig overzicht van de bedrijven die je hebt geïnformeerd
- De zekerheid dat je geen belangrijke informatie mist

Hoe vraag je de verhuisservice aan?

Je kunt de verhuisservice online aanvragen in 5 eenvoudige stappen:

- Ga naar [verhuizen.postnl.nl](#) en vul je gegevens in.
- Selecteer de bedrijven die je wilt informeren.
- Klik op pakket (bedrijven informeren en post doorsturen).
- Betaal makkelijk en direct met iDEAL of creditcard.
- Bekijk je persoonlijke bedrijflijst en vul eventueel extra gevraagde informatie aan.

Als je al een PostNL-account hebt

Log dan zoals bij stap 1 in en al je gegevens zijn dan al voor je ingevuld. Heb je nog geen PostNL-account? Dan is het mogelijk om deze na stap 4 aan te maken. Je kunt daarna de aanvraag voor de verhuisservice volledig afronden. Je krijgt dan toegang tot je persoonlijke bedrijflijspagina.

Wat kost het?

Bedrijven informeren en post doorsturen kan vanaf € 5,90.

Alle tarieven binnen Nederland

Let op: de genaamde bedragen zijn per week. De betaling is eenmalig en voor alle weken van de aangevraagde service.

Bedrijven informeren en post doorsturen	Prijs per week
2 weken	2,95 p/w
5 weken	2,80 p/w
14 weken	2,25 p/w
26 weken	1,70 p/w
52 weken	1,45 p/w

Vraag direct aan

Bedrijven informeren

Kies welke bedrijven je wilt informeren over je verhuizing. Op je persoonlijke overzichtspagina zie je welke bedrijven je hebt geïnformeerd over je verhuizing. Sommige bedrijven hebben extra informatie nodig.

Tip: Vraag de verhuisservice op tijd aan. Bedrijven hebben soms een maand nodig om je nieuwe gegevens te verwerken.

Recent numbers relocation service: Average age of consumers (October, 2020)

Aantal unieke orders (& hoofdaanvragers)	30.220
Aantal mede-aanvragers:	37.727
Gemiddeld aantal personen per order	2,2

Aantal vrouwelijke aanvragers + gemiddelde leeftijd	14.203	51 jaar
Aantal mannelijke aanvragers + gemiddelde leeftijd	16.016	52 jaar
Aantal vrouwelijke medeaanvragers + gemiddelde leeftijd	20.424	35 jaar
Aantal mannelijke medeaanvragers + gemiddelde leeftijd	17.303	29 jaar

Current access to relocation service via website

APPENDIX D

TYPES OF LIFE EVENTS

Moved to a different place	Reduction in hours of employment or giving up employment (at own will)
Marriage	Significant success at work or personal life
Birth or adoption of a child	Change jobs, same or different type
Divorce or separation	Major improvement in financial status
Last child moved out of household	Financial status a lot worse than usual
Death of spouse	Family member's health a lot worse
Death of a parent or close family member	More responsibility for aged relative?
Birth of first grandchild	Gained a lot of weight
Major conflict with family member	Chronic illness or condition diagnosed
Started diet/weight control or exercise programme	Serious injury, illness or major surgery
Retirement (at own will)	Community crisis or disaster (hurricane, crime, fire, flood, earthquake, etc)
Lost job/business or forced to retire	Death or loss of a pet (dog or cat)
Started work for the first time or after not working for a long time	Stopped smoking



List obtained from:

Mathur, A., Moschis, G. P., & Lee, E. (2003). Life events and brand preference changes. *Journal of Consumer Behaviour: An international research review*, 3(2), 129-141.

APPENDIX E

SWOT-ANALYSIS

Strengths

Known for reliable and responsible service
Strong brand awareness
Strong roots in Dutch postal sector (before a governmental organization)

Their assets regarding their infrastructure, their data and their technological capabilities, including their channels and systems to deliver their logistic services

Online, they maintain 5,8 million unique accounts and have over 200 000 businesses that make use of their business porta

Access to the front door of nearly 8 million Dutch households every day

Offers many other services in marketing solutions, food logistics, data solutions and health logistics

Vital role in our society in keeping important infrastructure up and running

Weaknesses

Large scale organizational complexity
Never have been purely commercial enterprises as they started from governmental and societal interest

Fixed-cost nature of the business and their national service obligation make it difficult for these incumbents to restore profitability by cutting costs

Highly complex and competitive environment

Lack of "digital DNA"

Preserve trust position

Reinventing their core business

Opportunities

Build strong relationships with consumers
Connect emotionally with consumers
Take an holistic perspective
Gain deep consumer insights
Use data in a transparent and enabling way



Opportunity gap

Understand and engage with consumer life events

Benefits

Spot market gaps and opportunities to innovate
Sensitize consumer data
Become consumers' partner in life

Threats

Digitization & digital transformation
General Data Protection Regulation (GDPR)
Less face to face interaction with consumers
Rapidly changing consumer needs and expectations
Keeping up with technological developments
Differentiating their values from competitors, deliver more than the value of convenience and flexibility

CONSUMER LIFE EVENTS INTERVIEW GUIDES

PostNL iConnect onderzoeks vragen

Doeel van het onderzoek is = verkennen behoeftes rondom life events

- In kaart brengen de context, pijnpunten, behoeftes en waardes van de consument rondom life events
- Begrip krijgen en empathie ontwikkelen voor de context, pijnpunten, behoeftes en waardes van de consument rondom life events

Onderzoeks vragen en subvragen

- Wat doen, voelen en zeggen consumenten voor, tijdens en na een life event?
- Wat zijn behoeftes, waardes en pijnpunten van consumenten voor, tijdens en na een life event?
- In hoeverre vindt er een verandering plaats in het (alledaagse) gedrag en behoeftes van consumenten na het doormaken van een life event? (Effect/invloed life event)
- In hoeverre is er onderscheid te maken in het gedrag en behoeftes rondom life events tussen verschillende consumenten? (Segmentatie consumentengedrag)
- In hoeverre is er onderscheid te maken in het gedrag en behoeftes van consumenten tussen verschillende life events? (Segmentatie life events)
 - Op welke manier relateert het life event verhuizen tot de andere life events?

PostNL iConnect sampling

Algemene mix

- Leeftijd, geslacht, opleidingsniveau, plaats

Mix van life events past 12 months

- Huwelijk / scheiding
- Geboorte / adoptie kind
- Laatste kind is uit huis gegaan
- Overlijden van een naaste (partner, ouder, broer/zus)
- (Geslaagd) / Nieuwe baan
- Ontslag / Met pensioen gegaan
- Verhuisd / Samenwonen / Huis gekocht
 - Open veld toevoegen: waarom ben je verhuisd?

Mix overig

- Afgelopen 12 maanden gegevens veranderd, zo ja welke gegevens?
 - Naam / Woonadres / Woonplaats / E-mail adres / Telefoonnummer / Werkgever / Status / Geslacht
- Vragen over PostNL:
 - Heeft u een persoonlijk account bij PostNL?
 - Heeft u wel eens gebruik gemaakt van de verhuiservice van PostNL?

PostNL iConnect interview guide

Totale tijd: 60 minuten

Doeel = verkenning behoeftes life events:

1. In kaart brengen de context, pijnpunten, behoeftes en waardes van de consument rondom life events
2. Begrip krijgen en empathie ontwikkelen voor de context, pijnpunten, behoeftes en waardes van de consument rondom life events
3. In kaart brengen van veel voorkomende thema's binnen de context van life events

Overzicht interview

DEEL I 5-10 min

Introductie 2 min

- Ten eerste, welkom en dankjewel dat je mee wilt werken!
- Ik zal me even voorstellen: Ik ben Lilly en ik ben student aan de TU Delft en voor mijn afstuderen doe ik onderzoek naar hoe PostNL hun consument beter kan begrijpen en ondersteunen. We zijn daarbij in het specifiek geïnteresseerd in hoe PostNL van dienst kan zijn bij belangrijke gebeurtenissen in het leven van mensen.
- Het duurt ongeveer 60 minuten
- Het kan zijn dat er iemand meekijkt - Zij zullen niet storen, maar wellicht wordt er later nagegaan of zij andere vragen hebben.
- De sessie wordt opgenomen - Maar de opname wordt niet verspreid en alleen voor onderzoeksdoeleinden gebruikt.
- Ik begrijp dat het vertellen over [gebeurtenis] heel persoonlijk kan zijn. Ik wil graag nog eens benadrukken dat ik hier vooral ben om naar jouw verhaal te luisteren. Er zijn geen goede of foute antwoorden, alleen jouw ervaring telt.

Huidige situatie 5 min

- Als het goed is heb je ook wat voorbereiding gedaan, daar ben ik heel benieuwd naar.
- Misschien kunnen we aan de hand van de eerste opdracht gewoon beginnen met een korte algemene introductie: Wie ben je? Naam, leeftijd, woonplaats, werk?
- Hoe ziet je thuissituatie eruit? Welke rol heb jij binnen je huishouden? Wie doet bijvoorbeeld de administratie/financiën?

DEEL II 30 min

Recente gebeurtenis - context 15 min

"Laten we het hebben over de recente gebeurtenis uit jouw leven..."

- Je hebt aangegeven dat je in de afgelopen 12 maanden... [life event].
- Kun je mij wat meer vertellen over deze gebeurtenis?
 - Wat, wanneer, waarom en hoe?

- Welke veranderingen gingen gepaard met deze levensgebeurtenis?
- Bij verhuizen specifiek: reden van verhuizing? Achterliggende gebeurtenis?

Stimulus - "Als het goed is heb je daar ook een **opdracht over ingevuld - zullen we die erbij halen?"**

- In de opdracht werd gevraagd om terug te denken aan bepaalde stappen die je hebt doorlopen voor en na de gebeurtenis - Kun je me daar meer over vertellen?
 - Hoe deed je dat? Waarom deed je dat? Hoe heb je dit ervaren?
 - Waarom deze volgorde? Hoe heb je dat bepaald?
 - Wat vond je het vervelendste wat er moest gebeuren? Waarom?
 - Wat heeft jou toen geholpen? Wat had jou kunnen helpen?
 - Wat vond je oké om te doen/minst vervelend wat er moest gebeuren? Waarom?

Recente gebeurtenis - thema's 15 min

Omgaan met verandering

Oefening reflectie - "Sommige levensgebeurtenissen gaan gepaard met veel veranderingen. Mensen kunnen daar nogal verschillend mee omgaan... Ik ben wel benieuwd naar hoe anderen jou daarin zien."

- Kan je iemand in gedachten nemen die jou heel goed kent. Ok, wie?
- Stel dat diegene jou moest omschrijven als het ging om veranderingen (indien van toepassing mbt de recente levensgebeurtenis), wat zou die dan vertellen?
 - Hoe ben je er toen mee omgaan? Hoe keek jij er tegen aan? Waarom?
 - Hoe kijk jij aan tegen veranderingen in het leven in het algemeen? Hoe ga je daarmee om? Waarom vind je dat?
 - Ben je het eens met het beeld wat die van ander van jou zou schetsen? Waarom?
 - Wat doe je om het makkelijker voor jezelf te maken? (Eventueel proberen: hulp van familie en vrienden; hulp inzetten van (betaalde) diensten; bespreken met familie/vrienden; bespreken op werk?)

Stimulus - "Als het goed is heb je daar ook een **opdracht over ingevuld - zullen we die erbij halen?"**

- In de opdracht werd gevraagd om terug te denken aan andere gebeurtenissen in je leven en bij welke weinig of juist veel veranderde voor jou?
- Kun je me daar wat meer over vertellen? Hoe heb je dat ervaren?
- Hebben [bepaalde life events] bijvoorbeeld invloed gehad op jouw alledaagse behoeftes of hoe je tegen bepaalde dingen aankijkt?

Omgaan met verplichtingen

Oefening persona's - "Bij sommige levensgebeurtenissen komt er veel bij kijken: belangrijke informatie of gegevens - zoals wachtwoorden - bijhouden, het doorgeven van gewijzigde gegevens, een financieel plan maken... Mensen kunnen daar nogal verschillend mee omgaan... Laten we ons eens wat uiterste 'typen' voorstellen van hoe iemand kan omgaan met zulke verplichtingen. Het mogen fictieve typen, niet per se iemand die je kent..."

- Hoe ziet het type persoon aan de ene kant van het spectrum eruit? (eventueel proberen: orde houden versus relaxed/"go with the flow"; belangrijk vinden versus niet belangrijk vinden)
- Wat voor iemand, persoonlijkheid, gedrag, kledingstijl, bezigheden?
- Hoe is het om een praatje met diegene te maken?

→ Herhaal oefening voor de andere kant van het spectrum. (En eventueel een 3e type.)

- Wat voor verschillende typen omgang zie jij om je heen? Hoe is dat voor jou?
- Met wie van deze typen kan jij het het beste vinden?
- Als we een lijn trekken tussen deze typen, waar sta jij dan?

Stimulus - "Als het goed is heb je daar ook een **opdracht over ingevuld - zullen we die erbij halen?"**

- Hoe ging jij tijdens [gebeurtenis] om met het bijhouden van persoonlijke informatie, zoals contactgegevens van anderen of het bewaren van je wachtwoorden?
 - Waarom? Hoe kwam dat? Hoe heb je dat ervaren? Wat vind je daarvan?
- Hoe doe je dat in het algemeen/dagelijks leven? Waarom zo?
 - Hoe kijk je er over het algemeen tegen aan? (Leuk/niet leuk? Makkelijk/moeilijk?)
- Wat betreft het bijhouden van je financiën en administratie: hoe doe je dat?
 - Verschilt met het bijhouden van wachtwoorden en/of contactgegevens?
 - Waarom? Hoe kwam dat? Hoe heb je dat ervaren? Wat vind je daarvan?
- Vind je het één belangrijker dan het ander? Waarom?
- Wat doe je om het makkelijker voor jezelf te maken? (Eventueel proberen: hulp van familie en vrienden, hulp inzetten van (betaalde) diensten of tools) → Door naar volgende thema

Online - gebruik diensten & delen van informatie

"We hadden het net al een beetje over alles wat bepaalde levensgebeurtenissen komt kijken. Online is er heel veel informatie te vinden en zijn er veel bedrijven en diensten die hulp willen aanbieden. Zou je me meer kunnen vertellen over..."

- Of er bepaalde diensten zijn die jou tijdens [gebeurtenis] hebben ondersteund of geholpen?
 - Welke waren dat? Hoe heb je dat ervaren? Hoe kwam dat? Wat vind je daarvan?
- Of er **digitale** diensten zijn die jou tijdens [gebeurtenis] hebben ondersteund of geholpen?
 - Welke waren dat? Hoe heb je dat ervaren? Hoe kwam dat? Wat vind je daarvan?
 - Wat vind je belangrijk bij een digitale diensten? Waar let je op?

Stimulus - "Als het goed is heb je daar ook een **opdracht over ingevuld - zullen we die erbij halen?"**

- Hoe kijk je over het algemeen aan tegen de "online" wereld? Doe je veel online?
 - Wat waarom? Hoe komt dat? Hoe ervaar je dat? Wat vind je daarvan?
- Zijn er bepaalde diensten/handigheidjes of apps/websites die jou ondersteunen in je dagelijkse leven? (eventueel proberen: social media, google, websites)
 - Welke zijn dat? Hoe ervaar je die? Hoe komt dat? Wat vind je daarvan?
- Wat vind je belangrijk bij het doen van online activiteiten?
 - Wat vind je ervan dat andere je informatie moet delen met andere partijen?

Oefening - "Ook wat betreft het onderwerp over 'het online delen van informatie' kunnen mensen heel verschillend erin staan..."

- Wat voor verschillende typen omgang zie jij om je heen? Hoe is dat voor jou?
- Hoe sta je tegenover informatie delen op internet? Hoe ga je er normaal gesproken mee om?
 - Ben je veel bezig met bijvoorbeeld betrouwbaarheid of je privacy? Waarom wel/niet?
 - Lees je altijd de voorwaarden als je een login oefent aanmaakt?

- Wat zijn voor jou de nadelen van informatie delen? En wat de voordelen? Waarom zou je het wel doen en waarom niet?
- Kan je een voorbeeld geven van plekken op internet waar je veel informatie hebt gegeven?
- Hoe kwam dat zo? Wat waren je verwachtingen? Wat was er uniek aan die situatie?

Terugkoppeling life event - "Als we nog even terugkijken naar jouw meest recente levensgebeurtenis..."

- Heb je dan het idee dat je anders tegen dit onderwerp bent aankijken na je ervaring/[levensgebeurtenis]?

Reflectie & Toekomst 15 min

"We hebben het gehad over [gebeurtenis] en over een aantal thema's, zoals het omgaan met veranderingen en verplichtingen, het gebruik maken van online diensten en het online delen van informatie.

Terugkoppeling life event - "Als we nog even terugkijken naar jouw meest recente levensgebeurtenis..."

- Heb je dan het idee dat je anders tegen bepaalde dingen aan bent gaan kijken na je ervaring/[levensgebeurtenis]?
 - (Eventueel vragen naar: gebruik van (sociale) contacten, bijhouden van verplichtingen, het nut van (online) diensten)
 - Had je dingen graag anders gezien/anders gedaan?
 - Heb je keuzes toen gemaakt die later nog negatieve invloed hebben gehad op je leven? Dingen vergeten, over het hoofd gezien?
 - Zou je nu dingen anders aanpakken? Voor/na?
 - Dingen die je nu ziet die je belangrijk vindt, die je later over het hoofd hebt gezien?

Toekomst - "Nu ben ik ook heel erg benieuwd naar hoe jij kijkt naar toekomstige gebeurtenissen in je leven en hoe je van plan bent daar mee om te gaan..."

- Ligt er bijvoorbeeld een bepaalde gebeurtenis in het verschiet? Welke gebeurtenis zal waarschijnlijk binnenkort plaatsvinden?
 - Hoe zou je dit nu aanpakken?
 - Welke stappen zou je van te voren ondernemen (ter voorbereiding) of wat zou je nu anders doen? Waarom?
 - Welke stappen zou je achteraf te voren ondernemen (ter afsluiting) of wat zou je nu anders doen? Waarom?

Oefening - "Stel nou jij mocht een assistent inzetten die jou zou willen ondersteunen tijdens [volgende gebeurtenis]?"

- Waar zou deze assistent aan moeten voldoen?
- Wat zouden zijn of haar taken moet zijn? Waarom?
 - Hoe heb je het liefst dat ze die taken volbrengt? Welke waarden zijn daarbij belangrijk?
- Welke soort persoonlijkheidseigenschappen zou deze assistent moeten hebben? Kan je er drie noemen? (Eventueel proberen: lief, kritisch, betrouwbaar...)
- Wat blijf je liever zelf doen? Waarom?

Specifiek over PostNL 5 min

"We hebben in ons gesprek vooral gefocust op je levensgebeurtenis en jouw ervaring daarmee. Zoals je weet is dit onderzoek vanuit PostNL georganiseerd - Daarom ben ik tot slot nog erg benieuwd naar..."

- Of je vaak met PostNL in aanraking komt?
 - Hoe zie jij PostNL? Wat voor bedrijf/merk is het?
 - Hoe zie jij PostNL in vergelijking met andere postbedrijven (DHL)?
- Heb je een account bij PostNL?
 - Wel eens van gehoord?
 - Waarom? Doe je er veel mee? Wat vind je ervan?
- Heb je wel eens gebruik gemaakt van de verhuisservice bij PostNL?
 - Wel eens van gehoord?
 - Wat zijn je ervaringen? Wat vind je ervan?

Part 4: Afronding 3 min

"We hebben enorm veel besproken en ik heb veel geleerd...."

- **Oefening:** Stel je komt thuis, en ja, je mag er niets over vertellen dit gesprek, maar als je het dan stiekem toch zou doen, wat vertel je dan?
- Wat viel jou op aan dit gesprek? Had je nog nieuwe inzichten?
- Als je ons nog een advies zou mogen geven, wat zou je ze dan voor advies geven?
- Hebben we nog wat gemist? Heb je zelf nog vragen?
- Dankjewel!

APPENDIX G

PREPARATION BOOKLETS

Hallo, leuk dat je mee wilt doen!

Introductie
Mijn naam is Lily en voor PostNL doe ik onderzoek naar hoe zij hun consumenten beter kunnen begrijpen. Dit met als doel om diensten te kunnen blijven aanbieden waarin PostNL zijn consument zo goed mogelijk kan ondersteunen.

Doel van het interview
Wij zouden beter willen begrijpen hoe mensen zich verhouden tot belangrijke gebeurtenissen in hun leven en de mogelijk veranderingen die daar mee gepaard gaan. Tijdens het interview zullen we in gesprek gaan en hoop ik meer te leren van jouw ervaringen. Het is een verkennend onderzoek waar we de breedte in kunnen gaan om samen te ontdekken wat nu eigenlijk belangrijk is. Zo ben ik onder andere benieuwd naar jouw ervaringen met het regelen van persoonlijke zaken tijdens deze veranderingen.

Dit boekje helpt je voor te bereiden op het interview
Om je alvast een beetje voor te bereiden op het interview, willen we je vragen om ongeveer 30 minuten vrij te maken om de opdrachten in dit boekje in te vullen. Het zijn opdrachten die je uitnodigen vooruitlopend op het gesprek het onderwerp op je in te laten werken.

Lees de vragen rustig door en vul ze in. Je hoeft niet alle opdrachten in een keer te doen, het is juist goed als je hiervoor de tijd neemt. Je kunt het niet goed of fout doen, het gaat pur en alleen om jouw ervaring. Tijdens het interview zullen we dit gebruiken.

Wat je kan verwachten bij het interview
Happylabs heeft voor jou een interview ingepland. Het interview duurt ongeveer een uur. De informatie die we verzamelen wordt alleen gebruikt voor dit onderzoek en alle informatie die je met ons deelt wordt vertrouwelijk behandeld.

Graag zien we je met de ingevulde opdrachten tijdens het interview. Voor eventuele vragen kan je ons gerust even bellen of mailen.

Ik kijk er naar uit!

Over jou

Vertel iets over jezelf

Mijn naam is _____

Mijn thuissituatie zit er ongeveer zo uit: (teken je thuissituatie)

Mijn leeftijd is _____

Ik werk als / hoe ik mijn tijd besteed is _____

Belangrijk in mijn leven is _____

Inzoomen op een belangrijke gebeurtenis

Graag zouden we willen leren over belangrijke gebeurtenissen in jouw leven. In het specifiek over een gebeurtenis die heeft plaatsgevonden in de afgelopen 12 maanden. Bij deze opdracht willen we je vragen om proberen te beschrijven hoe het proces rondom deze gebeurtenis eruit heeft gegrepen voor jou.

1. Denk terug aan een betekenisvolle gebeurtenis in jouw leven die in de afgelopen 12 maanden heeft plaatsgevonden
(bijvoorbeeld: getrouwed, gescheiden, geborte/adopte kind, laatste kind uit huisgaan, overlijden naaste (partner, ouder, broer/zus), nieuwe baan, ontslag, met pensioen gaan, verhuisd / samenwonen / huis gekocht, iets anders...)

2. Schrijf of teken deze gebeurtenis in het midden van de onderstaande tijdslijn

3. Beschrijf op de tijdslijn door welke stappen en/of fases je bent gegaan aan de hand van de volgende vragen:

3.1 Indien van toepassing: Welke stappen ondernam je vóór dat de gebeurtenis plaatsvond? (bijvoorbeeld: babykamer in orde maken)

3.2 Indien van toepassing: Welke stappen ondernam je ná dat de gebeurtenis had plaatsgevonden? (bijvoorbeeld: kraamvisite)

4. Teken per stap een emoticon die laat zien hoe je je bij die stap voelde
Geef aan op de tijdslijn welke dingen jij als positief ervaarde. Je kunt hiervoor een smiley gebruiken.

5. Teken per stap een emoticon die laat zien hoe je je bij die stap voelde
Geef aan op de tijdslijn welke dingen jij als negatief ervaarde. Je kunt hiervoor een frowney gebruiken.

Andere gebeurtenissen in jouw leven

Graag zouden we willen leren over welke belangrijke gebeurtenissen er nog meer in jouw leven hebben plaatsgevonden (ook langer dan 12 maanden geleden). Ook zouden we graag meer leren over de veranderingen die gepaard gingen met deze gebeurtenissen. Bij deze opdracht willen we vragen om te proberen deze gebeurtenissen in kaart te brengen.

1. Denk terug aan andere betekenisvolle gebeurtenissen in jouw leven die ook langer dan 12 maanden geleden hebben plaatsgevonden,
(bijvoorbeeld: getrouwed, gescheiden, geborte/adopte kind, laatste kind uit huisgaan, overlijden naaste (partner, ouder, broer/zus), nieuwe baan, ontslag, met pensioen gaan, verhuisd / samenwonen / huis gekocht, iets anders...)

2. Schrijf of teken deze gebeurtenissen in de onderstaande mindmap

Het regelen van jouw persoonlijke zaken

Bij sommige gebeurtenissen kunnen er veel veranderingen plaatsvinden waarbij veel komt kijken, zoals het regelen van persoonlijke zaken. Daarom zouden we tot slot graag leren over jouw ervaringen en kijken op het bijhouden en regelen van persoonlijke zaken in het algemeen. Bij deze opdracht willen we je vragen per onderwerp een mindmap te maken.

Het bijhouden van persoonlijke informatie (zoals contactgegevens, wachtwoorden etc.)

vind ik...
doe ik...

Handige apps/websites/programma's die mij helpen zijn...

iets digitaal/online doen vind ik...

Het bijhouden van zaken zoals financiën en administratie

vind ik...
doe ik...

APPENDIX H

INSIGHTS CONSUMER LIFE EVENTS

During the sensemaking phase, different insights emerged around the previously mentioned research questions. The following section describes the insights structured by key finding, supported and illustrated by key quotes from the interviews. After each key finding, the relevance of the insights to PostNL is described in the form of a take-away.

OVERVIEW INSIGHTS

1. No life event is the same

- 1.1 - There are different types
- 1.2 - Different ways to characterize a life event
 - 1.2.1 - The degree of expectation
 - 1.2.2 - The degree of influence/autonomy
- 1.2.3 - The degree of impact
- 1.3 - Plotting a consumer life journey
 - 1.3.1 - The sequence of life events
 - 1.3.2 - The frequency of life events

2. The life event journey

- 2.1 - Everyday life versus life event
- 2.2 - Going through different stages
 - 2.2.1 - Dream
 - 2.2.2 - Prepare
 - 2.2.3 - Arrange
 - 2.2.4 - Experience
 - 2.2.5 - Complete
 - 2.2.6 - Reflect
 - 2.2.7 - Learn
- 2.3 - Emotional states can strongly differ

3. A continuous process of decision making

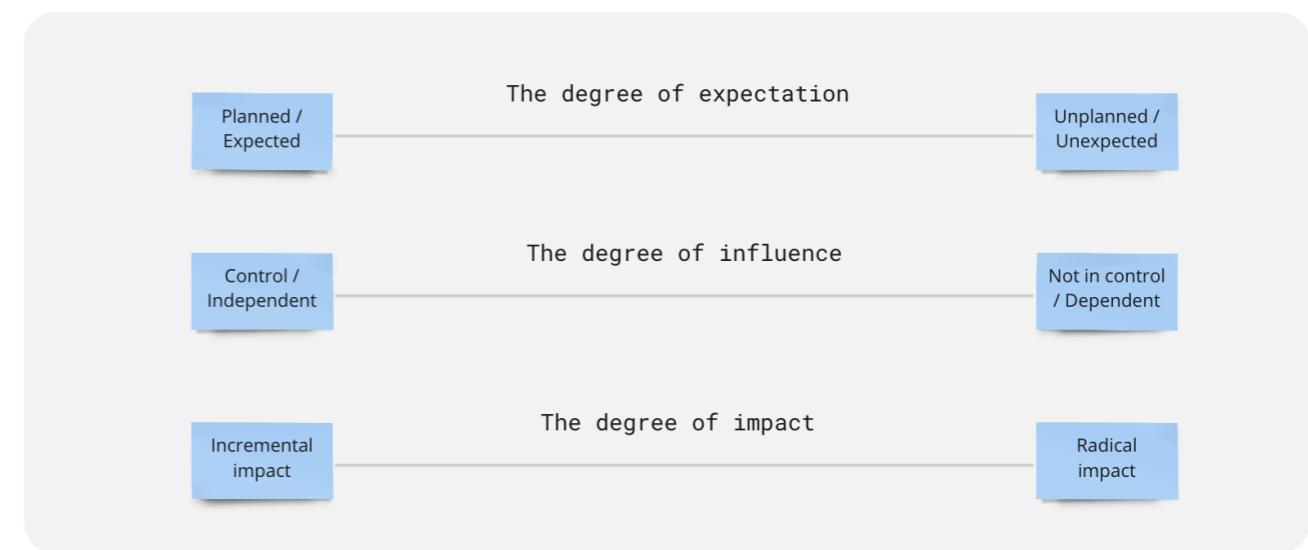
- 3.1 - A continuous process of decision making
- 3.2 - Top-of-mind

4. I can do it myself

- 4.1 - Everyone has their own system
- 4.2 - Everyone thinks their system is good
- 4.3 - Everyone is influenced by everyone
- 4.4 - I can do it myself
- 4.5 - Inner conflict

5 - Reliable and trustworthy

Figure 1 - Different degrees to understand the character of a life event



1.1 - Literature

1.1 - Literature has shown that there are many different types of life events (source FIXME). These types of life events can be distinguished into different categories. For example, life events like the start of a new job or retirement can be categorized as career-related and events like marriage or the loss of a family member as social related. These ways of characterizing can tell us roughly which steps consumers are taking and what kind of pain points they encounter during a specific type of life event.

1.2 - However, from the exploratory research it appeared that a life event can also be characterized by looking at other aspects. For example, two consumers can both be moving house, but the context of their life events and the way they experience it can be totally the opposite. From the interviews, three different degrees emerged that can be used to understand the character of a particular life event (figure 1):

1.2.1 - The degree of expectation

From the participants that were interviewed, several experienced life events that were expected. They either planned the happening of the life event themselves or they were able to predict the happening of the life event in advance. In one way or another, they were able to mentally and practically prepare for the life event to come. However, several experienced life events that were unexpected. They did not plan the life event to happen or happen at that specific moment in their life.

"With the [unexpected] birth of our child a lot had to be arranged ... and of course there was also a lot of stress involved." (p8)

One participant even planned a life event to happen but had to delay the event unexpectedly. Those who did not see it coming in advance and therefore, were not able to mentally and practically prepare for the event, causing a totally different experience of the life event compared to those who did see it coming.

"Afterwards it is easy to say that we could have done it differently. But you also do what you think is best or possible at that moment. Looking back now I am glad that we did it that way." (p7)

Another way to describe this is by determining whether and to which degree the life event is pushed to or pulled by the consumer himself. Taking into account the degree of expectation can be relevant to understand the emotional state of the consumer and the timespan he or she has to deal with.

1.2.2 - The degree of autonomy

Apart from a life event being expected or planned, the experience of the life event can also be affected by the level of autonomy one experiences during the specific life event. There were participants who experienced a high level of autonomy during a life event, which translates to the participant being able to make decisions and have an influence on the course of the life event, as well as acting independently from other parties or factors.

"Because we had so much time... I had also had the time to get used to the idea... And I think that is why in the end it felt not super scary because everything went so smoothly." (p4)

In contrast, there were also participants who experienced low levels of autonomy during the life event. Those were depending on others and were not having the ability to decide when, how and in what way the event took place or ended, causing feelings of uncertainty and stress.

"I missed a lot of security. I had the job offer, but no contract. Only weeks later I received my contract, meanwhile the only thing I could do was waiting." (p3)

The difference between the degree of autonomy and the degree of expectation can be fuzzy and there is a high probability that those two are often related to each other. Nevertheless, it can be relevant to make a distinction between these two in order to understand whether a

consumer is able to make decisions for himself, or that some aspects of the life event are out of his control.

1.2.3 - The degree of impact

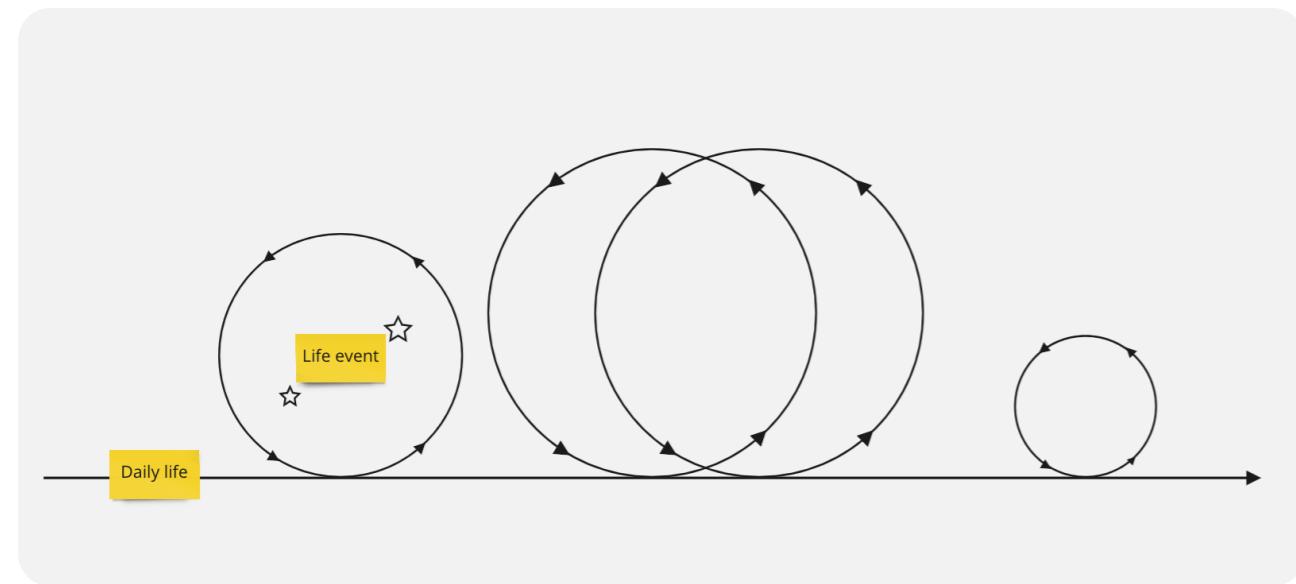
In addition, the impact and the effect the life event has on the life of a consumer can also be characterizing for the event. When one compares their life before and after the experience of the event and almost nothing changed, it is likely that the life event had incremental impact. When observing everyday life before and after the event and one sees a major change in behaviour, needs or values, it probably means the life event had radical impact. There is a high probability that the degree of impact is closely related to a specific type of life events. Especially if it is a life event that causes a role transition for the consumer, like becoming a parent or leaving the parental home (source FIXME). But the interviews showed us that non-transition events can also have a major impact. Therefore, it can be relevant to take into account the impact a specific life event has on the consumer since it can tell us more about the meaning and emotional state of the consumer.

"Moving in together went quite naturally because we knew each other well enough. And because it went smoothly, it didn't feel like a big step." (p5)

"As soon as something goes wrong that feeling comes back... that you get a bit of stress or a depressed feeling... the memory of what you have been through." (p6)

"Changing jobs resulted in working closer to home, having more time for my children, picking them up from school more easily, working at home more easily... So those are positive things." (p3)

Figure 2 - Example visual of a consumer life journey



1.3 - The previously described degrees that could be used to understand the character of a single life event. From the interviews, it became clear that the experience of a single life event is also strongly depending on its broader context. Life events are often related to each other and can take place in rapid succession. Understanding this can say a lot about a consumer's behaviour and needs during the experience of a specific life event. To get an impression of the sequence and frequency of the life events in the life of a consumer, life events can be plotted over time into a consumer life journey (figure 2).

1.3.1 - The sequence of life events - The sequence of certain life events and the effect it has on the experience of a specific life event can take various forms. Though this effect mainly becomes clear when looking at moving house life events. Several interviewees recently moved house, varying from moving to a house in the same city or moving to a different part of the country. Nevertheless, looking at the life event that happened before the moving house event can tell us a lot about the moving house experience.

For example, having a baby on the way unexpectedly caused a participant to move to a bigger house right after the child was born. This had an effect on the moving house experience, since he was able to compare both events and put them both in perspective.

"Moving in together took place after our son was born... and that was actually the least work. If I compare it to the birth of my son... there is really much more to it than moving house." (p8)

Another participant decided to continue her education by starting a new study in a new city. Making this decision

caused her to leave her hometown, start a new chapter in her life, turning her moving house event into an emotional and memorable experience.

"It is quite strange, because by making the decision of starting a new study... you automatically make the very big decision to move to another city." (p1)

1.3.2 - The frequency of life events - Not only the sequence of certain life events can have an effect on the experience of a specific life event, but also the number and rate in which those life events happen can influence the experience of specific life event. For example, a participant experienced a high frequency of life events, all happening quickly after each other, causing strong feelings of stress and anxiety during each life event. Whereas the frequency would have been less high, she might have had to deal with less intensified feelings.

"I was looking for a new job during the renovation. For the renovation, I had to move out for a couple of months. When that was done, me and my partner broke up... Everything came at once. I often asked myself why this is all happening because I didn't plan it this way." (p6)

TAKE-AWAY - Overall, there can be a lot involved in life events and the experience of a life event depends on many factors. Letting go of the perception of having to categorize a life event according to its type is important to truly understand the life event experience a consumer is going through. Embracing the fact that one should take into account the characteristics and the broader context of the life event can help with that. It tells us a lot about the consumer needs, values and behaviour around this particular life event and opens up opportunities to be of

value for the consumer. Making it concrete, by plotting context of the life event onto a consumer life journey can help the process of understanding and communicating.

2. Going through different stages

2.0 - Despite the previously mentioned differences, the exploratory research showed that there are also similarities in the behaviour, needs and values among consumers during the experience of life events. The analysis of the interviews revealed the distinction between everyday life and life during a life event experience, as well as the pattern of stages consumers go through. This distinction and these stages can be plotted over time into a consumer life event journey (figure 3).

2.1 - Everyday life versus life event - Life events are special moments in the life of a consumer that happen in parallel with their everyday life. During a life event, the world of the consumer is turned "upside-down" for a certain amount of time. In the consumer life event journey this distinction is illustrated by visualizing everyday life as a constant, horizontal line and the experience of a life event as a loop which emphasizes the chaotic and emotional time that a life event can be.

"Well it is not that it should be at the expense of my daily life... At the beginning, I tried to limit it [the organizations of tasks] to 10 minutes a day." (p4)

2.2 - Going through different stages - Undoubtedly, every individual life event journey is unique and looks different in detail, but overall one can make a division in what happens before, in the beginning, during and after a

life event. The actual stages that consumers go through can be characterized by the main activity during the stage, being respectively dreaming, preparing, arranging, experiencing, completing, reflecting and learning. The transition from one stage to the another can be marked by a transition moment. Figure FIXME shows a general version of a consumer life event journey, including the name of the stages, the thoughts of the consumer during a specific stage and the transition moment between the stages.

2.2.1 - Dream - The period before the entrance of the "life event loop" can be characterized by a process of dreaming. Being busy with managing daily obligations, activities and occupations, he or she is dreaming about the future, thinking about life goals and setting ambitions for next steps: How do I see the future? How do I want the future to be? What do I want in life? The wish to achieve a certain dream needs to grow. If the will is strong enough, the next phase of the life event journey is entered.

"As a child, I always had this idea in my head that some day I will get married. That you really choose for someone and that you become a team." (p7)

"I have always said: if something comes my way, then I really do it. And then this came along and then it was like you have waited a bit longer than most other people, but now you have something you really like!" (p4)

"I want to save for later to buy a house, perhaps abroad. Preferably to South Africa." (p8)

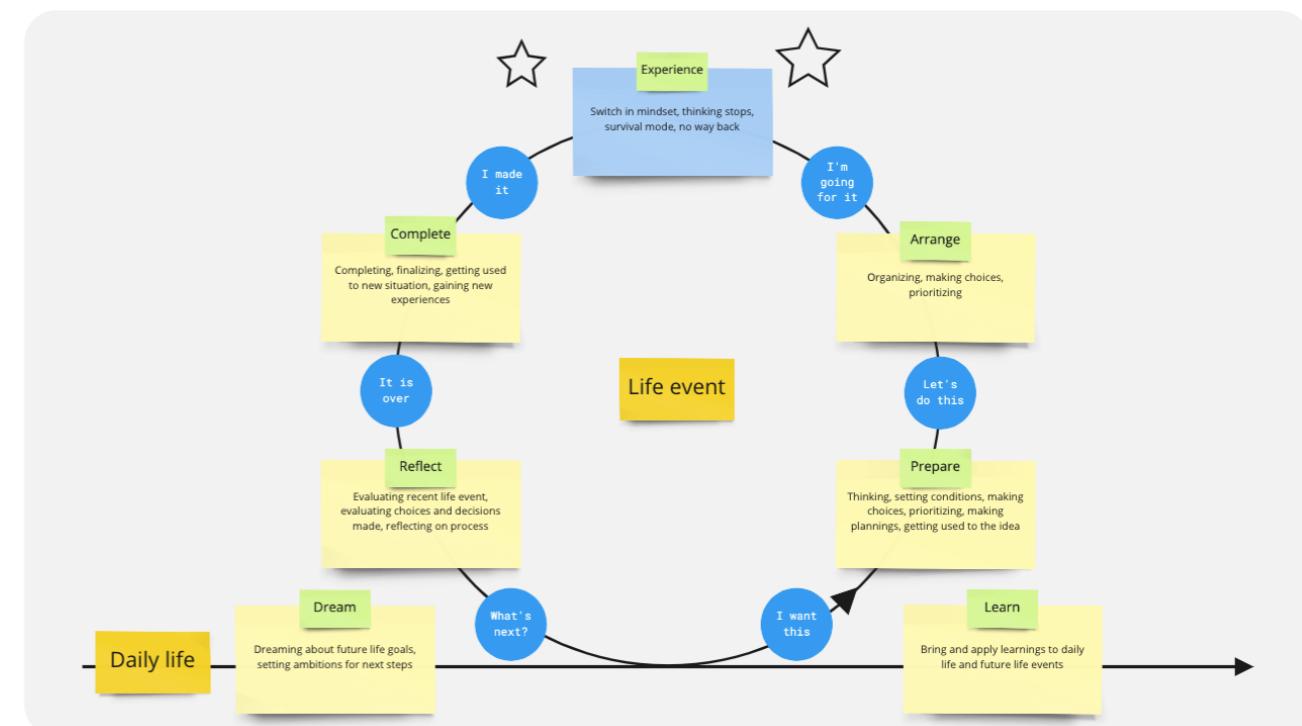


Figure 3 - Visual of a stages of consumer life event journey

2.2.2 - Prepare - The before phase starts with a period of mental preparation. One calculates, tests and experiments with the thought of making the dream reality. How would it be? How would it look like? How would it change my situation? This phase is crucial regarding the course of the life event journey. If the consumer tests the idea of this experience happening, the possible changes that might follow, and it appears it is not wanted, it can mean that a step is taken back to the dream stage. Nevertheless, it is a continuous process of thinking and setting conditions. It is about making choices, prioritizing and making plannings. How would I want it to be? What do I need? It is about saying goodbye to life how you know it and getting used to the idea of the new reality that lies ahead.

"You are saying goodbye to the city where you have been living and studying. It is like saying goodbye to my student life. I was very conscious about it... this might be the last time cycling here." (p1)

"The next step needs to be a step forward. Because if you have to leave everything behind and you have to start all over... It just has to feel logical." (p5)

2.2.3 - Arrange - When the abstract preparation is becoming more and more concrete, the consumer is about to enter the next stage. The idea of the happening of the life event and the changed life after the experience has been mentally tested and the consumer is ready to make it happen. The mental preparation continues, but next to this, it is time to start preparing for real and take concrete actions. When is it going to happen? How should this be organized? What are the options I can choose? Who or what can help me? This stage is about looking at the physical world and understanding what needs to be arranged in practice. Still, the actions of making choices, prioritizing activities and setting conditions are present, but now it is focussed on the practical side of the preparation. This to be sure that everything is prepared and set in order to start the experience of the life event.

"I had to put money aside, think about everything I needed [furniture]. How am I going to arrange the renovation. The internet contract. Arrange who was going to help me." (p2)

"Since she came to live with me, I felt uncomfortable if she would not feel that this was her home as well. So we also bought furniture together so that it feels good for both of us." (p5)

2.2.4 - Experience - There comes a time that the actual moment of the life event arrives and with that, the next stage of the life event journey is entered in which the

actual experience takes place. Whether it happens, expected or unexpected, and whether it lasts an hour or a year, the experience of life event can be defined as a period of chaos, turbulence and insecurity. It is a time when a lot is happening and a lot of fast decisions and adjustments have to be made. It is the moment of truth in which dreams are becoming reality, or reality turned out to be different than expected. Most importantly, there is a switch in mindset of the consumer: the thinking and planning of the preparing and arranging stages stops and the survival mode is switched on. There is no way back. It is an emotional rollercoaster that one has to go through, whether it being emotions of joy or grief or a mix of all different kinds of feelings.

"I had to deal with a lot of insecurity. I had to tell myself: keep going, just keep going. There was no way back, I already quit my old job, I had to go on." (p3)

"In the end, it was really a festive day... and also emotional... Because we really had to give each other the right hand and he really looked at me with so much love and he said yes with such conviction ... It was a really nice day. Also to celebrate it with our loved ones. We really felt special." (p7)

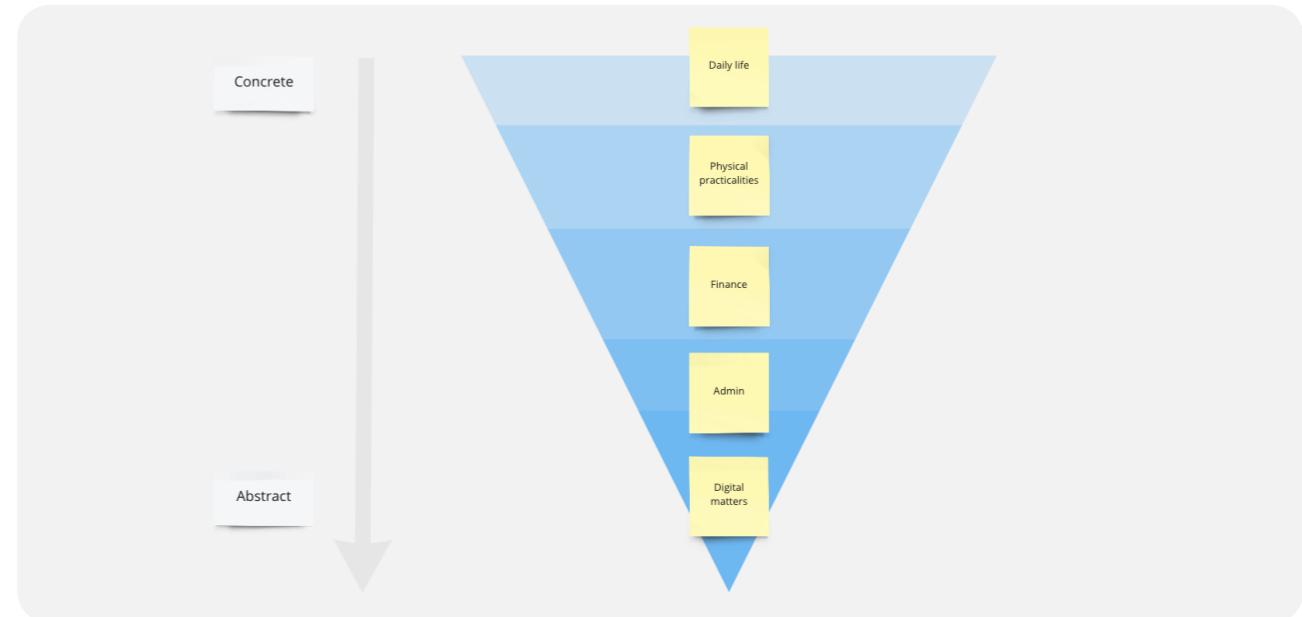
2.2.5 - Complete - When the actual experience of the life event is coming to an end, the consumer enters the next phase of the life event journey. It is a stage in which the life event is completed and finalized, both emotionally and practically. The last things need to be arranged to secure a good ending. There is time again to fix the things that were not fixed yet. It is about getting used to the new situation as well as gaining new experiences.

"Things like that are things that you have to go through... and when it is finally settled... then there will also be a moment of rest. Like now it is finally behind us... and then we can look further to the next step." (p8)

2.2.6-Reflect- After the life event experience is somewhat completed and closed, there comes a time of reflection and looking back to the situation. It is about evaluating the recent life event, judging choices and decisions made, reflecting on the process and learnings. How did it go? What did I learn? What would I do differently next time? It is a crucial moment in which consumers look back and think of who and what supported them and whether they would reach out to them again. Who helped me during my life event?

"Moving house all the time had a lot of impact on me and my sister, on our self-image and our confidence and what you think you need..." (p7)

Figure 4 - Subjects that are top-of-mind for consumers during life events



"If I look back now... What I would have done differently is that I think I would have looked at more companies and conduct better research, it is not good that I had made the wrong choice at first." (p3)

2.2.7 - Learn - Having been going through the whole loop of a life event journey, things went back to everyday life. The new situation is completely different or rather the same as before. Nevertheless, it is a time in which the learnings from the past life event are brought and applied to everyday life and possible future life events. If properly reflecting on life events, consumers learn every time they experience a life event and this way, they are able to constantly grow and personally develop throughout their life.

"Moving house taught me a lot. I always thought I wanted a lot of change. But actually I also really like the familiar. Plus, now I know better what I'm looking for in a house." (p1)

2.3 - Emotional states can strongly differ - The previous section serves to explain the general stages of a life event journey. Of course, one should keep in mind that each and every life event journey is unique. Not only because of the different life event characteristics that can influence the course of the journey. Also, factors like the timespan of the total life event and the duration of a specific stage can affect the journey. For example, when a life event happens suddenly and unplanned, it is possible that one skips or goes very fast through the stages before a life event. This again will have an effect on the stages after a life event, since one was not able to prepare emotionally and practically. In addition, it is assumed that the extent to

which someone takes the time to (mentally) prepare or complete a life event, is also depending on a consumer's personality traits. Someone being impulsive can pass them before stages at a high speed, whereas a person that is more thoughtful can take years before making the life event happen. Furthermore, the nature of the life event, whether it has an incremental or radical impact on the life of a consumer also can influence the duration of the stages. Someone who experiences an unexpected, negative event presumably needs more time after the experience, resulting in a completing and reflecting stage lasting a couple of years.

"I'm just impatient haha, that often comes up, especially during these types of situations." (p3)

TAKE-AWAY - Distinguishing the different stages a consumer can possibly go through before, during and after a life event contributes to an enhanced, holistic understanding of a life event experience. Determining in which stage a consumer is situated in the life event journey can tell us about the behaviour, needs and values of that consumer at that certain moment. In turn, this could teach us what to provide and how to effectively approach the consumer.

3. A continuous process of decision making

3.0 - There are also several similarities to be found among the different life event experiences. Most interestingly, it can be stated that all stages include the activity of setting conditions, making choices and prioritizing.

3.1 - Continuous process of decision making - The experience before, during and after a life event is a continuous journey of deciding and preparing:

consumers encounter many moments in which they have to make decisions. As mentioned before, it is not only making decisions on a concrete, physical level, but the process includes abstract, mental decisions as well. Those decisions are either based on emotion (Does it feel right?) or rational reasoning (Is this the best option?). It is a continuous process of weighing options: How important is this? Is it worth my time? Is it worth my energy?

"Although I'm going to a new city, I don't think I'm going to invest a lot of time in setting up my life there completely. I know I'm going to leave again in a few years." (p1)

As described before, time and speed are important factors that should be taken into account in understanding the consumer life event journey. This also counts for understanding the decision-making process. Closer to the life event, there is an increase in the number of decisions made. The pace at which decisions are made is accelerated as well. After the life event experience, there will be a decline in the number of decisions and decrease in pace.

3.2 - Top-of-mind - During peak hour, consumers are forced to decide which activities have their priority. Those decisions are made both consciously or unconsciously. From the interviews, it appeared that, overall, people are aware of the different kinds of decisions that need to be made. However, it became clear that a distinction could be made in what subjects were top-of-mind and what was less top-of-mind in making these decisions (figure 4).

Top-of-mind in their everyday life. Daily life continues, so with that also the task of managing daily obligations, activities and occupations continues. Everyday life is followed by "physical practicalities". When interviewees were asked to describe the steps they had to take before and after the life event, their first intention was to describe in detail the purchases that had to be made and the logistic planning that had to be figured out.

"You have all kinds of things twice because you do not need two beds, etc. So the first thing we did was making a list of all things and everything we have twice and sold one piece." (p5)

It seems that the physical world is easy to grasp and oversee for consumers. The more abstract the matter becomes, the less top-of-mind it gets for the consumer. Nevertheless, this does not mean the consumer thinks those matters are less important. Instead, consumers are well aware of what is important. However, it is just less tangible, making it easier to postpone or forget. Physical practicalities are therefore followed by the more abstract

matters of financial and administrative activities.

"I'm not worried about it, because I've prepared everything. I arranged everything in my head as much as possible in advance. I didn't write it down or anything, but I have a bit in my head... like then I have to do that, then I have to do that... And then this is the result." (p2)

The least top-of-mind and the most abstract for consumers are digital matters. There is a chance that consumers who are about to start their life event or are right in the middle of their experience, are making less conscious choices regarding online safety, data security and privacy. Most consumers understand that these issues are important in some way or another, it is just not on top of their mind nor their priority to take care of at that moment.

TAKE-AWAY - Acknowledging and becoming aware of the continuous process of decision making consumers have to deal with contributes to an in-depth understanding of the life event experience. It can tell us how to approach people and how they process the information sent.

4 - I can do it myself

4.0 - One of the original research questions was to explore whether a distinction could be made in the behaviour of consumers during the experience of life events. The previous section showed the findings regarding the distinction between the behaviour of a different type of life events and stages in a life event experience, as well as the general insights regarding decision making and prioritizing. In addition, from the analysis, it appeared that within this chaotic time and continuous process of decision making, people all have their personal preferences on how to deal with this.

4.1 - Everyone has their own system - From the interviews, it was found that people are all having a personal "system" to somehow keep overview and structure in these times of chaos. Everyone has their own approach and developed their own method of structuring and managing obligations, like doing their administration, finances and organizational tasks. Moreover, these systems can all be very different from each other, since everyone has their personal preferences for tools, structures and planning structures.

Some consumers prefer to manage their system fully digital, scanning every document and saving everything in the cloud for example. Others rather do it analogue, keeping passwords in a physical booklet or ordering documents in binders. But most of them, somehow make a combination of both.

"I have a tab in my browser with a list of household things... gas, water, light so that I simply have a quick overview. And when I have to change something, I can use this as a checklist." (p5)

Also, the frequency within a system can differ per person. Meaning that some consumers prefer to maintain their system on a daily basis, whereas others only do it occasionally.

"I'm in between: I almost never throw anything away, but at some point I have a bulging pile and then I have to search a lot if I need something very specific. So then I know it's time to organize again."

There is a high probability that correlations can be found between these preferences. However, from the interviews it became clear that these preferences are not necessarily depending on age, gender and life stage. For example, two interviewees from the same generation both had a completely different approach when it comes to keeping overview of documents, passwords and important mail.

"I do almost everything online. I scan important documents and put them on a drive. Things like diplomas, certificates... contracts. I almost never use paper." (p2)

"In general, I do a lot of things digitally... I usually just like it when I have it physically in front of me. I also think that it is important that I just have it on paper. That I can easily access it or something and have a better overview of things." (p4)

4.2 - Everyone thinks their system is good - Despite the given that everyone has their own system, from the interviews it appeared that one also thinks their personal system is a good system. Most consumers are aware of the variety of options to shape their system, but all of them are also quite satisfied with how they were able to manage everything.

"I'd rather just do it all myself... I find it hard to leave it to someone else. Because if you are doing it yourself, then you can be sure it goes right." (p4)

Some even thought their system was better than others. During the interviews, the participants were asked to think of scales that could describe different approaches to deal with obligations, tasks and keeping overview. Then, they were asked to describe what they thought were the two extremes on that scale, followed by the question to position themselves on that scale. It appeared that most consumers positioned themselves on the "good" side of the scale: they were the ones who had overview and control. The other side of the scale was often "bad": those

people were chaotic and lazy or paranoid and stressed. This description could imply their worst-case scenario and underlying fear: the fear of being out of control and being stressed.

"People that want to be in control of everything... I think they are just scared that something goes wrong. But I think "normal people" just start with everything they can think of and then see what they can think of along the way." (p2)

"I think I am, compared to the average person, someone who arranges things very easily. Those are not the things that worry me a lot. In that respect, I am a very relaxed and easy person when it comes to arranging administrative and financial matters." (p8)

Next to the insight that most people prefer their own system, the meanings of certain values within these systems can differ per person as well. Terms like "overview" and "independence" are often used, but in practice can have different meanings to different consumers. This also applies to the values of "security" and "easy". Perspectives on these values can be very diverse. It can be assumed that the different types of perceptions on this subject are related to the preference of form (digital versus analogue).

"I secure passwords in a paid password manager that is again secured by a password. Important data is stored on a special device, of which I have a copy at work. So if there is a break-in, I still have everything." (p3)

"I don't like that everything has to be digital... Every time there are more and more places where you have to create an account before you can do something... All that online stuff... I would much rather have it all on paper or something, simpler... just a little easier." (p7)

The preferences within these personal systems can depend on the life event experience, as well as one's personality traits. There is a high probability that someone who is more conservative is likely to have developed a rigid system and is less open to change or further develop their system. Furthermore, as mentioned before, consumers get more and more experience throughout their lives. They encountered many life events and have much experience in managing everyday life. This could contribute to the extent to which they are open for support or adjusting their system.

4.3 - Everyone is influenced by everyone - Despite the personal preferences and maintaining a personal structure, during the interviews, it emerged that people often mention others, either being people from their

direct surroundings or outside. For consumers, other people play a major role in the life event experience on a variety of levels.

Support - Consumers tend to reach out to others for advice or support in a practical way. Experienced people that are close to the consumer, as parents, family or close friends, are seen as an important advisory body when it comes to making decisions.

"I had no idea at first ... but my aunt is also an entrepreneur. And I asked her how she does that and she sent an Excel sheet with all the formulas. And since then I have been using that file." (p7)

Feedback - It is very likely that people close to the consumer are aware of the (upcoming) life event that the consumer is experiencing. Whether on purpose or not, having conversations with people can result in receiving feedback on certain decisions that are made. This also applies to the multiple conversations consumers have with less close people or asking things online.

"I talked a lot about my choice with others. Coming up with multiple scenarios and discussing all of them." (p4)

"It is normal for me to do it in a certain way, I did not think of myself: oh this is very brave. But because people are going to say it to you, you will think about it: Maybe I am brave?" (p1)

Consideration - It is not only the support provided or the feedback given that can influence the life event experience. It is also the thought of having to take other's in consideration as well. Having to deal with the thought that your decision might affect others can cause an increase in the feeling of responsibility or an increase in the amount of stress. Also the thought of knowing the expectation others have about you can give a feeling of pressure, and can contribute to the increase in the amount of stress.

"Probably there is still mail delivered for me in that house, which I have no idea of. That is probably annoying to them..." (p1)

"We were different in how we looked at the situation: I thought that everything would be fine in the end. She thought something else haha." (p3)

Comparison & Imitation - Last, looking at how others are doing it or did it in the past plays a major part in the experience of a life event. The extent to which one is asking for support or feedback, or taking others into consideration, depends on someone's personality traits

as well. However, the act of imitation is almost applied by everyone and especially is an important activity within the preparation phase of the life event journey. By understanding how others have done it in the past, a consumer can see, judge and decide for himself whether he wants to imitate the action or not. From looking at others, one can learn about what he likes or dislikes and is able to develop personal preferences and conditions. It gives security and confidence to see that others were able to accomplish and manage the process.

"I found out what I had to do, by thinking, asking, taking other people off a bit from ... how are they doing." (p2)

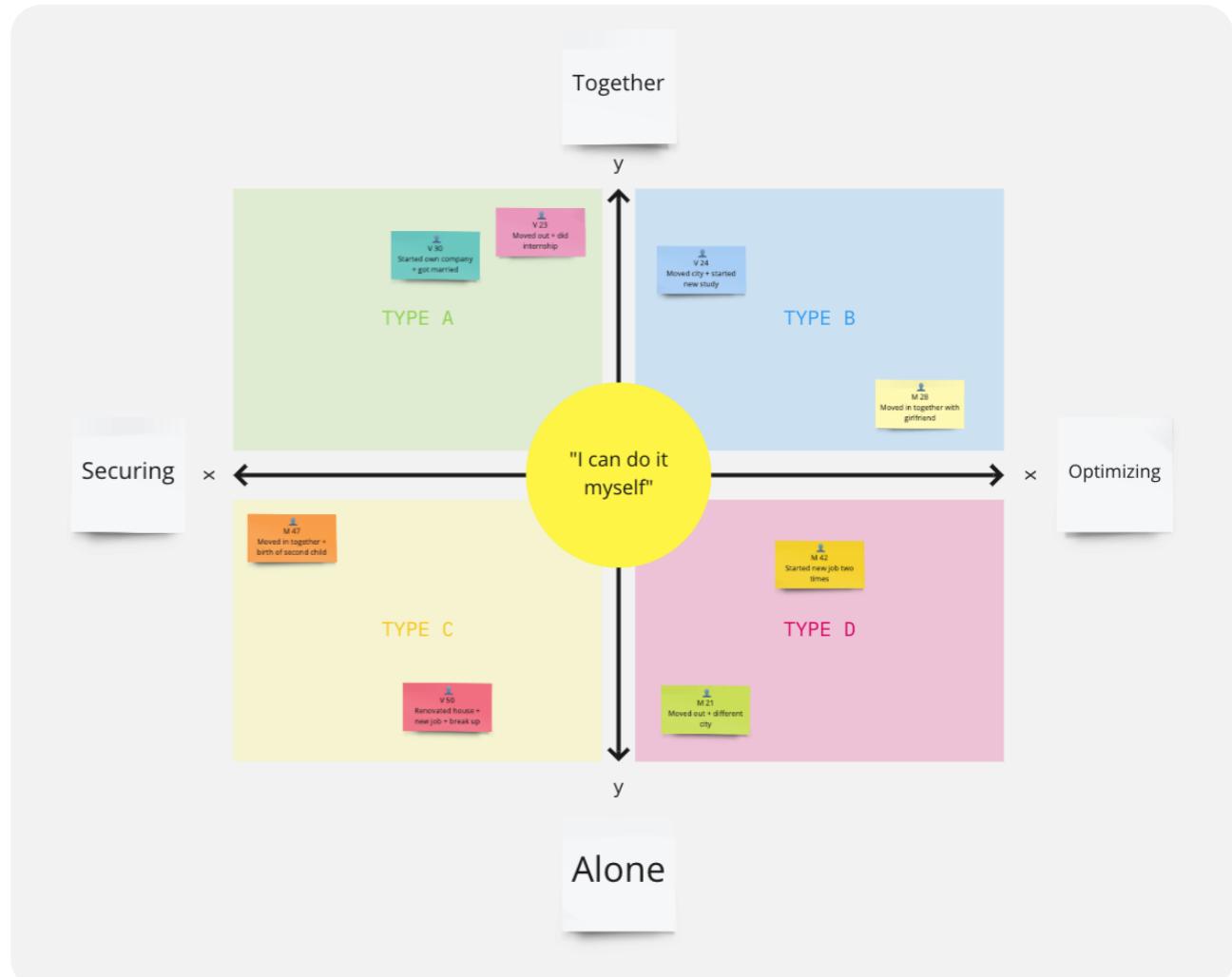
4.4 - I can do it myself - Chapter FIXME described the current and possible competitors of iConnect and the relocation service, as assumed by PostNL internally. It is assumed that the biggest competitor of iConnect is the "I can do it myself"-mentality of most consumers. The insights about consumers all having developed their own system of managing things and being satisfied with these systems at the same time, can only confirm this assumption. People just like to feel a certain kind of autonomy in their process, they want to have a certain amount of control. And with sticking to their system and familiar way of working, they have the feeling they can achieve this.

Despite the fact that people all tend to say "I can do it myself", it is found that segmentation can be made within this statement. People can actually be divided according to their behaviour regarding the maintenance of their personal system. The "Do-It-Myself"-segmentation is visualized in figure 5 and describes types of how people would like to be supported while keeping the feeling of them being able to act autonomously. The horizontal axis describes how people would want to be helped related to the content of the subject. A distinction can be made between people that want to be secured in their way of working and people that want to optimize their way of working. The vertical axis describes how people would want to be helped related to others.

As previously described, the influence of others is highly important. Nevertheless, a distinction can be made between people that prefer to actively involve others and people that prefer to work solo. Figure FIXME clarifies the differences between these four types. As applies to most segmentations, it should be taken into account that consumers might shift between types.

4.5 - Inner conflict - As described earlier, within the process of decision making a pattern can be found in what is top-of-mind for consumers during the experience

Figure 5 - "Do-It-Myself"-segmentation



of a life event. The combination of continuously making decisions, having not always everything on top of their mind and the wish of being in control themselves can result in an "inner conflict". When a consumer has an "inner conflict" it means that he or she has made a decision (either consciously or unconsciously) that is not in line with what they truly value. This can cause negative emotions, that in turn could affect the experience of the life event.

The concept of inner conflicts can be linked to the consumer life event journey in which the "survival mode" is switched on. Whether consumers actually have control or not, people seem to tell themselves they are "coping": they tell themselves they are somehow dealing with the turbulence. They have to, in order to be able to make it through the life event.

"On the one hand I want stability, but I choose for change. But it actually might be even more complex... On some aspects, I want change, on other aspects I don't. So I have to make compromises." (p1)

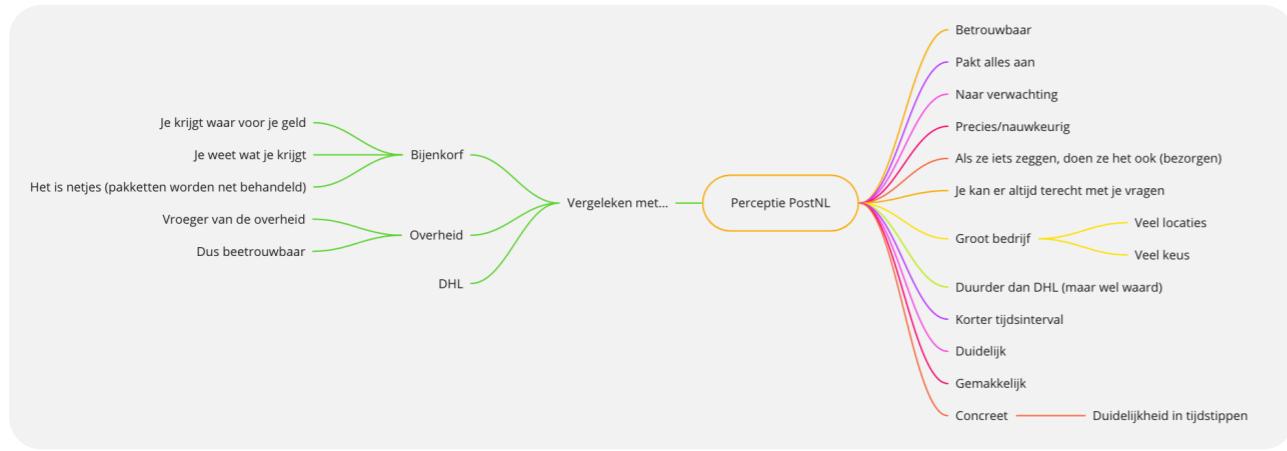
"Someone who does not have an overview and is chaotic, a person like that does not care. Although, sometimes I can be a bit jealous of a trait like that... I think sometimes I can let go of things a bit more, so I would worry less..." (p6)

TAKE-AWAY - Acknowledging and understanding the differences in the variety of approaches towards managing and handling things systems, structures and handling things is important to respect consumers in their way of doing. It is important to understand that support should not be forced on someone, because then it will not be adopted. These insights taught us that people want to and want to believe that they are able to handle things themselves. Understanding social influences and the different segmentations can tell us how people want to be approached and how they want to be supported.

5 - Reliable and trustworthy

5.0 - Next to the original research questions, some unforeseen extra findings emerged from the interviews.

Figure 6 - Perceived qualities of PostNL



These insights cover the aspect of what people value during a life event experience and how they perceive the role of PostNL. It turned out that there is a large overlap between the two.

5.1 - During the interviews, participants were asked to describe their ideal assistant. A variety of qualities, values and requirements were named, which were captured in figure 6.

"Large corporations and companies that are well known... Companies that have a good reputation. I think I would trust them more easily than a start-up for example... Because those companies have far more responsibility." (p2)

"Of course trustworthy and reliable... Someone has to know what he is doing. But I actually think those are default qualities." (p3)

Also, people were asked to describe their perception of PostNL as a brand and a company and what words they would link to PostNL. Furthermore, they were asked to compare PostNL to a different brand.

"I would compare PostNL to the Bijenkorf. Because it is well known and you get what you pay for." (p4)

"I would compare PostNL to a bank or to an insurance company. Because they serve many customers and for banks, accuracy and customer- friendliness are also important... The same standards and values apply to PostNL. Those are very different companies... not comparable in terms of service, but the same customer service." (p8)

TAKE-AWAY - The qualities people valued in a service used during their life experience matches with the perceived qualities people linked to PostNL. Because of PostNL being well known for its accurate, clear and reliable service, means that people will accept and understand that PostNL can be of great service during their life events.

APPENDIX I

CREATIVE SESSION WITH DESIGN STUDENTS (CHAPTER 05)

Creative/ideation session I

Goal

1. Process inspiration: Design activities, design principles, statement
2. Proposition ideas (meaningful)
 - a. Role/positioning/metaphors/emotional value
 - b. Language, story, terms, metaphors, positioning
3. Solution space (form)
 - a. Concepts, forms, interactions, channels

Participants

(International) strategic design students, who know PostNL, but not as well as Dutch students. More out of the box.

Introduction

How to develop meaningful micro-services for PostNL consumers to (emotionally) support them during important moments in their lives?

Personal analogy

Goal = Empathize with problem context

1. Close your eyes and take a deep breath
2. Think about your own life, your latest life event - being moving house, graduating, moving in together, getting a job or internship - Choose one
3. Think of the journey you have been going through, the highs you were encountering, the lows and the struggles that you were encountering, the emotions you were feeling
4. Write down these feelings and emotions

Purge

Persona/story

Goal = Have clear target audience in mind

1. Now imagine a person together who are we going to design for
2. What is his story, what is her name? What is her situation, how does she feel?
3. What does she need?

Sketch / purge

Direct analogy

Goal = Easy/human way to think about what this person needs

1. Close your eyes and again think about the journey of this persona, the highs and the lows, why did she feel this way?

Facilitation plan

2. Now picture an ideal assistant that could have helped you during this life event? What kind of person would that be? What does he look like? What characteristics would this assistant have?
3. What do you need from him or her? What kind of relationship
4. Write this down and describe what you have

Purge & cluster

H2-questions (solution space & form)

Goal = Formulate design challenges on how to help the "main character"

1. Write as many h2-questions as you can
2. Cluster / discuss questions
3. What is an interesting area/question to focus on?

Purge solutions

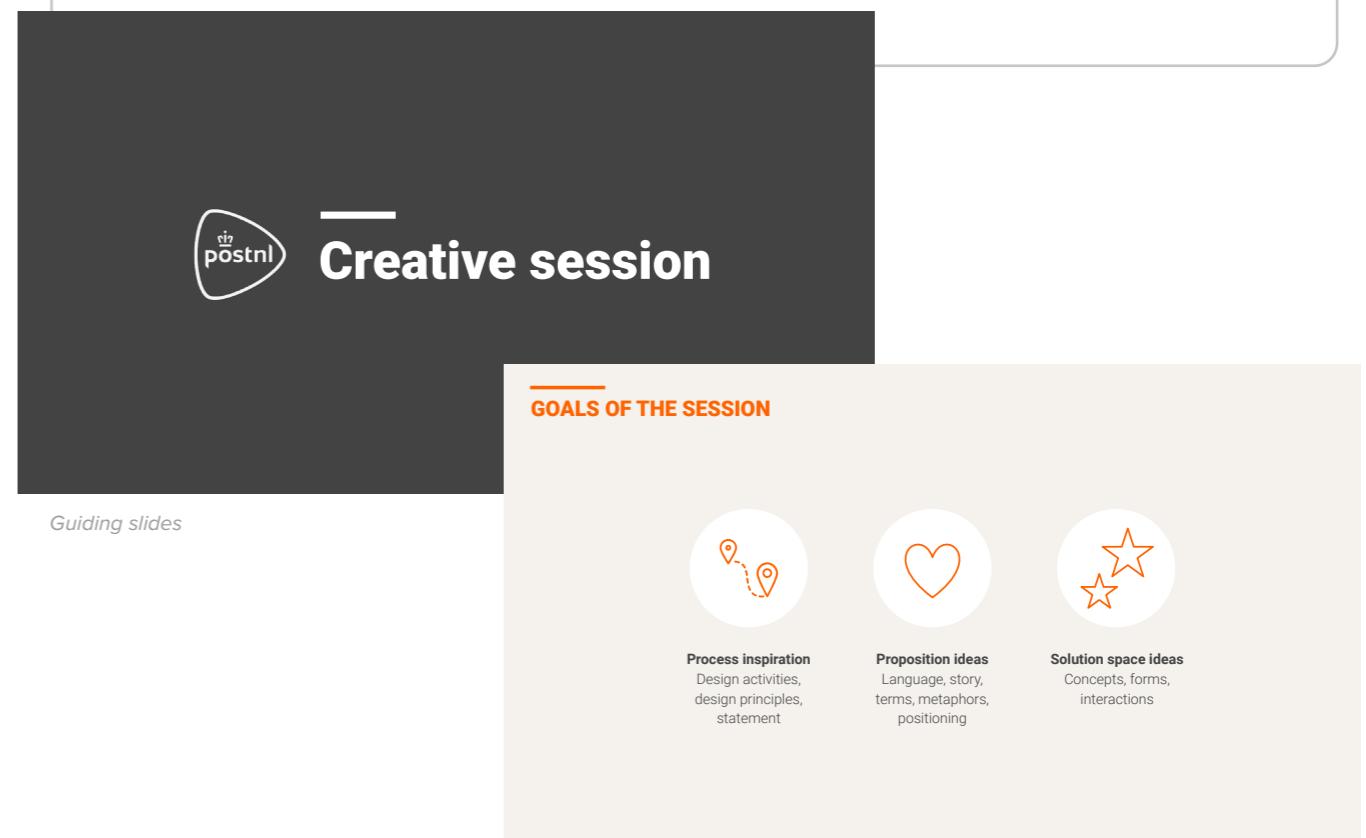
PostNL

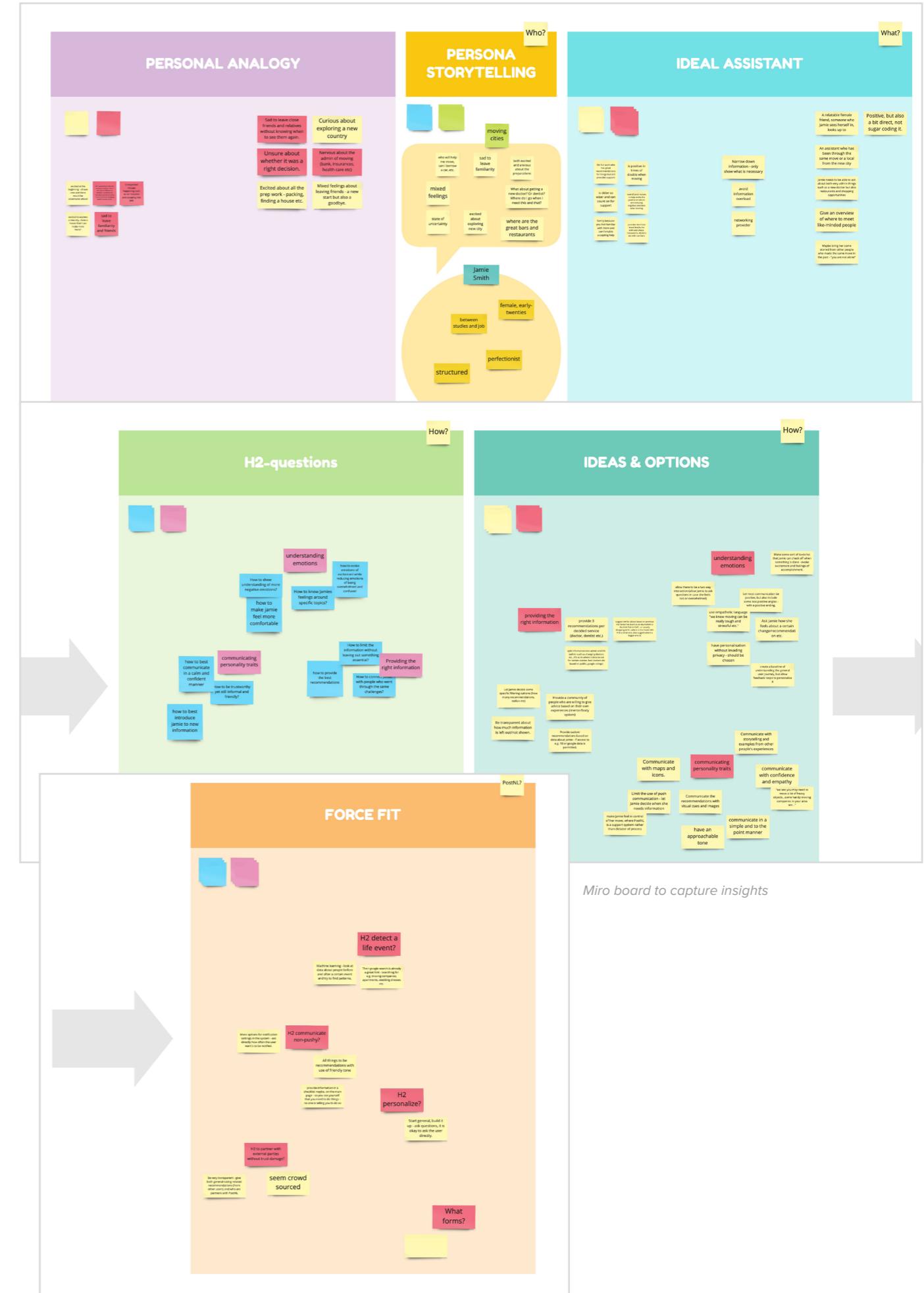
Goal = Relate back to PostNL

1. Have you ever used PostNL?
2. What do you think about when you think of PostNL?
3. How could PostNL help her?
4. What role/position can PostNL do?

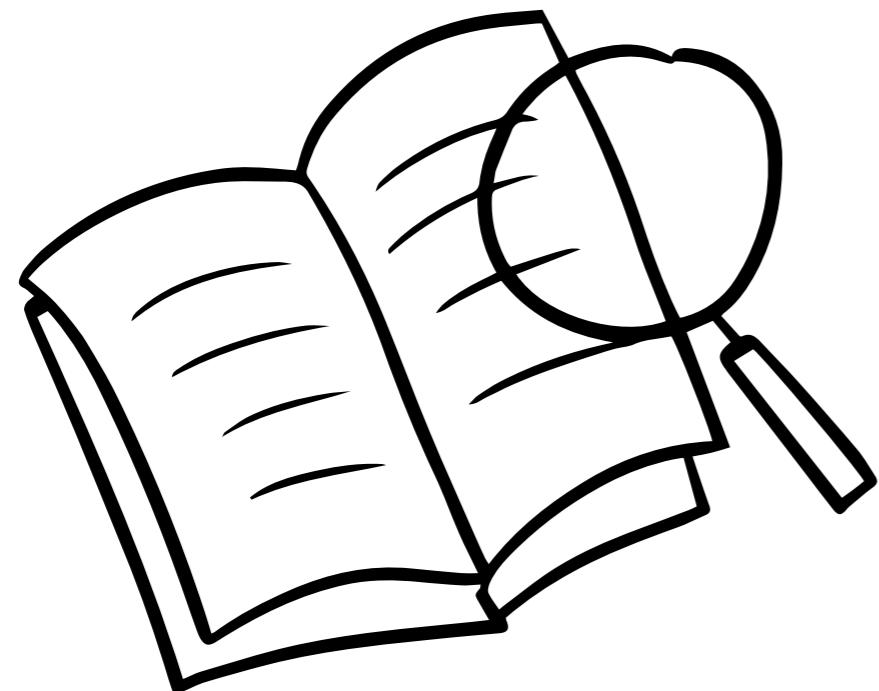
Extra

1. Ideas for me how to tackle this problem?
2. How to test/validate?





CASE STUDY ANALYSIS EMOTION-DRIVEN DESIGN MODEL



Used literature

- Desmet, P. (2002). Designing emotions. Delft University of Technology. Department of Industrial Design.
- Desmet, P. M., Porcelijn, R., & Van Dijk, M. B. (2007). Emotional design: application of a research-based design approach. *Knowledge, Technology & Policy*, 20(3), 141.
- Pasman, G., Boess, S., & Desmet, P. (2011). Interaction vision: expressing and identifying the qualities of user-product interactions. In DS 69: Proceedings of E&PDE 2011, the 13th International Conference on Engineering and Product Design Education, London, UK, 08.-09.09. 2011.
- Montijn, M., Calabretta, G., & van Erp, J. (2018). Matching Data and Emotions for Designing Personalized Digital Experiences.

	Case study 1	Case study 2	Case study 3	Case study 4
Authors	Desmet (2002)	Desmet, Porcelijn & van Dijk (2007)	Pasman, Boess & Desmet (2011)	Montijn, Calabretta, van Erp (2018)
Case	Design a 'body cleanser' (products that purify, wash or clean the body)	Design of a new mobile phone	Design an inspiring lunch experience for customers of the university canteen	Design of a new digital interaction for the in-store experience of a sportswear brand
Step 1	Select target emotion (random)	Intended effect = "wow- response"	Given interaction vision = "Refreshing Openness"	Target emotion (1 main emotion, 2 additional emotions)
Step 2	Generate a list of personal anecdotal product examples that elicit the assigned emotion (recollection past experiences)	Specify target emotions (3)	Communicate vision using an analogy, collage, video or role play	Appraisal in the form of an interaction vision, with interaction analogy and interaction qualities
Step 3	Define concerns that might have played a role in that emotion (by discussing the product examples)	Create an emotional benchmark (3 example products that represent the emotions)	Identify design qualities	Select relevant target group and specific concerns
Step 4	Formulate the appraisal that elicits the emotion (product independent one-sentence formulation)	User concern themes (based on goal, standard, attitude) with the use of the emotional benchmark	Translate abstract interaction qualities into concrete product properties, such as material, form, material, colour, dynamics, movement, rhythm etc., that should induce these qualities	Achieve personalization by making use of attitudinal data
Step 5	Generate product ideas that fit the pattern	Product characters based on concern themes (in the form of a character triangle)	Design interventions that induce or evoke the desired interaction vision	Formulate design challenge (including target emotions)
Step 6		Product concept (structural solution)		Digital touchpoint (stimulus), three concepts, rapid prototyping
Step 7		Product design & evaluation		Evaluation with the consumers

DEFINED GENERAL STAPS EMOTION-DRIVEN DESIGN PROCESS

Define the desired outcome and context

From the case study analysis, it was found that at the beginning of an emotion-driven design process, the purpose and the context of the design should be predefined to make sure the process is directed to the desired outcome. Specifying the desired outcome could be by answering questions like: What type of product, service or experienced is desired (e.g. a mobile phone)? What are concrete or technical requirements that the product must meet (e.g. digital accessible)? What is the context of the design (e.g. in-store)? What should be the purpose or the desired effect of the design (e.g. a wow-effect)? These types of questions set expectations with stakeholders and can be used to evaluate the final outcome of the process.

Select target emotions

Products can evoke a wide range of emotions, both negative and positive (Desmet, 2012). Which emotion should be selected as target emotion can be defined through different ways. One way is to define a desired effect of the user-product interaction and define the emotions that are represented by that effect (Desmet, Porcelijn & van Dijk, 2007). Another way is to select more strategically, by selecting an emotion that fits with the brand strategy, is distinctive from competitors, and is not conflicting with consumer concerns (Montijn, Calabretta & van Erp, 2018). In addition, Desmet (2002) reported an approach to distinguish emotions based on the appraisals that precede these emotions. By exposing the consumer to existing stimuli in the defined context, one could understand which emotions are elicited and how they are elicited by the product (Desmet, Porcelijn & van Dijk, 2007). These insights again, can be used within the process of designing a (new) stimuli. To have a general repertoire of positive human emotions to select from, Desmet (2012) introduced a basic set of 25 positive emotion types, which can be used to select one or multiple positive emotions. Finally, the selected emotions can be verified with internal experts to check whether the selected emotions are in line with the brand strategy.

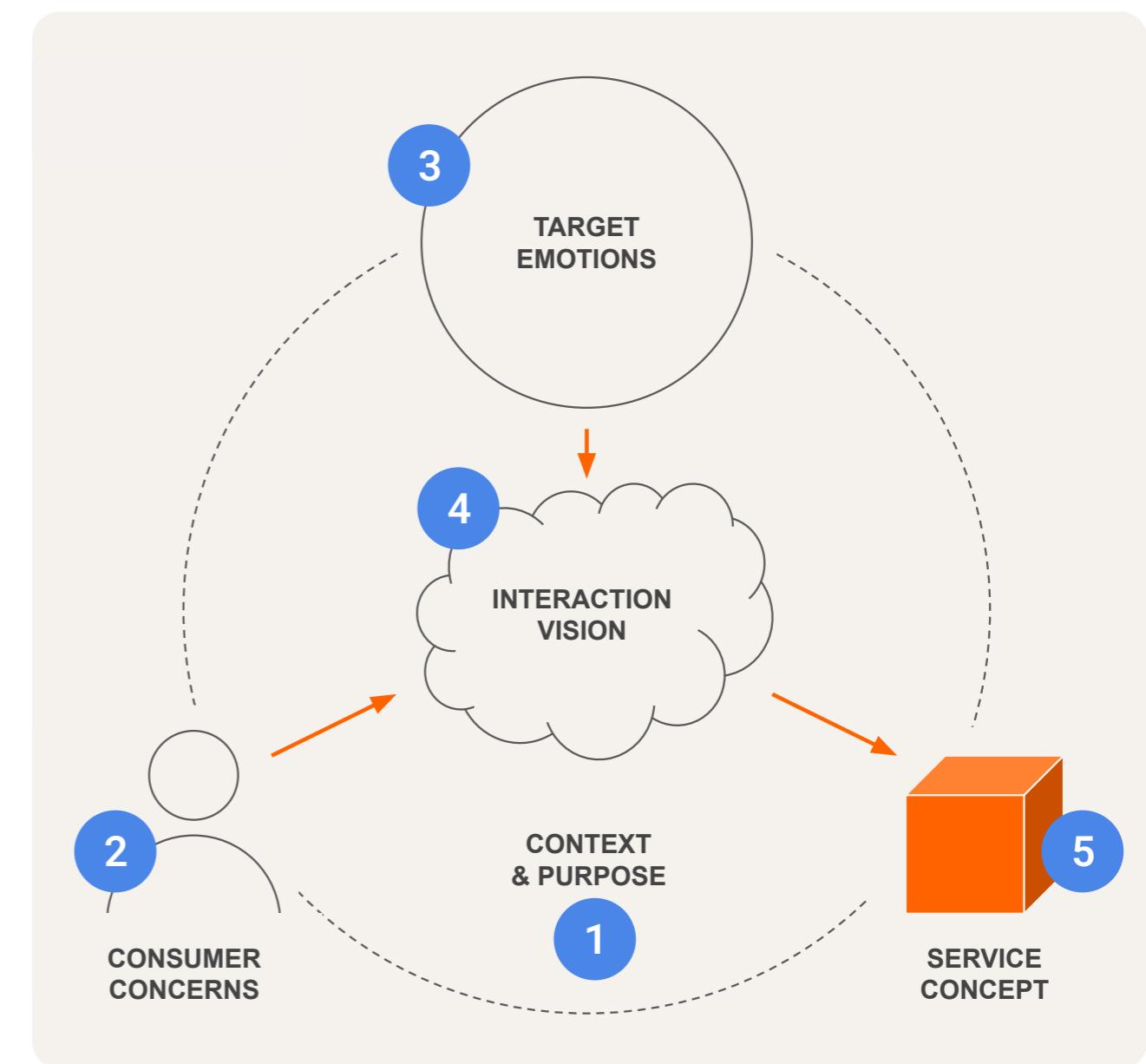
Research consumer concerns

The basic model indicates that, in order to understand emotional responses to human-product interaction, one must understand the users' concerns given the context in which he or she interacts with the product (Desmet &

Hekkert, 2007). According to Desmet (2002), types of concerns reported in literature are for example, drives, needs, instincts, motives, goals and values. Some concerns are universal (e.g. safety), others are more personal. There is also a distinction to be made between abstract (e.g. happiness) and concrete abstract (e.g. being home before dark). Desmet & Hekkert (2002) used an existing typology of human concerns, that distinguishes into goals, standards and attitudes. Goals are the personal things one wants to get done and the things one wants to see happen on either a practical or an aspirational level. Standards are our beliefs, norms or conventions of how we think things (e.g. products or services) should behave, often with regard to social structures. Attitudes are concerns that are related to objects, most related to the appearance rather than the (anticipated) consequence of usage. Consumer concerns can be revealed by taking time to talk with and listen to the consumers (Desmet, Porcelijn & van Dijk, 2007; Montijn, Calabretta & van Erp, 2018).

Formulate an interaction vision

As reported by Desmet (2002), emotions are not necessarily directly evoked by a product, but each particular emotion is the outcome of a unique appraisal of a product. Desmet (2002) reports the definition of an appraisal as "a non-intellectual, automatic evaluation of the significance of a stimulus for one's personal well-being". Different individuals who appraise the same product in different ways will feel different emotions. But different products will elicit the same emotion if they are appraised in similar ways. The meaning (appraisal) the individual attaches to the stimulus is responsible for an emotional reaction, which can lead to a better customer experience (Montijn, Calabretta & van Erp, 2018). Designers can get a grip on the desired character of product-user interactions (and thus the appraisal) by envisioning the intended relationship between product and user rather than focusing on either the product or the user in isolation (Pasman, Boess & Desmet, 2016). This can enable them to express and identify which qualities, rather than functionalities, the interactions between product and user should have to actually evoke the intended emotional experience. These visions again can be communicated through several techniques, like an analogy, an image, a collage, a video or a role play (Pasman, Boess & Desmet, 2016).



Interpretation of emotion-driven design process

Design the stimulus

Next to products, the Design for Emotion model can be used for a broad range of stimuli (Montijn, Calabretta & van Erp, 2018). The significance of a stimulus for our wellbeing is determined by an appraised concern match or mismatch: stimuli that match our concerns are appraised as beneficial, and those that mismatch our concerns as harmful (Desmet, 2002). The emotional response that a consumer can experience in the interaction with a product, is influenced by the appearance of the product. Designers can manipulate the appearance of products, and thus influence the emotions elicited by these products (Desmet, 2002). Through the translation of the abstract predefined interaction qualities in concrete properties, such material, form, colour, dynamics, movement, designers have the opportunity to design the emotional impact of the products, services or experiences they design (Pasman, Boess & Desmet, 2011).

CREATIVE SESSION WITH CONSUMERS MOVING HOUSE

Creative/ideation session II

Goal

1. (Test life event insights)
2. Explore (admin/postal) pain points in moving house
3. Test first service concepts
4. Input for principles

Participants

Users that just moved house, different situations.
(Sophie/Daniëla/Bart/Lotte)

Introduction

- Voor PostNL ben ik bezig om te kijken hoe ze van nog meer waarde kunnen zijn voor hun gebruikers, naast het op tijd bezorgen en versturen van post en pakketten
- PostNL heeft mij gevraagd om onderzoek te doen naar belangrijke levensgebeurtenissen van mensen, zoals verhuizen, trouwen en kinderen krijgen om te kijken of daar kansen liggen
- In deze sessie focussen we ons op verhuiservaringen en staat de volgende vraag centraal:
- **Hoe kan jouw verhuiservaring verbeterd worden?**

Mededelingen

- Miro - snapt iedereen hoe dit werkt?
- Binnen een creatieve sessie/brainstorm, zijn er verschillende technieken te gebruiken om creativiteit te stimuleren
- De sessie wordt opgenomen, maar alleen voor mezelf om hem terug te kijken als ik het nog nodig heb
- Alles is goed, niks is fout
- We hebben niet lang de tijd, dus soms moet ik vragen om door te gaan
- Probeer om 21:00 te eindigen, maar heb wel halfuur buffer ingepland
- Het is moeilijk een gesprek te voeren: Probeer alles op te schrijven

Ice-breaker

1. Stel jezelf voor: Wie ben je en wat doe je in het dagelijks leven?
2. Vertel iets over je verhuis situatie aan de hand van het voorwerp dat je hebt meegenomen

Jouw ervaring

Goal = Empathize with problem context

1. Sluit je ogen en adem diep in
2. Denk aan je leven, de dingen die er gebeurt zijn de laatste, alles wat nog gaat komen
3. Denk aan je verhuizing, hoe gaat dat zijn of is hoe is het gegaan? Hoe vind je dat het is gegaan? Of wat staat er nog op je te wachten?
4. Wat zijn dingen waar je je op verheugt of verheugde?
5. En welke uitdagingen liep je tegen aan?
6. Doe je ogen open en leg dit vast in een paar post-its

Purge

7. De volgende vraag kan best lastig zijn, maar schrijf 3 emoties op die voor jou centraal staan in je verhuiservaring. Je kan naar de voorbeelden kijken

Discuss

8. Kan iedereen misschien heel kort vertellen over de dingen waar je tegen aan loopt tijdens je verhuizing en over de drie emoties die je hebt uitgekozen

Extra vragen

- Hoe weet je wat je moet doen?
- Hoe kwam je aan je informatie?
- Informatie overload?
- Hoe houd je overzicht?
- Hoe informeer je anderen over je verhuizing?

Jouw ervaring

Goal = een metaphor gebruiken om een beeld te krijgen wat jou zou helpen

1. Een verhuizing kan best wel stressvol of chaotisch zijn, er moet veel geregeld worden
2. Er is een superheld die jou mag helpen en hij mag alles doen waarvan jij denkt hier heb ik hulp bij nodig - Wat zouden dat voor dingen kunnen zijn?

Purge

3. En als je zou bedenken voor eigenschappen deze superheld zou moeten hebben? Wat zou hij dan moeten zijn? Of zij natuurlijk - Maak gebruik van de voorbeelden als het nodig is

Purge & Discuss

Ideeën

- Hoe kan PostNL helpen bij jouw verhuiservaring?
- Samen met PostNL ben ik al tot een aantal ideeën gekomen. En nu zijn we heel benieuwd wat anderen hiervan vinden.

De ideeën heb ik nu gebundeld aan de hand van drie "thema's" voor de handigheid en zo zullen we ze ook bespreken...

1. Ik vertel wat
2. Neem een momentje
3. Hoor ik graag feedback

Alles mag gezegd worden, je hebt me veel door eerlijk te zijn!

Vragen

- *Bedenk wat jouw interesse wekt: Waarom? Wat zou je helpen? Wat bevalt je? Wat verrastje?*
- *Wat trekt je minder aan? Waarom?*
- *Vind je het bij PostNL passen? Waarom wel/niet?*

1 - De Verhuislijst

Uitleg

- Laat PostNL jou helpen bij het inrichten van je huis
- Je kan een soort boodschappenlijstje samenstellen van dingen die jij wilt gebruiken

Purge

1. Neem een moment om de vragen in te vullen
2. Wie wilt vertellen?

Vragen

- *Welke bedrijven zouden dit zijn?*

2 - De Verhuisreis

Uitleg

- Neem PostNL mee in jouw verhuisreis
- Houd overzicht van wie er van jouw verhuizing op de hoogte is
- Stel contactlijsten samen

Purge

1. Neem een moment om de vragen in te vullen
2. Wie wilt vertellen?

Vragen

- *Welke bedrijven zouden dit zijn?*

3 - De verhuiskaart

Uitleg

- PostNL heeft een enorm netwerk en infrastructuur en kan jou veel vertellen over de nieuwe plek waar je terecht komt

Purge

1. Neem een moment om de vragen in te vullen
2. Wie wilt vertellen?

Vragen

- *Welke bedrijven zouden dit zijn?*

Tot slot

- Zijn er dingen waarvan jullie bedenken: Hé, dit zou mij helpen? Zo zou PostNL mij kunnen helpen?
- Zou je PostNL meer willen vertellen als zij jou kunnen helpen?
- Zou je hiervoor willen betalen?
- Wat mis je nog? Kun je zelf nog iets bedenken?

Heel erg bedankt!

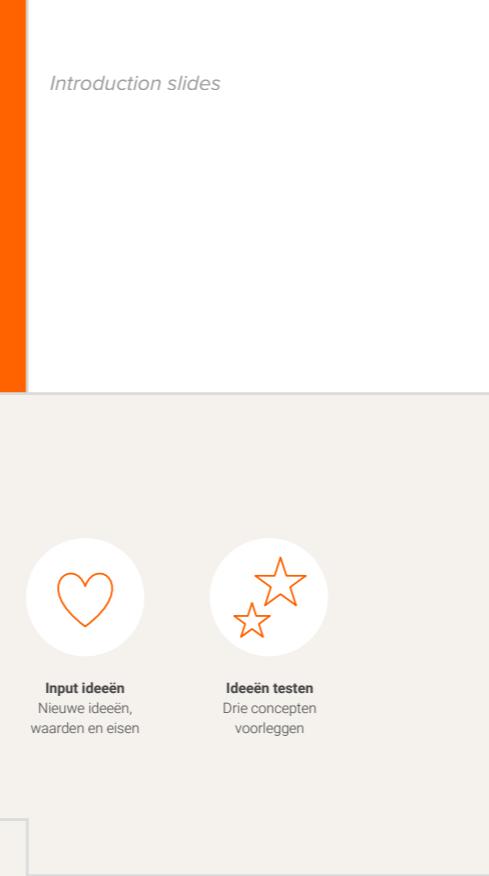
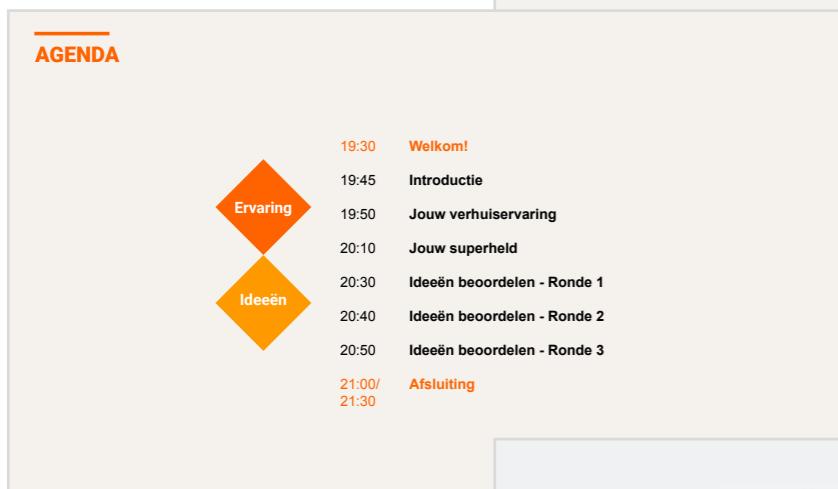
Stuur me nog even je e-mailadres en dan krijg je zsm de waardebon :)

Overview of participants

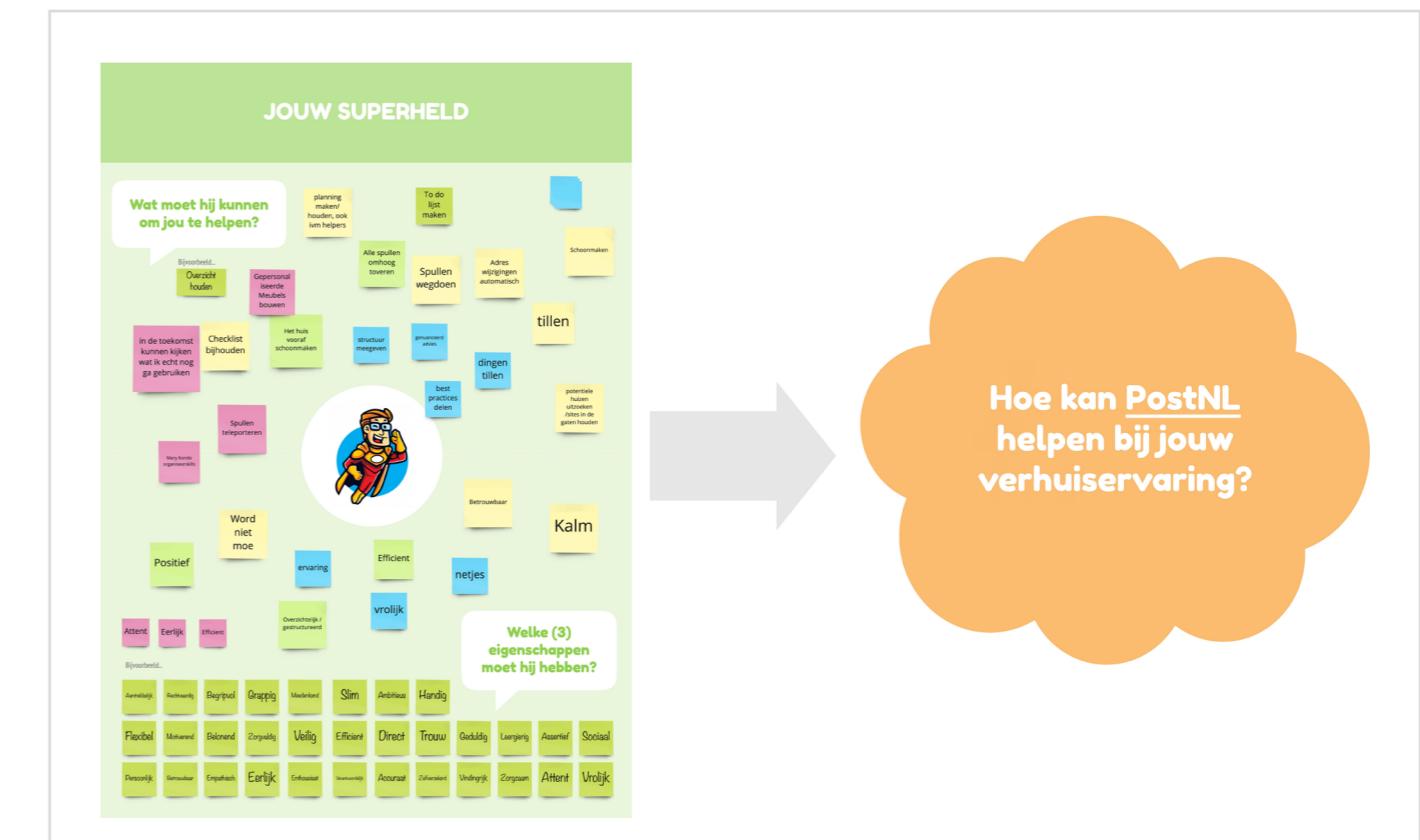
Participant 1	M	Age 29	Bought house together with girlfriend
Participant 2	F	Age 24	Moved from Delft to Rotterdam
Participant 3	F	Age 26	Bought a house in Rotterdam with boyfriend
Participant 4	F	Age 26	Moved in together with boyfriend

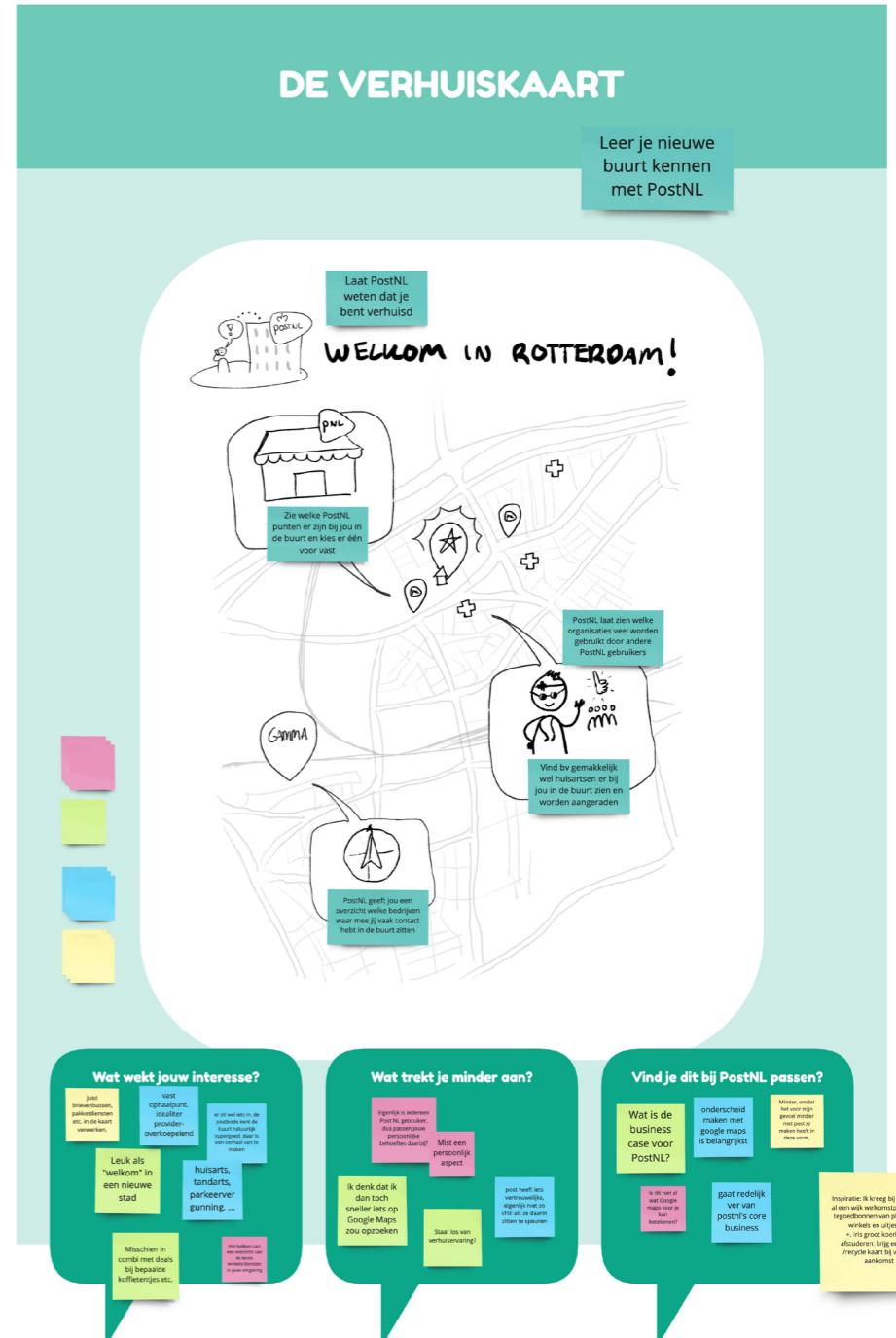
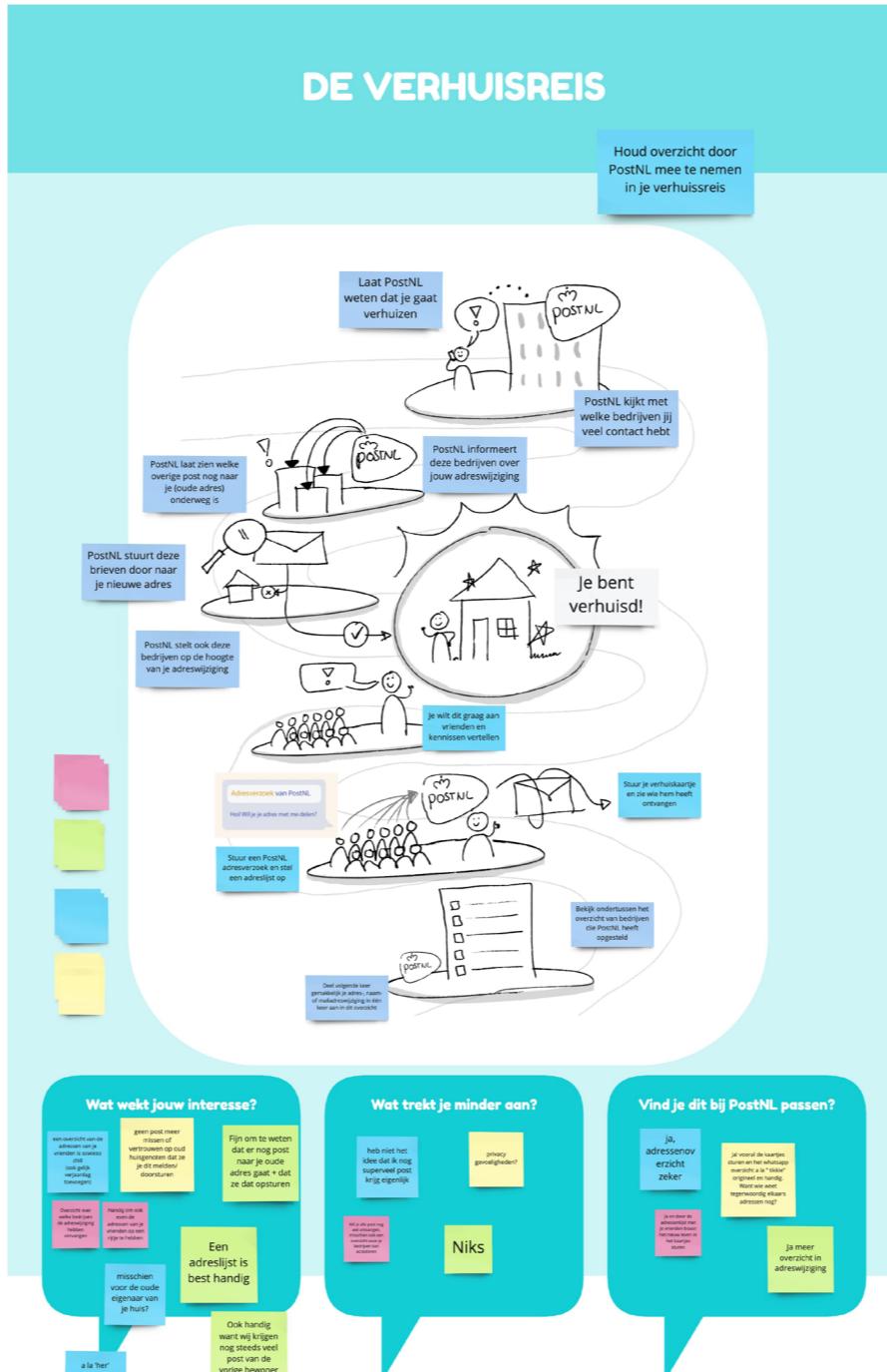


Introduction slides



Miro board to collaborate and capture insights





APPENDIX M

CREATIVE SESSION WITH DESIGN STUDENTS (CHAPTER 06)

 **Brainstorm session**

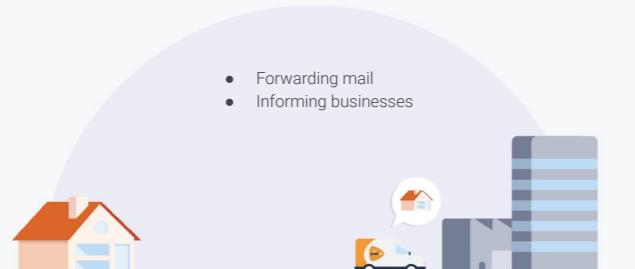
Guiding slides

Goals of today

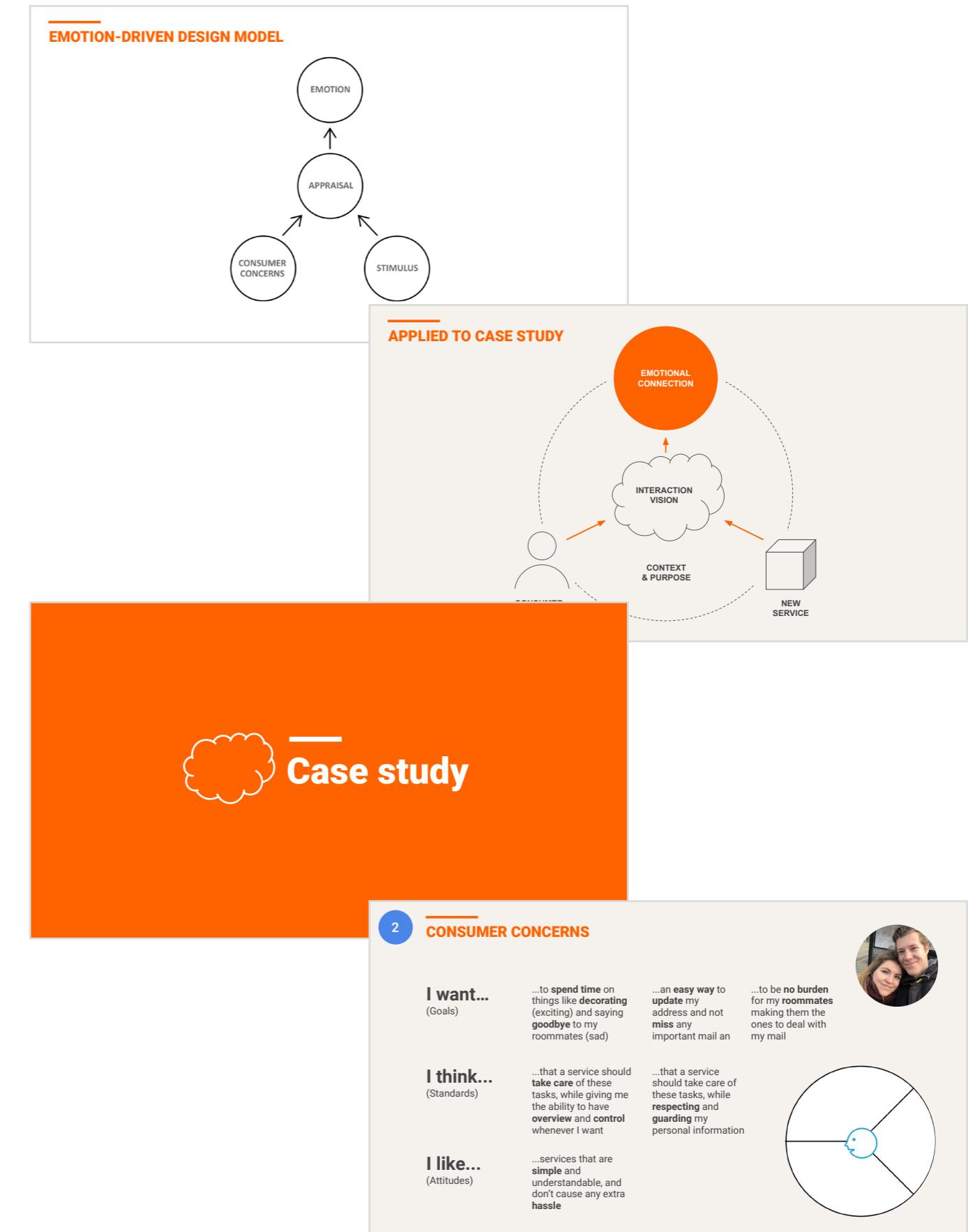
- Test process
- Brainstorm interaction vision
- Brainstorm concept ideas

RELOCATION SERVICE POSTNL

- Forwarding mail
- Informing businesses



(PostNL, 2019)



3 TARGET EMOTIONS

Confidence:
"I am in control, I know what to do and I have the confidence that I can achieve my goals"

Relief:
"I can trust the service with taking care of my administrative tasks, while doing that in safe way regarding my personal information"

Joy:
"I am looking forward to start a new chapter in my life and I'm excited for things like decorating my home and be with my love all the time!"

Let's begin!

INTERACTION VISION

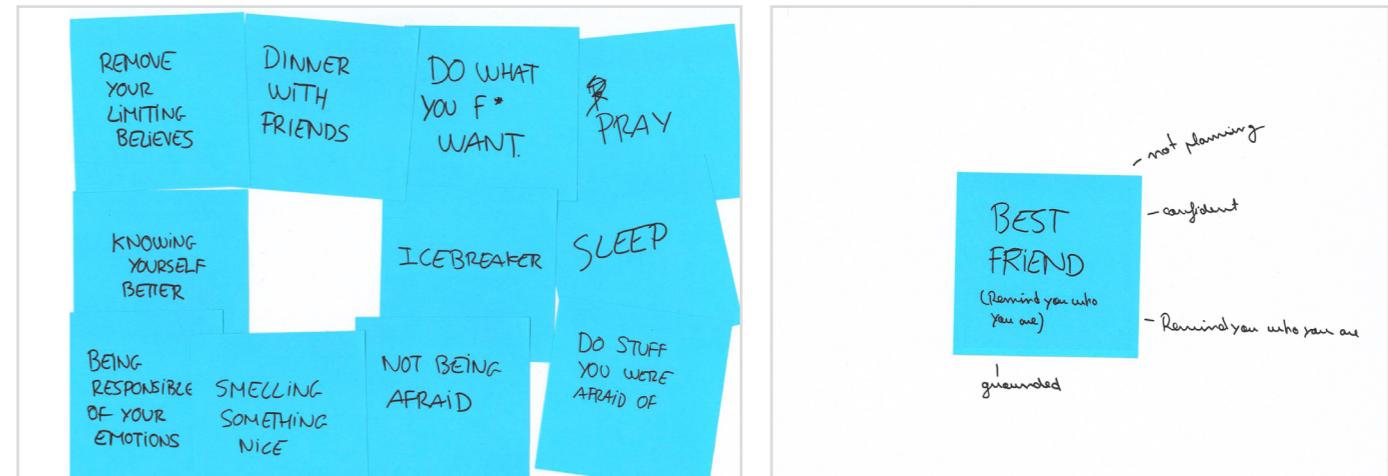
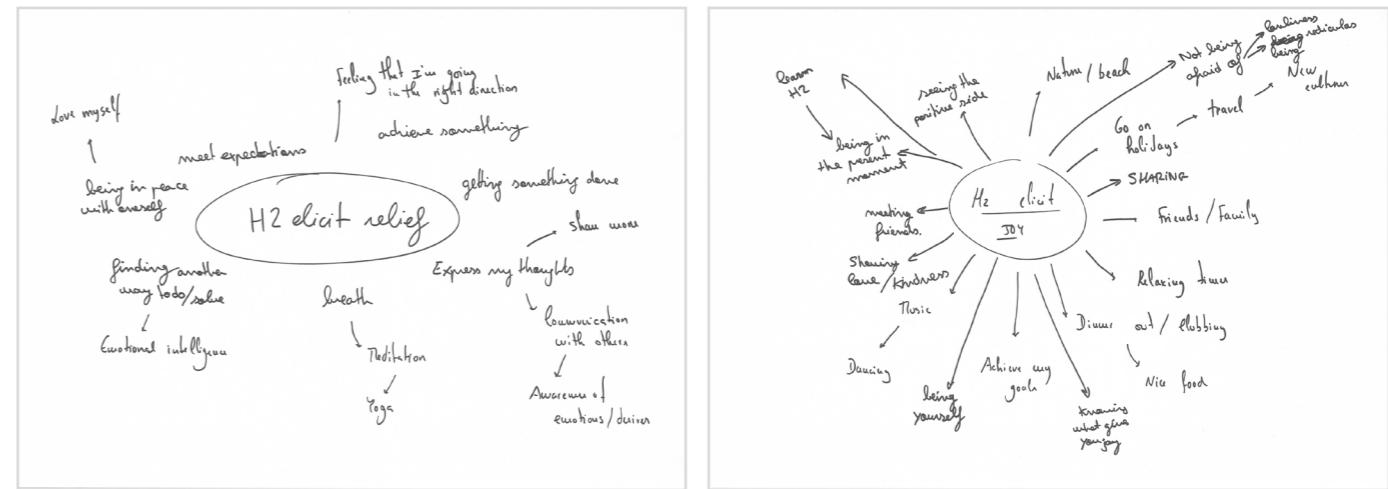
- H2 elicit confidence?
- H2 elicit relief?
- H2 elicit joy?

Think of products, a person, actions, interactions, analogies, metaphors
(In the context of Mila and her mom)

INTERACTION VISION

What metaphor describes evoking the emotions of confidence, relief & joy?

Think of products, a person, actions, interactions, analogies, metaphors



CONSUMER VALIDATION FINAL SERVICE CONCEPT

Concept testing Consumers

Duur interview: ongeveer 50 minuten

Participants:

Goal: Validate usability of the service concept (feasibility), validate experienced positive emotions (desirability), validate consumers perceived fit and willingness to pay (viability)

Structure: According to framework: Empathize > Personalize > Engage

Overzicht interview

Introductie 5 min

- Welkom en dankjewel dat je mee wilt werken!
- Mijn afstudeerproject gaat over hoe PostNL ons zou kunnen helpen tijdens belangrijke momenten in ons leven, zoals verhuizen. Een van de eindresultaten is dat ik een service van PostNL heb herontworpen. Dit interview is om dit ontwerp te testen en te kijken wat er nog verbeterd moet worden.
- Het duurt ongeveer 45 minuten
- De sessie wordt opgenomen - Maar de opname wordt niet verspreid en alleen voor onderzoeksdoeleinden gebruikt.
- Ik begrijp dat het vertellen over [gebeurtenis] heel persoonlijk kan zijn. Ik wil graag nog eens benadrukken dat ik hier vooral ben om naar jouw verhaal te luisteren. Er zijn geen goede of foute antwoorden, alleen jouw ervaring telt.
- Ook als je een vraag niet snapt of bijvoorbeeld het concept onduidelijk is, hoor ik het graag. Er is niets goed of fout. Feedback kan mij juist helpen.

DEEL I | EMPATHIZE 10 min

Jouw verhuiservaring 5 min

- Laten we beginnen met kort jouw verhuiservaring in beeld brengen
- Wanneer vond het plaats? Waarheen ben je verhuisd? Waarom?
- Waar verheugde je je het meest op? Waar keek je het meest tegenop?
- Welk plaatje representeert jouw verhuizing het meest? Waarom?

Behoeftes rondom verhuizen 5 min

- Op het gebied van post zijn er veel ongemakkelijkheden rondom de verhuizing
- Welke zie jij? Waarom vind je dat ongemakkelijk?

Eventueel vragen naar:

- Niets missen (controle)
- Niets achterlaten (sociaal)
- In één keer geregeld (overzicht en efficiënt)
- Dankjewel, laten we beginnen!

DEEL II | PERSONALIZE 15 min

Scenario > low-res 5 min

- Je (volgende verhuizing) bestaat uit verschillende fases (leg uit)
- Tijdens het verhuizen kom je in aanraking met de service van PostNL, hier loop je ook verschillende stappen door
- Deze kunnen parallel lopen aan je verhuis fases

We gaan nu beginnen met het gebruik scenario

1. Je ontdekt de service (op één van de verschillende manieren)
2. Landing page verhuizen - Ontdekken
 - a. Gebaseerd op behoeftes rondom verhuizen wordt het scenario verteld
 - i. Niets missen (controle)
 - ii. Niets achterlaten (sociaal)
 - iii. In één keer geregeld (overzicht en efficiënt)
3. Aanmeldpagina - Service aan gaan
4. Dash board - Overzicht hebben
5. Evaluatiepagina - Evaluatie
6. Landing page life events - Verder ontdekken

Tijdens: Wat valt je op? Wat verwacht je dat er gaat gebeuren? (F) Wat vind je hiervan? Waarom (niet)?

Discussion I 10 min

Desirability & feasibility

- Wat zijn de hoofdfuncties van de service? Wat vind je hiervan?
- Welke aspecten gaven je een positief gevoel?
- Op welke manier zou deze service jou helpen? Wat zie jij als de hoofdvoordelen van de service?
- Zou je het gebruiken de volgende keer dat je weer gaat verhuizen?
- Op een schaal van 1 tot 10, hoe waarschijnlijk is het dat je deze service zou aanraden aan een vriend of collega?

- Ben je benieuwd naar wat PostNL nog meer zou kunnen doen?

Viability

- Zou je bereid zijn te betalen voor de service? Waarom (niet)?
- Waar zou je wel/niet voor willen betalen?
- Welke bedrag zou je over hebben voor de service?

DEEL III | DELIVER 20 min

Scenario > high-res 5 min

"Om je een idee te geven van hoe de service er realistisch uit zou kunnen zien, zijn er ook twee pagina's uitgewerkt"

- Wat vind je van de vormgeving van de pagina? Wat valt je op?
- Welke aspecten gaven je een positief gevoel?

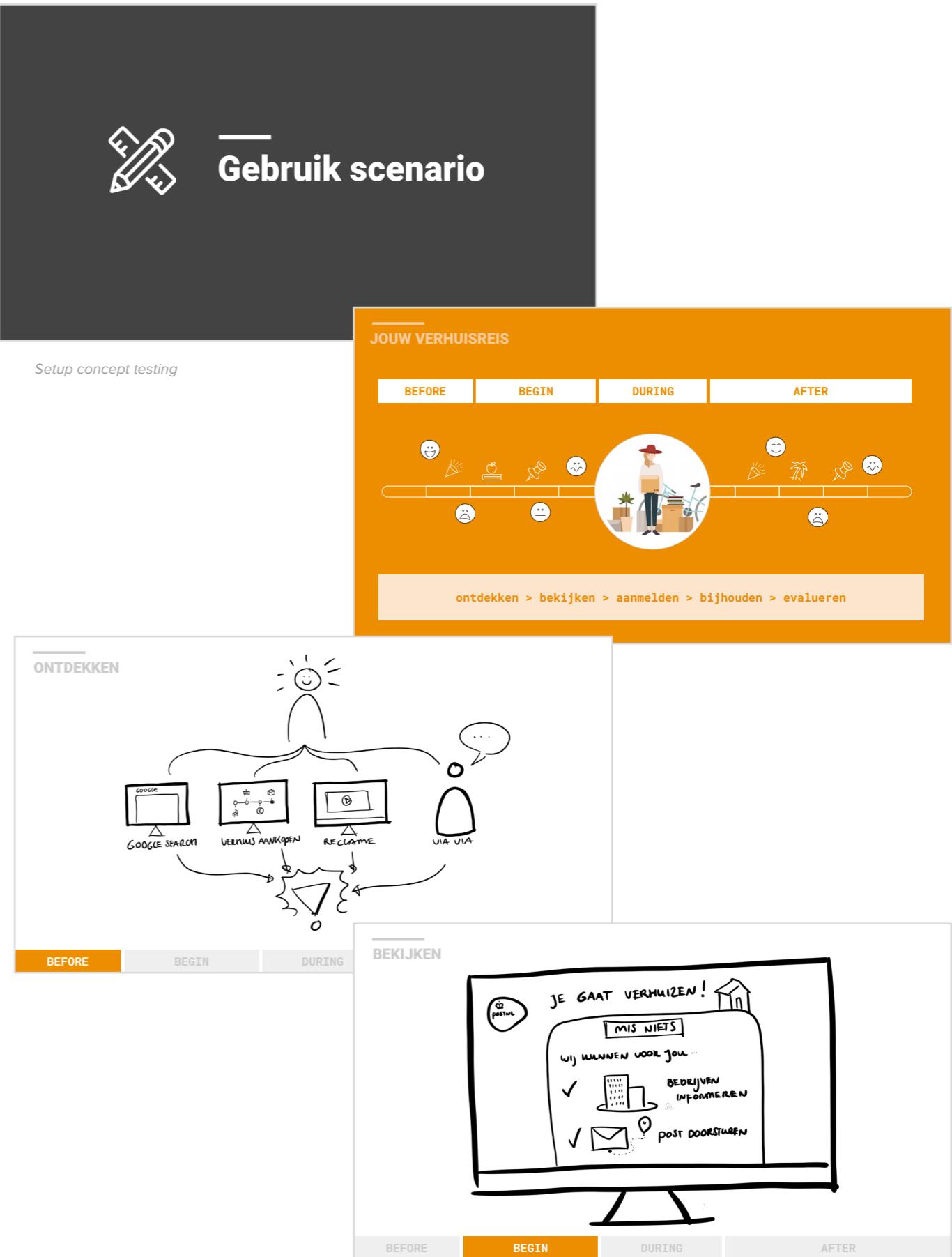
Herhaal voor life event landing page

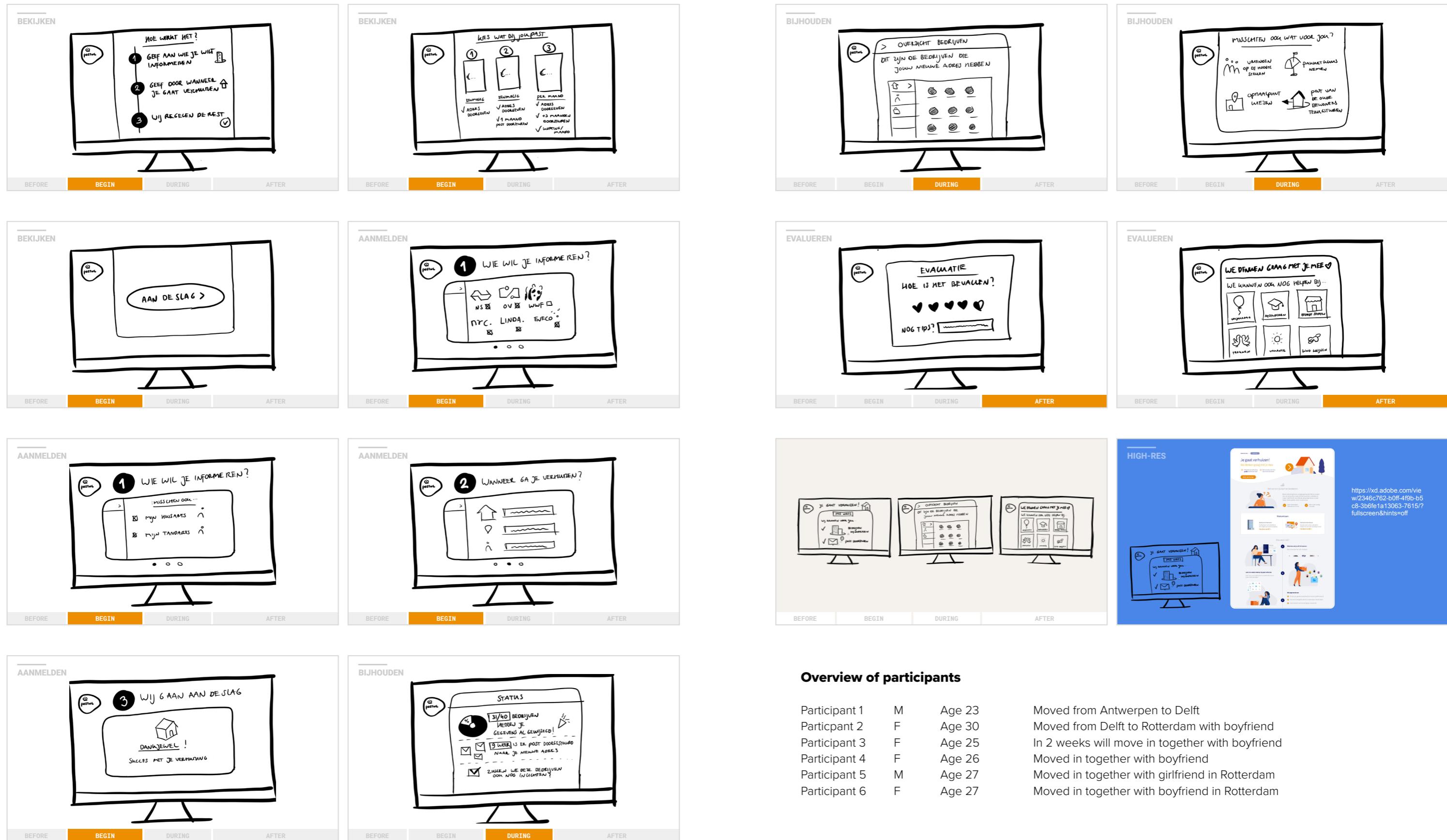
Ervaring emoties 10 min

- We zijn net stap voor stap door de service heengelopen
- Om te begrijpen hoe je de service hebt ervaren, ben ik benieuwd naar wat voor emoties je ervaart in het gebruiken van de service
- Hiervoor wil ik je vragen de volgende kaartjes te bekijken. Hoeft niet allemaal even goed, maar gewoon even er door heen blader.
- Als je een bepaald emotiekaartje ziet die omschrijft hoe jij je voelt, laat het me dan weten
- Welke 3 emoties zijn het geworden? Waarom deze? Kan je dat uitleggen?

Wrap-up 5 min

- Wat viel jou op aan dit gesprek? Had je nog nieuwe inzichten?
- Als je ons nog een advies zou mogen geven, wat zou je ze dan voor advies geven?
- Hebben we nog wat gemist? Heb je zelf nog vragen?
- Dankjewel!

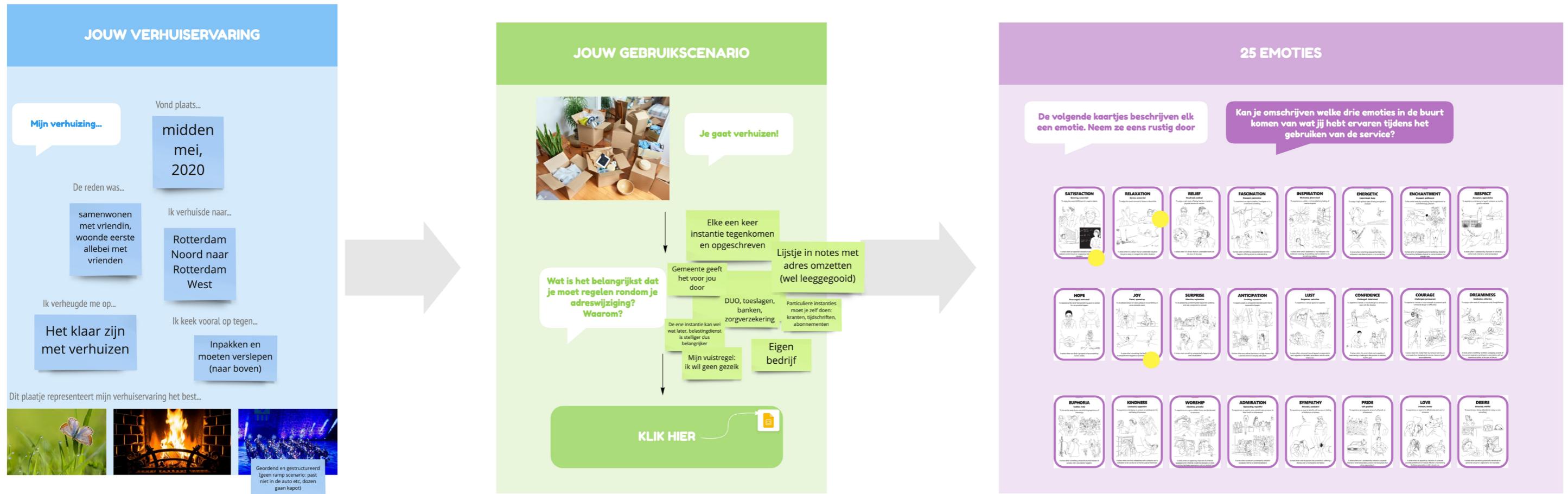




Overview of participants

Participant 1	M	Age 23	Moved from Antwerpen to Delft
Participant 2	F	Age 30	Moved from Delft to Rotterdam with boyfriend
Participant 3	F	Age 25	In 2 weeks will move in together with boyfriend
Participant 4	F	Age 26	Moved in together with boyfriend
Participant 5	M	Age 27	Moved in together with girlfriend in Rotterdam
Participant 6	F	Age 27	Moved in together with boyfriend in Rotterdam

Example miro board to collaborate and capture insights (participant 5)



Overview of participants

Participant 1	M	Age 23	Moved from Antwerpen to Delft
Participant 2	F	Age 30	Moved from Delft to Rotterdam with boyfriend
Participant 3	F	Age 25	In 2 weeks will move in together with boyfriend
Participant 4	F	Age 26	Moved in together with boyfriend
Participant 5	M	Age 27	Moved in together with girlfriend in Rotterdam
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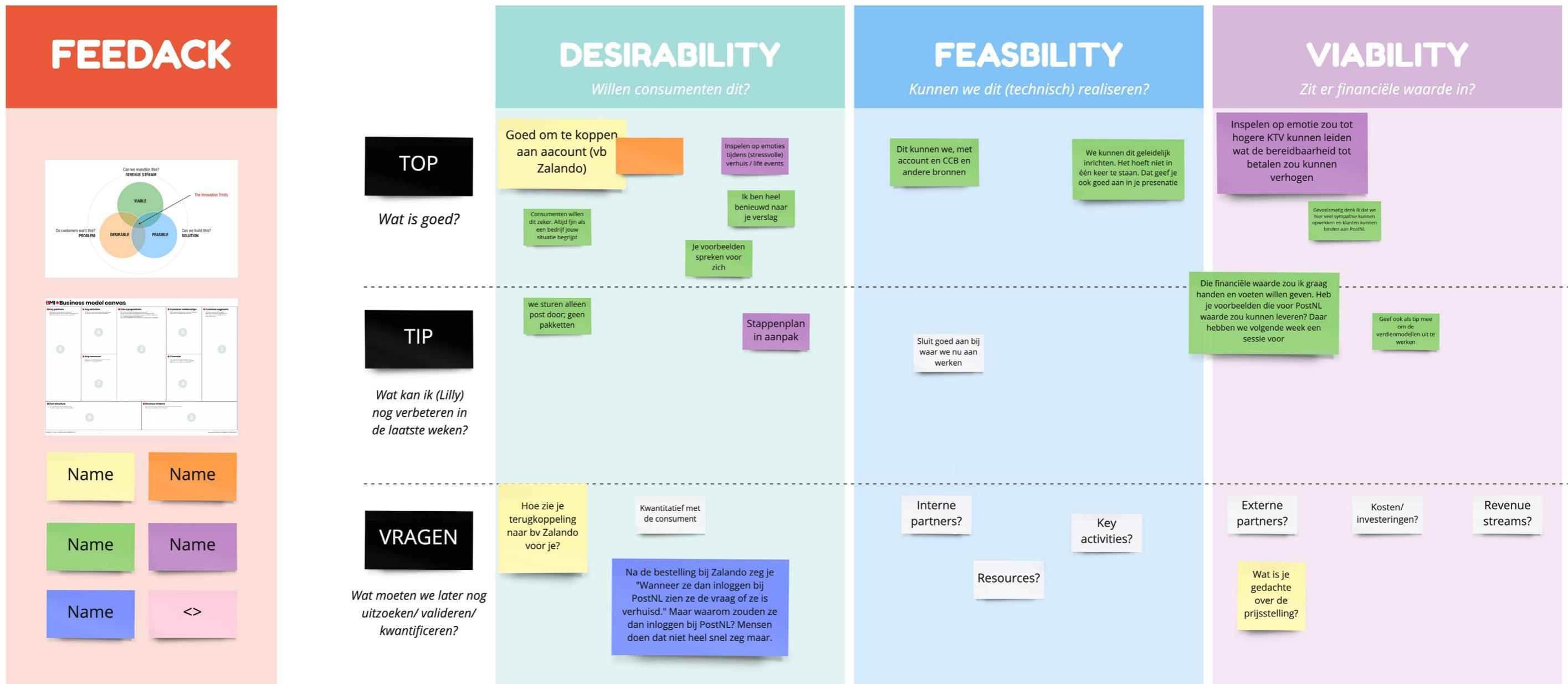
Overview chosen positive emotions per participant

Participant 1	Satisfaction, relief
Participant 2	Relief, surprise, confidence
Participant 3	Relief, anticipation, joy
Participant 4	Relaxation, kindness, sympathy, respect
Participant 5	Satisfaction, relaxation, joy
Participant 6	Relief, anticipation, fascination

APPENDIX 0

INTERNAL VALIDATION RELOCATION SERVICE TEAM

Miro board to collaborate and capture insights



INTERNAL VALIDATION ADDRESS BOOK TEAM

Framework testing PostNL

Duur sessie: ongeveer 120 minuten

Participants: Customer journey owner, business development manager

Goal: Validate usability of the framework (feasibility), validate whether the framework would stimulate PostNL to develop enhanced emotional value propositions (desirability)

Structure: According to framework: Empathize > Personalize > Engage

Goal

1. Test 3 phases: Empathize > Personalize > Engage/Deliver
2. Test 5 step approach: Context > Concerns > Emotions > Interaction qualities > Concept

Introductie:

1. We gaan er snel doorheen, zodat we genoeg tijd hebben voor discussie

Structure

1. Introduceren project en framework (fases, steps en principles) > SLIDES
 - a. Voorbeeld
2. Wat is het doel van deze sessie, wat willen eruit halen? > WOLK
 - a. Frame vraag / statement
 - b. Welke context willen we voor ontwerpen?
 - c. Welke scenario's zien we (life events)?
3. Approach
 - a. Kies een scenario > PERSONA
 - b. Vorm een persona aan de hand van de principles > PRINCIPLES
 - i. Naam, leeftijd, situatie
 - ii. Wat voor emoties ervaart de persoon?
 - c. Formulate consumer concerns aan de hand van de principles > SHEET
 - i. Post-its
 - d. Welke emoties vinden we belangrijk om los te maken?
 - e. Welke passen bij haar behoeftes? Passen deze bij PostNL?
4. Wat voor analogie of metafoor kunnen we bedenken die deze 3 emoties represeneert?
 - a. Noem een voorbeeld
 - b. Kan ook beginnen met combineren van twee emoties
5. Wat voor interactie kwaliteiten moet de service hebben?
 - a. Noem voorbeeld
 - b. Bedenk er 5
6. Wat voor features kunnen we bedenken voor adres boek?

- a. Waar moet het aan voldoen voor haar scenario?
- b. Wat voor vragen kunnen we bedenken die we nog moeten uitzoeken?

Overzicht interview

Introductie 5 min

- Welkom en dankjewel dat je mee wilt werken!
- Mijn afstudeerproject gaat over hoe PostNL ons zou kunnen helpen tijdens belangrijke momenten in ons leven, zoals verhuizen. Een van de eindresultaten is dat ik een service van PostNL heb herontworpen. Dit interview is om dit ontwerp te testen en te kijken wat er nog verbeterd moet worden.
- Het duurt ongeveer 45 minuten
- De sessie wordt opgenomen - Maar de opname wordt niet verspreid en alleen voor onderzoeksdoeleinden gebruikt.
- Ik begrijp dat het vertellen over [gebeurtenis] heel persoonlijk kan zijn. Ik wil graag nog eens benadrukken dat ik hier vooral ben om naar jouw verhaal te luisteren. Er zijn geen goede of foute antwoorden, alleen jouw ervaring telt.
- Ook als je een vraag niet snapt of bijvoorbeeld het concept onduidelijk is, hoor ik het graag. Er is niets goed of fout. Feedback kan mij juist helpen.

DEEL I | EMPATHIZE 10 min

Jouw verhuiservaring 5 min

- Laten we beginnen met kort jouw verhuiservaring in beeld brengen
- Wanneer vond het plaats? Waarheen ben je verhuisd? Waarom?
- Waar verheugde je je het meest op? Waar keek je het meest tegenop?
- Welk plaatje represeneert jouw verhuizing het meest? Waarom?

Behoeftes rondom verhuizen 5 min

- Op het gebied van post zijn er veel ongemakkelijkheden rondom de verhuizing
 - Welke zie jij? Waarom vind je dat ongemakkelijk?
- Eventueel vragen naar:
- Niets missen (controle)
 - Niets achterlaten (sociaal)
 - In één keer geregeld (overzicht en efficiënt)
- Dankjewel, laten we beginnen!

DEEL II | PERSONALIZE 15 min

Scenario > low-res 5 min

- Je (volgende verhuizing) bestaat uit verschillende fases (leg uit)
 - Tijdens het verhuizen kom je in aanraking met de service van PostNL, hier loop je ook verschillende stappen door
 - Deze kunnen parallel lopen aan je verhuis fases
1. Je ontdekt de service (op één van de verschillende manieren)
 2. Landing page verhuizen - Ontdekken
 - i. Niets missen (controle)
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 3. Aanmeldpagina - Service aan gaan
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 6. Landing page life events - Verder ontdekken

Tijdens: Wat valt je op? Wat verwacht je dat er gaat gebeuren? (F) Wat vind je hiervan? Waarom (niet)?

Discussion I 10 min

Desirability & feasibility

- Wat zijn de hoofdfuncties van de service? Wat vind je hiervan?
- Welke aspecten gaven je een positief gevoel?
- Op welke manier zou deze service jou helpen? Wat zie jij als de hoofdvoordelen van de service?
- Zou je het gebruiken de volgende keer dat je weer gaat verhuizen?
- Op een schaal van 1 tot 10, hoe waarschijnlijk is het dat je deze service zou aanraden aan een vriend of collega?
- Ben je benieuwd naar wat PostNL nog meer zou kunnen doen?

Viability

- Zou je bereid zijn te betalen voor de service? Waarom (niet)?
- Waar zou je wel/niet voor willen betalen?
- Welke bedrag zou je over hebben voor de service?

DEEL III | DELIVER 20 min

Scenario > high-res 5 min

"Om je een idee te geven van hoe de service er realistisch uit zou kunnen zien, zijn er ook twee pagina's uitgewerkt"

- Wat vind je van de vormgeving van de pagina? Wat valt je op?
- Welke aspecten gaven je een positief gevoel?

Herhaal voor life event landing page

Ervaring emoties 10 min

- We zijn net stap voor stap door de service heengelopen
- Om te begrijpen hoe je de service hebt ervaren, ben ik benieuwd naar wat voor emoties je ervaart in het gebruiken van de service
- Hiervoor wil ik je vragen de volgende kaartjes te bekijken. Hoeft niet allemaal even goed, maar gewoon even er door heen blader.
- Als je een bepaald emotiekaartje ziet die omschrijft hoe jij je voelt, laat het me dan weten
- Welke 3 emoties zijn het geworden? Waarom deze? Kan je dat uitleggen?

Wrap-up 5 min

- Wat viel jou op aan dit gesprek? Had je nog nieuwe inzichten?
- Als je ons nog een advies zou mogen geven, wat zou je ze dan voor advies geven?
- Hebben we nog wat gemist? Heb je zelf nog vragen?
- Dankjewel!

AGENDA

09:30	Introductie
10:00	Welke context?
10:10	Voor wie?
10:25	Voor welke emoties?
10:35	Welke eigenschappen?
10:50	Welke features?
11:10	Discussie
11:30	Einde

Creatieve sessie
Een waardevolle propoositie voor adresboek
23-10-2020

RELOCATION SERVICE

VISION

DESIGN QUESTIONS

FRAMEWORK

EMPATHIZE

PERSONALIZE

ENGAGE

EMPATHIZE

EMPATHIZE

EMPATHIZE

PERSONALIZE

PERSONALIZE

EMPATHIZE

APPENDICES

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