A1. Creating a list of the system's direct stakeholders. For each stakeholder role, note at least one concern specific to that role.

- Farmers: Make money, waste less product possible, raise company value and reputation.
- Shop employee: Tools too difficult to use or with a learning curve too steep.
- Warehouse employee: Inventory errors.
- Manager: Making sure the system works correctly.
- Delivery people: Fake/wrong addresses.
- Clients: Receive the products (forgot to pick-up orders, missing a shipment, …), fulfill their needs.

A2. Generate a list of 3-5 indirect stakeholders. For each indirect stakeholder role, note at least one concern specific to that role.

- Owner: Make money, success of the company.
- Cooperatives of farmers: In case farmers were members of a cooperative and decided to go private, cooperatives worry about losing members, power and money.
- City inhabitants: City value is improved by promoting the local economy.
- Farmers' Employees: If the farm makes money, they keep the job.
- Supermarket chains or open markets: SPG is a direct competitor.

B1-B2. Generate a list of as many potentially implicated values as possible in five minutes. Then briefly discuss each of the values on your list.

- Sustainability: *Products are not wasted and abandoned orders are recycled. Also, the local economy is sustained.*
- Human welfare: *Clients have more control on the quality of the products they buy. No advantage is taken of the farmers, they are not exploited for the company earnings.*
- Solidarity: *Local and little farmers can be supported surviving within our hard economic environment.*
- Trust: *Clients cannot choose products individually, by checking them one by one; they need to trust the farmers.*
- Universal Usability: *Old men and women can use the system, helped by the shop employee*

C1. Designate three primary values the system supports

- Solidarity
- Sustainability
- Human welfare

C2. Explore/brainstorm three value tensions that your system may engage. For each value tension, identify one or more design features that favors one of the values over the others.

1. Quality of the products: We cannot assure the quality of our products. This is in conflict with trust.
2. Unpredictability of unretrieved products: Orders might be not retrieved after they are bought. In tension with sustainability.
3. Money locked in app wallet: before the confirmation of estimated quantity by farmers, clients have the capability of topping-up the wallet. It could happen that the products of their orders are not available anymore. The wallet funds won't be used and clients can be annoyed. This is in conflict with autonomy because the client can't decide how to manage the money and he's forced to make another order to drain the leftover funds.

D1. How would you change the system to mitigate value tensions ? Describe analytically the changes.

1. A rating system might be added to gather clients' feedbacks, in order to promote trustable farmers and demote dishonest farmers.
   After a week from the order retrieval, an automatic email containing a feedback request could be randomly sent to clients. The feedback can be structured as a rating with an optional description.
2. Unretrieved orders might be given for charity. Given the fact they're already paid it wouldn't affect the SPG finances. At the end of the week the unretrieved orders could be grouped up and sent to one or more charity organizations.
   Also, each client might be asked to add a product to the order and donate it to charity, which will be added to the end of the week charity bags.
3. This can be solved by setting up a policy of refunds or a payment system to allow the clients to pay only after their order is confirmed, with credit cards or with cash in the shop.

E3. Check the assigned envisioning card (see Dropbox folder) and follow the activity.

Imagine that the system you are working on has been widely adopted and is part of daily life for direct and indirect stakeholders across society. Reflect upon 3-5 likely ways in which the system influences health and well-being after years of use.

1. If our system usage increments exponentially, it's possible it would steal some space to the big fast food chains and promote healthy, not refined, local products. This could improve the local average health and obesity might be reduced on the long term.
2. The local economy might be positively impacted, distributing wealth also in small communities and not only in the big cities. More local workers could be hired in reaction of the newly created jobs.
3. Some people might decide to return to their native cities they have left due to scarcity of job positions, reducing the stress provoked by city life. Also, some other people might decide to move to the countryside for the same reasons.
4. A lot of people working for little local shops or supermarket chains that compete with SPG, may lose their job.

E4. Look back at:

- the list of values provided in B1

- the definition of value in B2

How would you change them after considering the long-term view? Explain briefly why.

Trust should be given a lot more attention, because with the increase of the SPG size, there might be a lot more dishonest farmers which should join the platform only after a very careful review. This might be too expensive to be sustainable for the company finances.

Universal Usability: for farmers that live outside the city it may be difficult to use the app. While for a client it is easier to go to the local store and ask for help

- Sustainability: *Products are not wasted and abandoned orders are recycled. Also, the local economy is sustained.*

- Human welfare: *Clients have more control on the quality of the products they buy. No advantage is taken of the farmers, they are not exploited for the company earnings.*
- Solidarity: *Local and little farmers can be supported surviving within our hard economic environment.*
- Trust: *Clients cannot choose products individually, by checking them one by one; they need to trust the farmers.*
- Universal Usability: *Old men and women can use the system, helped by the shop employee***.**