



PSV Brainport Vitality Platform

Introducing the Vitality Vending machine

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01.

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02.

Summary

With this report, we show what we have applied and report on the assignment for the course Creating Corporate Entrepreneurship - DAM160.

The PSV Brainport Vitality platform is a collaboration between several companies in the Eindhoven region. These companies are Philips, High tech campus, ASML, VDL, Jumbo, Koninklijke Swinkels Family Brewers, PSV and Brainport Development. Currently, it consists of an online platform around 7 vitality themes: passion and goals, nutrition, exercise, social environment, relaxation, sleep, and energy management. The mission of the collaboration is to become not only the smartest region in the Netherlands but also the most vital one. Because they want to attract talent to the region and keep it here.

Our challenge was to make an improved or even a different social innovation platform to inspire and motivate people and compete with other vitality innovators.

To develop the product and guide the process, various tools were used such as customer journey mapping, trend analysis, value proposition canvas, brainstorming sessions, business model canvas, eight dimensions of the human being feedback of the three battle rounds with our competitors were implemented.

Qualitative research was carried out which included a quantitative aspect in the form of a survey to evaluate the concept and the Vitality platform experts of PSV and Brainport validated our concept by interviewing them.

Out of this design process, the 'Vitality vending machine' was created. The Vitality Vending Machine is a vending machine where employees of the partners can go to for information and advice about vitality or do challenges with which they can earn points. When people saved multiple points, they can get healthy rewards.

We also entered into a partnership with one of our competing vitality innovators, Jumbo.

By working together we were able to increase the effectiveness of our concept and offer the user a more streamlined solution to increase vitality.

The vitality platform will first focus on the employees of the companies affiliated with the partnership, which should later be expanded to everyone in the region, and beyond. The goal of Brainport's stakeholders is not to create a profitable vitality platform, but to create a viable vitality platform for everyone in the

region. PSV Brainport Vitality wants to achieve this by joining forces and working together with companies instead of competing, and in doing so hopes to be an example for other municipalities and hopes that others will take over from them and that they can be pioneers in this.

Will we see the Vitality Vending Machine on the street in the future?



Figure 1: The Vitality Vending Machine

03.

Design challenge

This project's learning journey was aided by a company design wargame structure, in which we worked in teams representing partners in the industry arena of preferences, competing, or partnering with one another. We were supposed to demonstrate our roles in the joint market, as well as distinguish ourselves from rivals and partners.

Challenge

In 2020 the PSV Brainport Vitality platform was launched. Together with PSV and all Brainport partners joined forces to create the online platform. The platform consists of 7 vitality pillars: goals setting, exercise, nutrition, sleep, energy & time management, social environment, and relaxation (see figure 2).

The Brainport parties share their knowledge and expertise on this informative and inspiring platform. These companies are Philips, High tech campus, ASML, VDL, Jumbo, Royal Swinkels Family Brewers, PSV, and Brainport Development. Their mission: becoming the most vital region of the Netherlands by motivating and inspiring people to get healthy.

Brainport is an innovation ecosystem in the region of Eindhoven. Combining technology, creativity & innovation, and closely collaborating between different industries (students, start-ups, large companies, etc.)

Our mission, to create the most vital region of the Netherlands (Europe, the world), can be achieved by forming partnerships with different companies in the region. Focusing on innovation, vitality, entertainment, talent development, and talent recruitment. The online platform stimulates individual employees to take a critical look at their vitality pillars and receive support from the platform. Currently, the platform consists of articles, videos, and challenges for individuals. In October 2020, the platform was promoted during an 8-week campaign. The instructions we received and worked on at the beginning of the project were divided into three phases (see figure 3): Videos, information, tips, background, and weekly personal challenges were highlighted for each pillar.

The design challenge is to improve or make a different social innovation platform to motivate and stimulate employees of the PSV and Brainport partners to get more vital through the vitality pillar model (see figure 2).

Phase 1 (week 1-2):

We started the project by understanding the end-users and their needs. We also needed to keep the stakeholders in mind when coming up with a design. Based on the understanding, we came up with the value propositions and created the wanted positions accordingly. At the end of these two weeks, a first concept was developed.

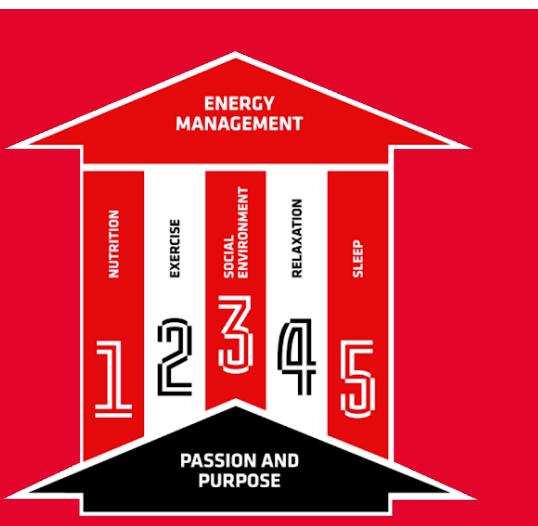


Figure 2: Vitality Pillar Model

Battle 1: We prepared a 3-min presentation to present our first value proposition at the first market battle based on the design with the user and market empathy and related ethics. We explained our market position and value proposition (see the value proposition, chapter 4)

Feedback: why only focus on employees when we can also educate companies on how to create a vital office, and what office vitality is? What does it do & how do you track people?

Phase 2 (week 3-4)

Following the findings and feedback from week 1 and 2, we identified the competitors and collaborators by examining the stakeholder network, and improved the value propositions in order to create values for stakeholders as well as end-users. The values we came up with were differentiating and complementing values from our competitors and our collaborators.

Battle 2: This time it was a 5-min presentation to discuss the progress and results for the market battle round 2, focussing on improving our value proposition based on the design with stakeholder empathy and related ethics.

Feedback: Organize the presentation more structurally: why, what, how. think about the difference for branding PSV? Could try new tools for ethics.

Phase 3 (week 5-6)

These weeks, we improved the value propositions to meet the business strategies of our representing corporates and eventually created our most wanted positions in the market. By collaborating with the Jumbo team we were able to increase the effectiveness of our concept, as well as being able to offer the user a more streamlined solution to increase their vitality.

Battle 3: Finally, there was a 10-min presentation to discuss the process and results for the market battle round 3 of our own company, the stakeholders, and the end-users, based on the design with business empathy and related ethics. We revealed our wanted position and improved our value proposition further.

Feedback: Improve the target group, as well as how the interaction will be in front of the machine. Consider the neighborhood in which the machine will be placed.

Phase 4: (week 7-8)

We had to build our particular value propositions step by step throughout three business wars. We delivered our final product in Week 7 with all of the various things taken into account. Week 8 was set aside for reflection and the planning of the review paper.

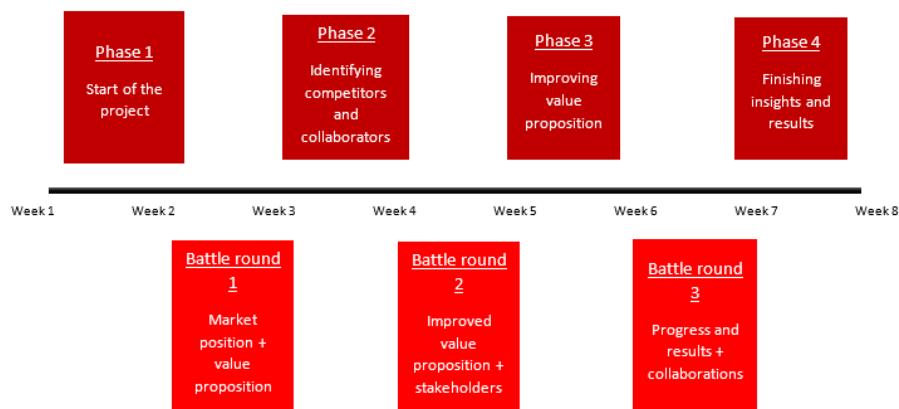


Figure 3: Project Process

04.

Value proposition

This section will be divided into three parts. First, we will illustrate our target user group and their needs. Then, we come up with our value proposition and finally introduce the design concept derived from our value proposition in detail.

User Insights

The Brainport partners are located in different spots in and around Eindhoven rather than in the same area. From 2013 to 2017 we saw an annual reduction in the number of unemployed people, and an increased number of available vacancies, of which over a quarter are tech and IT (Brainport Eindhoven Makes It Together, 2018). Therefore, the vitality of Brainport employees in the region will become a concern of society, especially those who work at desks or in the workshop for a long time.

Affected by the pandemic and accessibility, an empathy map was used (Appendix I) to understand our target user group: Brainport employees. Though vitality facilities are provided in many companies and industrial campuses, such as gyms, parks, etc., many employees still lack awareness, attention, and motivation for vitality. Especially under the influence of the epidemic, people working from home have reduced the vitality brought

by various methods such as social activities and outdoor relaxation (Ren et al., 2020). The people who have to work in the office have also reduced a lot of opportunities for vitality.

Data showed a correlation between citizens in Eindhoven that exercised and those who have a better overall health/feel happier (Eindhoven in cijfers, 2021). The areas that have increased unhappiness and/or a lower overall health are Ontginnings in Woensel-North and Oud-Gestel in Gestel (see Figure 4). The main takeaway of Eindhoven's database was that neighborhoods differ in composition of inhabitants, levels of health and happiness. This may result in a different value per neighborhood and should be taken into consideration when designing the Vitality Vending Machine.

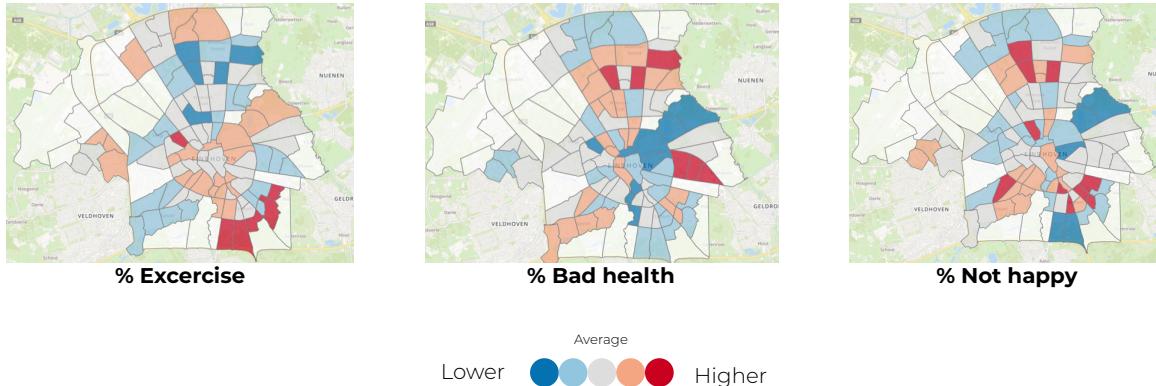


Figure 4: Health Eindhoven

Value proposition

To increase Brainport employees' motivation for vitality, the PSV Vitality Platform provides knowledge service and inspiration with regional social resources to improve the vitality in all aspects. see figure 5.

The value we wanted to create for the users with our product-service system was by emphasizing three elements of vitality according to Fogg's behavior model (Fogg, 2019), which contributed to driving them to the next stage of their behavioral change process (Prochaska, 1997). The first element is the knowledge of vitality. Instead of only one or several aspects, we wanted to inform users of knowledge and methodologies as a framework in all pillars of vitality (see Figure 1). The knowledge service we provide could improve users' ability and confidence to change their behavior. By engaging the users in interactive and rewarding service, we wanted to create opportunities for motivating them from both inner and outer, which is the second element. The service is personalized to increase motivation and keeps users in the behavior change process rather than being an extra burden to their life. The last element is the physical-digital vitality product, which acts as the trigger for behavior change. We wanted to create a physical installation in the public to attract attention from more people, accompanying a quiet digital mobile application that will be accessible any time.

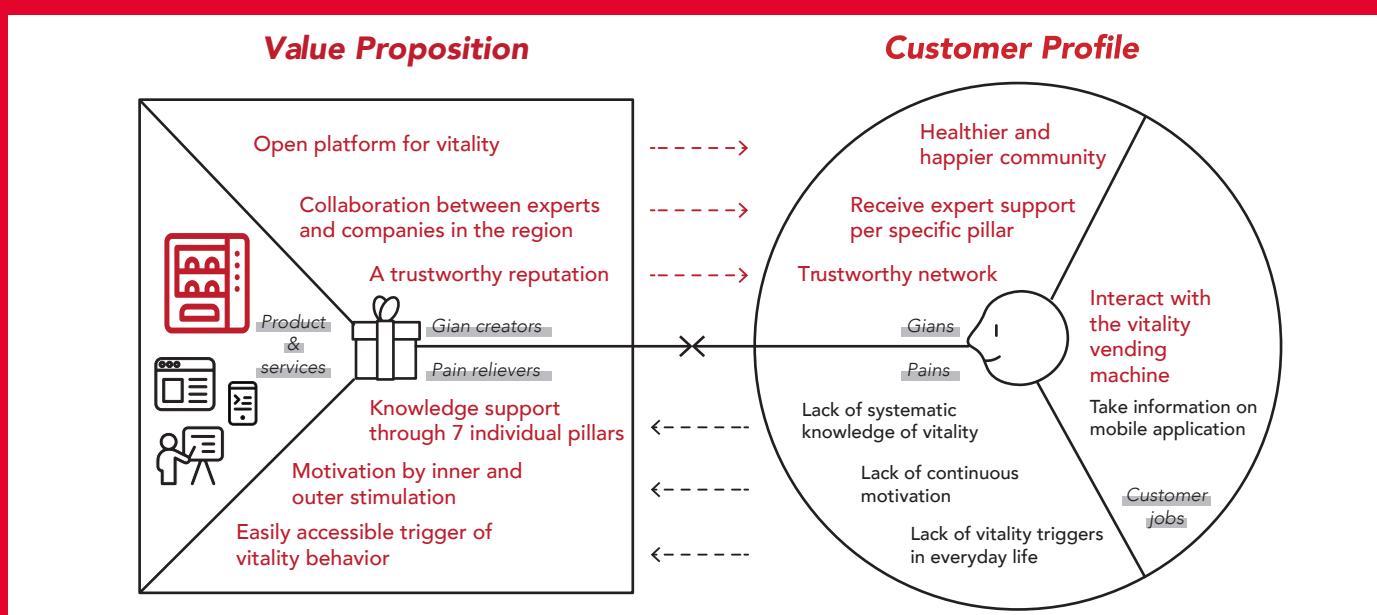


Figure 5: Value Proposition

The Proposed Concept

We propose the concept of the Vitality Vending Machine: to establish connections between users in the Brainport area and regional social resources through innovation service to enhance user vitality performance, thereby benefiting the productivity, living well-being, and reputation of the entire Brainport area. see Figure 6.

The vitality vending machine is inseparable from the existing 8-week training program and the mobile application that needs to be developed in the future. But in this project, we focus on the vitality vending machine itself, which will be described in the perspective of the three elements in our value proposition: The concept will be described in the perspective of the three elements in our value proposition:

Knowledge Service

following the 8-week vitality training program, the vending machine will keep serving the knowledge by providing expert advice in all the seven pillars. The advice can be personalized if the users are willing to answer several scales and multi-choice questions after logging in. It's also possible to get general advice in the guest mode, which is of better privacy consideration. This function is based on regional collaboration and the extension of the 8-week training program.

Inner- and outer motivation

the vending machine provides several vitality challenges every week, and there will be some tips according to the six principles of influence (Cialdini, 2009) to encourage users to take one. Users can choose to take whichever challenge they like or suit or inspires them. They can motivate themselves by accomplishing different challenges, seeing the progress going and their vitality changing. Next to it, the reward system motivates from the outside. We encourage users to take challenges in all pillars by rewarding them with points, and after they get the needed points, they can get a vitality bonus from our partners. As users spend more time on the system and increase the challenges they accept, the points they need to exchange for a bonus will also increase, thereby continuously motivating users.

Physical-digital product

After being introduced in the previous 8-week program, the first trigger point is the public vending machine, which is distributed in several spots in the region at facilities of the partners. When Brianport employees come to the vending machine for some snacks, or when they just walk by, they could be attracted by the PSV style vending machine (PSV is a popular football team in Eindhoven). The on-screen question "Are you up to a vitality challenge?" invites users to interact, in other words, providing an opportunity for a trigger. Then if the user chooses to take the challenge at other places, or taking the advice with them, they can be triggered at any place with the widget on the mobile phone.

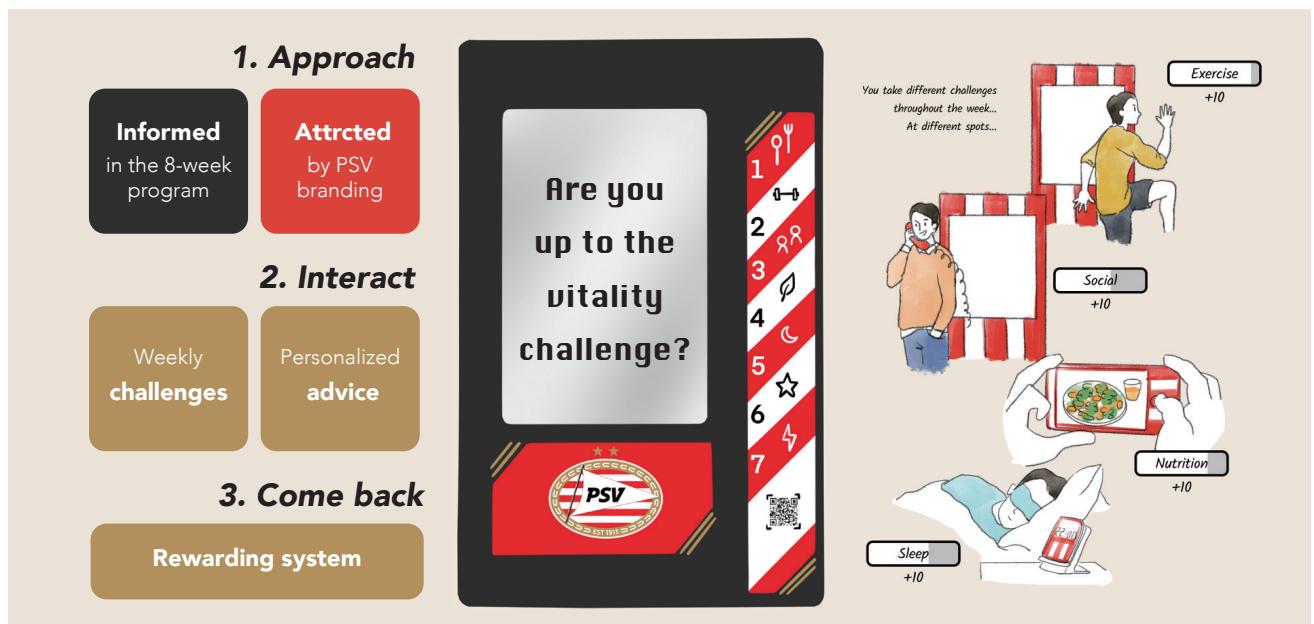


Figure 6: Proposed concept

05.

Innovation strategies

This chapter is divided into three parts: User, Stakeholder, and Business Empathy Strategies. These three types of strategies were used to manage the design process since multiple people and stakeholders are involved in the process (Lu et. al, 2018).

User Empathy Strategies

To achieve our goal we needed to find how we could motivate and inspire our users. That is why the Passion Split was used (see Appendix II). The tool helped to guide the design team to new business ideas (Colombo et. al 2017). We used especially this model since it would lead to inspiration on how we could motivate and challenge people to get healthier. For instance, by showing that people could improve multiple aspects like time management or grocery shopping to improve their eating patterns.

Besides motivating and inspiring people to get vital, the Vitality platform must be engaging to maintain the healthy behavior of the users. That is why the Experience Navigator tool (see Appendix III) was used to envision a new way of vitality engagement (Colombo et. al 2017). The model showed that involving experts in the old PSV Brainport Vitality Platform mainly stimulated and helped users achieve their vitality goals. That is why we wanted to keep the vitality expert involvement in the platform.

Motivating and inspiring to become and to maintain your vitality on all pillars of the Vitality model (see page 9) is a matter of changing or maintaining healthy behavior. To let users achieve this behavior, the Trans-theoretical model of behavioral change (Prochaska & Velicer, 1997) (see Appendix IV) was used to design the rewarding system of the platform. The rewarding stimulus should increase the motivation of the user to become or maintain their vitality (for validation see page...).

The mission of PSV Brainport is to become a social innovation platform instead of a commercial product or service. So we care about our users and that's why ethics is important for the platform. To look at all different aspects of ethics for the user and society, we looked at eight dimensions concerning ethical considerations (see Appendix V). Design decisions, such as not having competition among the users which could lead to a poor self-image, were taken while looking at the different dimensions of ethics.

Stakeholder Empathy Strategies

Jumbo x PSV Brainport Vitality Platform

Since our mission is to create the most vital region of the Netherlands, we were looking for partners that could support our vision and product. Jumbo and a.s.r. Vitality could increase the social aspect of our platform by connecting office and home workers so colleagues would not miss the social aspect of working when they are at home.

Both companies had in essence the same product so we proposed to have a triple collaboration while we started the negotiations. The a.s.r. Vitality team disagreed since Jumbo was their main competitor and they did not want to make concessions on their product to initiate a triple collaboration. So the negotiations were focused on Jumbo and the following collaboration was established: T

he Jimbo of Jumbo is connected to the vending machines at the companies using our platform with a speaker and microphone. Office workers can have a chat with their colleagues during flex breaks when no one is at the coffee corner. This increases social vitality. It can be done randomly or as a challenge.

Since Jimbo is a B2B product, partners of PSV Brainport Vitality can choose to buy the Jimbo product as an extra option to increase the connection between the office and home workers. We as Vitality Platform will promote the service as an extra option for the platform and Jumbo will provide healthy food products for our rewarding system.

Platform Partners

PSV Brainport Vitality is from the start already a collaborative partnership of multiple companies out of the Eindhoven region. This collaboration was started by the Brainport partners to make use of their qualities and help each other as one collaborative. Because of this mission, we made use of the qualities from different Brainport partners for the platform.

The platform will be physically and digitally created by Philips, VDL, and High Tech Campus which will increase their interest and influence (Stakeholder Matrix, see Appendix VI). The brand of PSV is used to promote the platform in the region so they have a high influence on the platform.

Besides having a share in creating the platform, the highlights of the Value Flow Model & Motivation Matrix show that all Brainport Partners (the above-named companies plus Swinkels Family Brewers & ASML) have besides their financial interest also a knowledge network that they establish with this collaboration (Appendix XIV). Furthermore, by creating together a vital region they also earn a better reputation related to the society and government/municipalities.

Business Empathy Strategies

The business model (see Appendix VII) will probably already be clear; different partners out of the region will start a non-profit social innovation platform for their employees to increase regional vitality. To maintain and develop the platform, all partners will pay a monthly commission to the platform. For every vending machine that a partner wants, they need to pay €3000 to cover the manufacturing and installation costs. For buying multiple machines a discount will be charged (see Appendix VII).

At first sight, the Vitality Platform could be assessed as part of the Knowledge Economy (Gardien et al., 2014). It involves knowledge from experts, user-generated knowledge, and knowledge about user behavior through monitoring tools through connecting products (website, vending machine, and an app). But the interesting part of our platform is that we aren't a commercial platform but a social innovation platform. Our goal is not to earn money with the platform but to get a vital region since this will benefit all our partners.

Due to this goal, we can distinguish our business compared to other vitality innovators. As a social innovation platform, we will be a service of the fourth paradigm: The Transformation Economy (Gardien et al., 2014). This is shown in the mission of all Brainport partners that want to put effort into the well-being of society without making a profit or collecting data to sell to third parties.

Further innovation can be found in the ten types of innovations in Chapter 7.

06.

Validation

In order to evaluate our concept, we contacted experts and potential end-users. For both the experts and the users, a video to explain the concept and an interactive prototype has been created, which can be seen in Appendix VIII. Our potential end-users are office workers of the Brainport companies. The experts approached were assigned by the companies themselves, from PSV the manager of lifestyle projects & lifestyle consultant, and from Brainport the project manager health.

Expert validation

The conversations with PSV and Brainport were mainly focused on the importance and purpose of the collaboration. With this cooperation, they do not only want to be the smartest region in the Netherlands but also the most vital. All companies in the region are helping to build the Brainport Eindhoven brand as a world-class innovative top technology region. The companies of PSV Brainport Vitality share one major challenge: attracting and retaining talent in the region.

Besides, they want to invest in the business climate and the health of employees and residents, so that they can strengthen the national and international appeal of the region. By joining forces, they stand stronger internationally. The main purpose of this is to give the PSV Brainport Vitality platform a social touch, to make it socially responsible. Not for profit, but purely for the region. Collaboration is seen as essential and something new; joining forces with companies. “[The goal of Brainport's stakeholders is not to create a profitable vitality platform but to create a viable vitality platform for everyone in the region. We want to cooperate rather than compete with the companies in the region](#)” (Lifestyle Consultant PSV, personal communication, March 18, 2021). Since they cannot reach this broad target group of residents at once, they decided to start with the employees of the companies affiliated with the partnership, which should later be expanded to everyone in the region, and beyond. In doing so, Eindhoven PSV Brainport vitality platform wants to be an example for other municipalities and hopes that others will take it up from them and that they can be pioneers in this.

In our approach, we adopted and aligned the vision of these experts with our design so the designed platform would perfectly suit the Brainport partners. That's for instance why the Vending Machine design is scalable. First the target audience consists only of Brainport employees and by pioneering

with this concept, we can later target all residents of the region. Of course as we already stated, this will all happen as a non-profit social innovation platform. Since we aligned the vision of our design with the real vision of PSV and Brainport, they were enthusiastic to see our final results after the course.

User evaluation

To evaluate the concept and user experience, a survey was created with five sections (see Appendix VIII). The first section introduced what the survey is about and asked for consent. The second section asked for general information: age indication, average hours spent at the desk during an average working day, and interpretation of own vitality. The third section was used to introduce our concept with the use of a video and an interactive prototype. For the fourth section, a short version of the user experience questionnaire (Schrepp et al., 2017) was used. This questionnaire consists of 8 pairs of contrasting attributes that may apply to the concept. The users were asked to express their agreement with the attributes by ticking the circle that most closely reflects their impression. Section five exists of two open questions about their opinion or other remarks.

A total of 18 users filled in the survey. 11 of the 18 participants were between 26 and 35 years old. The average hours spent at the desk on an average working day is around 7 hours. The average own interpretation of vitality was rated 5.11 on a scale of 1 to 7. A corresponding analysis tool by Dr. Martin Schrepp (Schrepp et al., 2017) was used to analyze section four. A positive evaluation (>0.8) for both the pragmatic and hedonic quality was detected (see Figure 7). Pragmatic quality refers to the so-called utility and usability aspects and hedonic quality refers to the aspects of a user interface that appeal to a person's desire. Although both qualities had a positive evaluation, the pragmatic quality can be improved to achieve better overall quality. This can be done by focusing on four attributes. The concept should be more supportive, easier, more efficient and clearer. All four can be reached when focused on a more specific target group. Also the UX was tested as the first conceptual version to see how people would experience the concept. So an improved UX will probably also lead to better results.

Pragmatic quality	0.903
Hedonic quality	1.264
Overall	1.083

Figure 7: UX results survey

Further validation

More assumptions were made, which need further validation. We used the behavioral change model in order to strengthen the explanation of our concept, but the assumptions regarding the connection between this model and our concept should be validated. Most importantly, the assumption that the rewarding system will keep users attracted should be validated. Regarding the rewarding system, there are more assumptions to be validated. Methods should be validated on how to track the challenges and how to earn the right amount of points. When looking at the business model, there are also some assumptions. A lot of those are made regarding the customer segment. The first thing that should be done, when the regulations regarding the pandemic will allow it, is validating those consumptions and if they are wrong, get a better understanding of the customer segment. Also, the price and cost structure should be validated. At the moment, this is based on original vending machines, which already gives a realistic indication, but with further validation, it can be more specific.

Future development

A future development plan for the PSV Brainport Vitality Platform was created to look at different opportunities to keep innovating the company and the Vitality Vending Machine. As shown in figure 9, the 10 types of Innovation model, following Keeley, Walters, Pikkell, and Quinn (2013), resulted in five main focus points for the social innovation platform: Network, Structure, Channel, Brand, and Customer Engagement.

07.

Ten Types of Innovation Network

As for Network, the Vitality Vending machines can expand to different regions but also stay interconnected within a city. To create a network of vitality, vitality merge can be sold that contributes to better sleep, healthy food, or sports clothing. Because of the diversity within the region, the vending machines can be adjusted to the needs of the target group. It is important to take into consideration the ethical approach to adjusting content on the vending machine per area. In order to connect vending machines through Eindhoven, a vitality walking path can be set out. This way each vending machine can be connected to the area but also bring someone something new when visiting a different area.

Structure

On the subject of Structure, the PSV Brainport platform can outsource software development, research, and social design to experts from the Brainport partners or the region. This develops a larger and more diverse expert network around the vitality network. In addition, it creates jobs that are in support of a vital region. Outsourcing to the region shows firsthand how a vital workplace can be created and sets an example for the entire region.

Channels

Future developments in Channels are expanding the Vitality Vending machines to other cities. For example Feyenoord Vitality or Ajax Vitality. By using the same vision for the social innovation platform but changing the strategy to the city will connect citizens to their city and its vitality. Personalizing Vitality Vending Machines can also be developed for Universities, large corporate businesses, and other parties that want to increase the vitality at the working place and at the same time become part of the largest vitality network of the Netherlands.

Brand

Together with people from the region who are experts in vitality, work at Brainport or use the Vitality Vending machines, the PSV Brainport Vitality Platform builds a recognizable Brand. In future developments, the PSV Vitality Platform will be branded with sporters and influencers from the region to target a younger audience and educate them on vitality on various social media. By branding, the meaning of vitality can be changed. Instead of representing vitality as health relating to losing weight and body image, vitality will be branded as something that increases energy, reduces stress, and can be fun!



Figure 8: New brands

Customer Engagement

Especially this last point is important to further develop Customer Engagement. PSV Brainport Vitality. Because the people of Brainport are what the PSV Brainport Platform is all about. In order to keep innovating on customer engagement, the use of vitality points can be expanded. For example, increase engagement in events organized by PSV Brainport Vitality that educate and entertain members of the platform. Furthermore, customer engagement can be further developed when developing better social media interaction. This way a larger younger audience can be engaged to become part of the Vitality Vending Machine platform.

Future

Furthermore, the research, analysis, and validations conducted during the Vitality Vending machine creation should be shared with the people of the PSV Brainport Vitality platform. For the near future, the most important part is to develop the first concept and evaluate this with Brainport employees. The factors to look at are diversity within the target group and customer engagement. As the PSV Brainport Vitality Platform, an important step has been taken towards changing what vitality is. Slowly companies are systematically changing what it means to be an office worker at Brainport. Or as we will say in the near future: the most vital region of the Netherlands.

Profit Model	Network	Structure	Process	Product Performance	Product System	Service	Channel	Brand	Customer Engagement
Social responsibility	From employees, to partners, to the whole region	Partner companies	Attract and retain talent in region	Improve product with new vitality content	Vending machine and application	Vitality point system Vitality member	Connect vending machines to organizations, institutions, schools, gyms or companies Personalized vitality	Name recognition larger companies	Engage through interaction
	Vitality sports merge	Outsource software development	Automated process of signing up as vitality member			Vitality quality mark on companies	Recognize companies as a vital company: Ajax Vitality Vending Machine/TU/e Vending Machine		Engage through possibilities Vitality points
	Vitality franchising	Outsource social design	Create jobs				Co-Brand with sportspersons and experts in vitality		Change what vitality is: not losing weight but feeling fit

Figure 9: the 10 types of innovation model

08.

Individual contribution

The personal contributions varied and were partially assigned based on the team roles. Nevertheless a software engineer, for example, was not at all stages of the process as needed. Therefore the roles were used as a guideline. Individual feedback can be found in Appendix X.



Maarten Verpaalen - Program Manager

As Program manager, Maarten took a leading role within the team. Maarten worked on the collaboration between Jumbo and PSV Brainport. Next to this Maarten invested in a wanted market position. Furthermore, Maarten focused on behavioral change of the Vitality Vending Machine. In addition, Maarten presented the second battle.

Methods used:

Empathy map, Persona, Research, Market Attack, Stakeholder empathy map, Trend analysis, transtheoretical model, wanted market position.



Huizhong Ye - Senior UX Expert

As a Senior UX Expert, Huizhong worked on the user journey map, service blueprint and interaction flow. Furthermore, Huizhong created frameworks for the UI of the Vitality Vending machine, shown in the video of the third battle, but also used for the survey among office workers of Brainport. In addition, Huizhong presented the first battle.

Methods used:

SWOT analysis, Persona, Research, Product Introduction Scenario Card, User journey map, Service Blueprint, interaction flow,



Stan van Kempen - Senior Software Architect

As a Senior Software Architect, Stan had a main focus of creating a service blueprint and interaction flow of the Vitality Vending machine. Furthermore, Stan assisted in value creation and trend analyzing. In addition, Stan presented the third battle.

Methods used:

Trend analysis, Persona, Value proposition, Service Blueprint, interaction flow, business model canvas, wanted market position



Eline Renne - Senior Product Designer

As senior product designer, Eline worked on the Vitality Vending machine. introduction and looked at the ethics of the product. Next to this, Eline created 6 perspective trends for the Vitality Vending machine. Furthermore, Eline was responsible for the expert interviews and product validations. In addition, Eline presented the second battle.

Methods used:

Customer journey, Persona, Product Introduction Scenario Card, Competitor Analysis, 8 dimensions of a human being, 10 types of innovation, 6 perspective trends



Noa Smolenaars - Senior Data Analyst

As a Senior Data Analyst, Noa looked into the data bases of Eindhoven for anything related to vitality. Next to literature research, Noa worked on the ethics and the 10 types of innovation of the Vitality machine. Furthermore Noa created videos and visuals throughout the project. In addition, Noa presented the first battle.

Methods used:

As is-model, Persona, Research, Value proposition, value flow model, 6 principles of influence, transtheoretical model, Eindhoven database, 8 dimensions of a human being, 10 types of innovation, team reflection tools



Jafar Fernald - Consumer Marketing Manager

As a consumer Marketing Manager, Jafars main focus was analyzing the market and creating a market attack plan. In addition, Jafar presented the third battle.

Methods used:

Passion split, Persona, Market Attack, Market Analysis

Team reflection

The contribution of creating the presentations can be found in the presentations themselves. The picture of the person responsible for the slide and method used corresponds with the contribution. The team contribution was experienced as uneven. On the one hand, we had people who were proactive and took more responsibility in the project. On the other hand, we had people who had to grow into their role and had to warm up to the high pace of the project. As mentioned above, the individual feedback is detailed in Appendix IX.

The main takeaways of the team contributions were following: Create a team canvas at the beginning. This way we learn about each others' strengths & weaknesses, but also the skills and goals one brings to the team. Furthermore, a proactive role is demanded in these projects which means reflecting on individual contribution throughout the project can lead to better self-reflection. Appoint a team leader that structures meetings, organizes reflections and creates plannings. But also divides tasks in a way that creates an equal workload.

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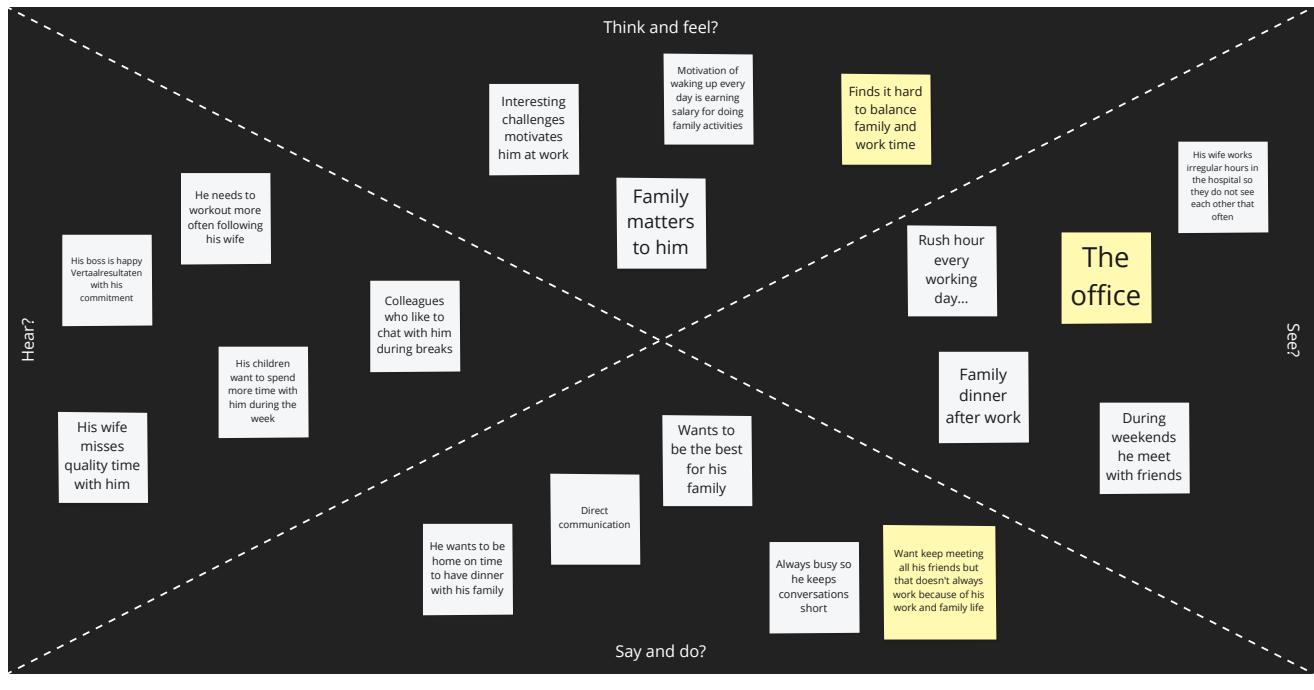
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10.

Appendix

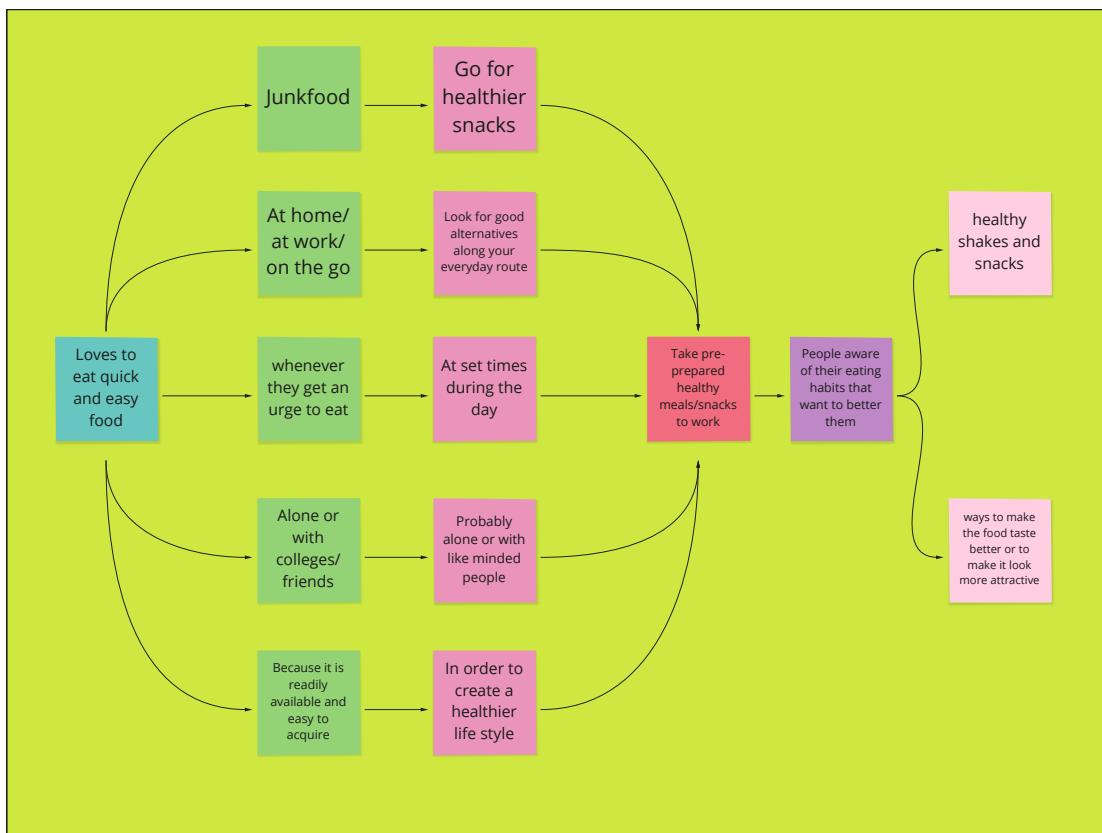
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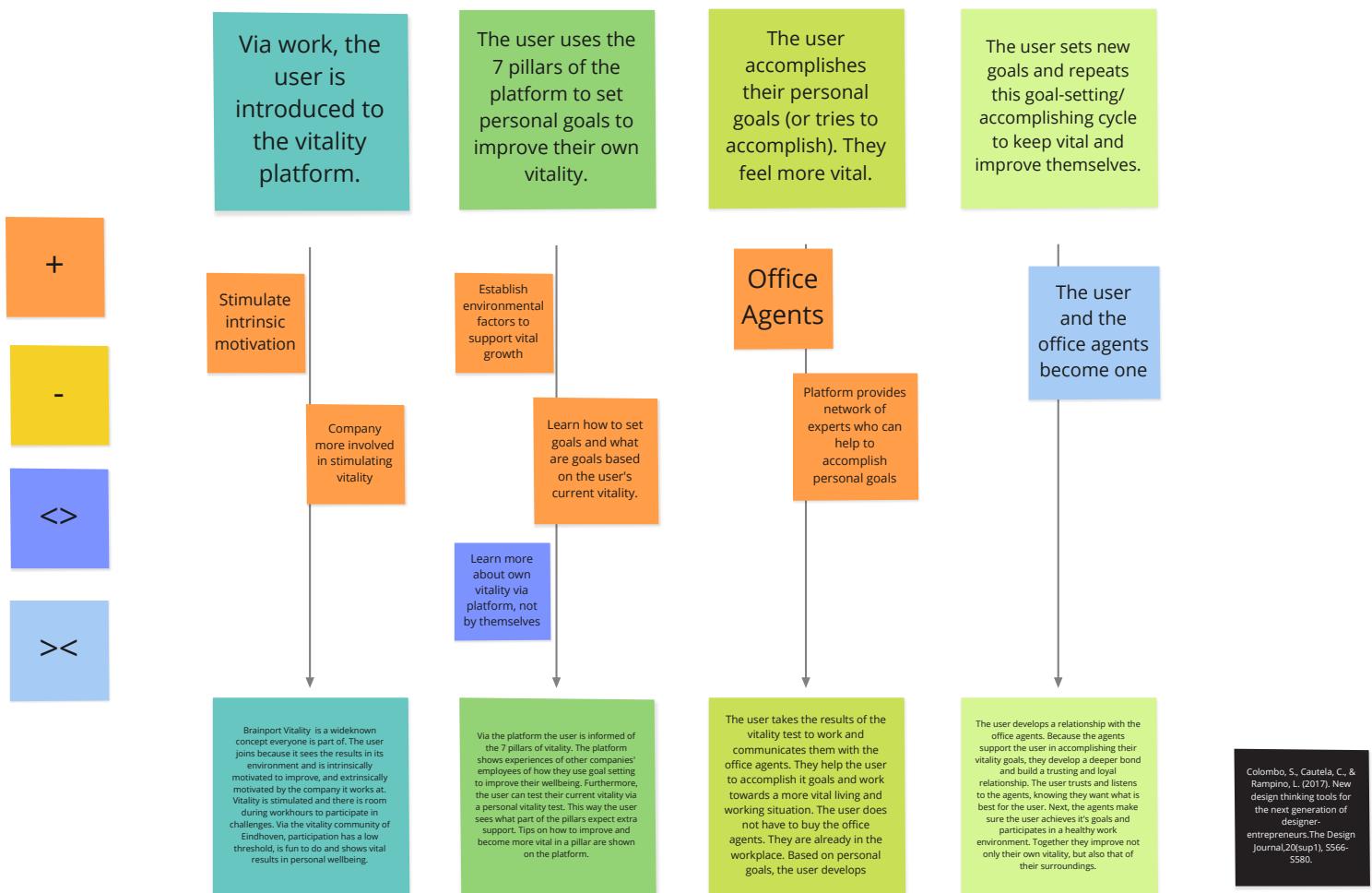
Empathy Map



Customer
Empathy map:
Osterwalder, A., & Pigneur, Y. (2010).
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II | Passion Split Canvas





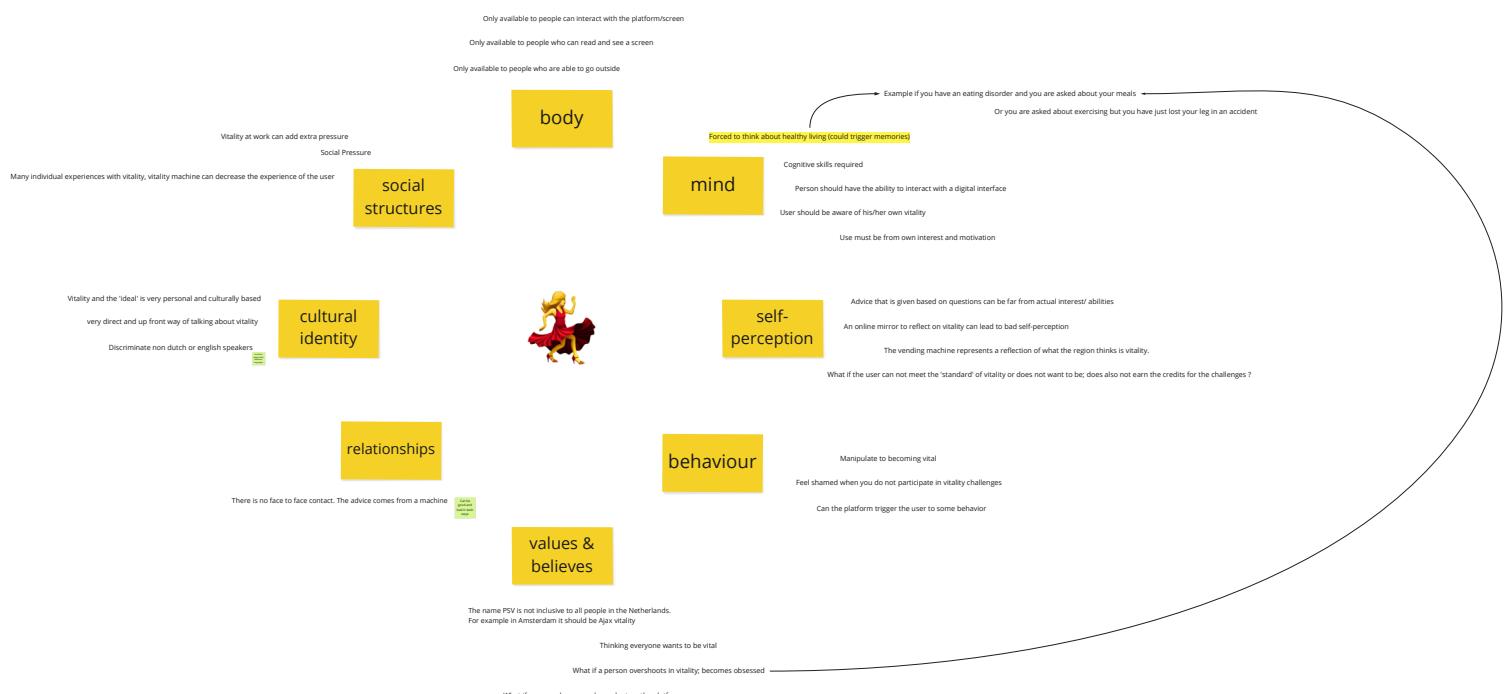
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IV

Trans-theoretical Model



↓
Ethics: 8 dimensions of a human being



VI Stakeholder Matrix

Vezzoli, C., Delfino, E., & Ambro, L. A. (2014). System Design for Sustainable Energy. A stakeholder matrix approach for design to foster sustainable development. FormAkademisk Forskningsrapport. ISSN 1600-0833. 7(1). Source: <http://www.sciencesDirect.com>
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The Stakeholder Matrix diagram illustrates the relationships and intentions between 14 different entities. The columns represent the 'stakeholders' own intentions' and the rows represent 'what brings to the stakeholder'. The matrix is divided into four quadrants by a diagonal line from top-left to bottom-right.

Quadrant 1 (Top-Left): Represented by a blue arrow pointing clockwise, indicating a positive relationship where both parties benefit.

Quadrant 2 (Top-Right): Represented by a blue arrow pointing downwards, indicating a relationship where the stakeholder's own intentions benefit the other party.

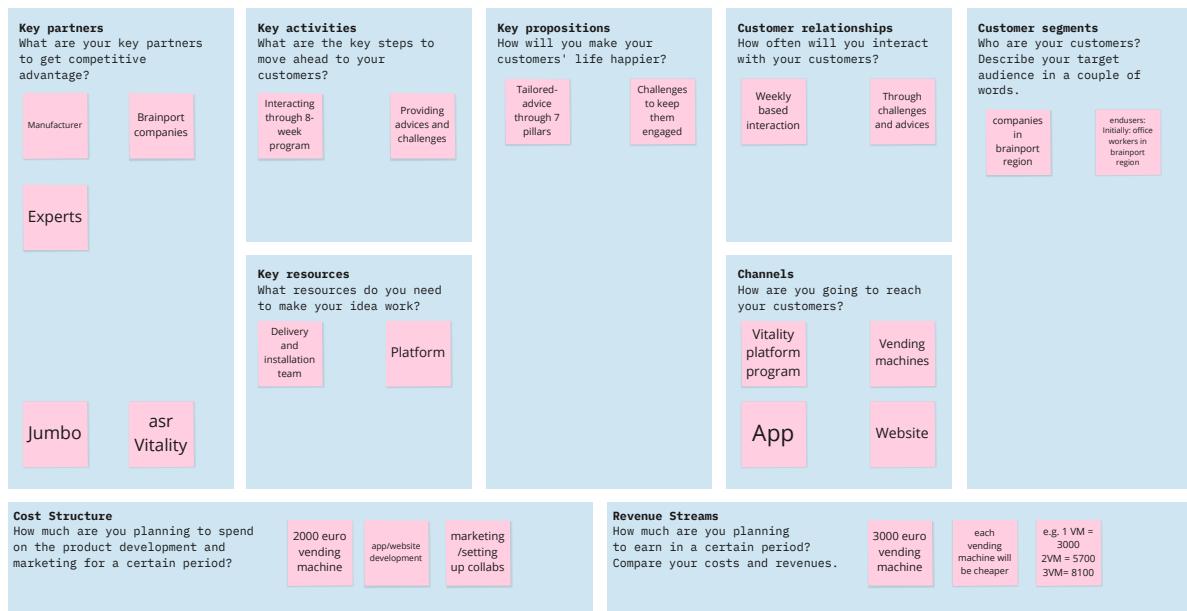
Quadrant 3 (Bottom-Left): Represented by a blue arrow pointing upwards, indicating a relationship where the other party's intentions benefit the stakeholder's own intentions.

Quadrant 4 (Bottom-Right): Represented by a blue arrow pointing counter-clockwise, indicating a negative relationship where the other party's intentions negatively impact the stakeholder's own intentions.

	Brainport Company	Technology producer	Brainport Region	Vitality Platform	Municipality of Eindhoven	PSV	ASML	Hightech campus	Swinkels family brewers	Philips	Jumbo	VDL group
Brainport Company	- Money - Assistance in applying digital infrastructure	- A more vital region that leads to lower common costs (such as healthcare costs)	- Investors of the vitality platform - Making knowledge, expertise and resources available - Monthly prizes	- An inspiration for the municipality - Less health care costs	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region	- Partnership network - Reason to collaborate to improve the region
Digital Technology producer(s)	Digital infrastructure to inspire employees	- A vitality platform that could be installed through the whole region	- The website - Vitality phone app	- A digital product that they could buy in a later stage	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees	- Information database about health and employees
Brainport Region (depends on if the region wants to invest in the platform)				- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region	- compliments for inspiring the region
Vitality Platform	- Vital employees	- Info about how to keep your employees vital	Inspiration for people in the region to start having a healthier lifestyle	-A platform that could be implemented in the municipality	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees	- Vital employees - More fun at work - More efficient employees
Municipality of Eindhoven	Take care of the community where the employees live			- perhaps a subsidy for the vitality platform	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners	Positively looking to the Brainport partners
PSV	- Initiator of the partnership Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community - Prices - Experts	Figurehead of a more vital Eindhoven	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations
ASML	- money -Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations
Hightech campus	- money -Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations
Swinkels family brewers	- money -Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations
Philips	- money -Organization	- money - Assistance and digital knowledge	- Investor of a healthier region	- Infrastructure - Location - Community - Experts	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Digital components for the vending machine - Interesting connections and opportunities for further business collaborations
Jumbo	- money -Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community - Experts	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations
VDL group	- money -Organization	- money	- Investor of a healthier region	- Infrastructure - Location - Community - Vending Machines	Example of implementation of the vitality platform	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Physical components for the digital infrastructure - Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations	Interesting connections and opportunities for further business collaborations

VII Business Model

The Business Model Canvas



Source: Strategyzer.com

VIII

User Survey

PSV Brainport Vitality Concept Validation

We are a group of 6 students from the Eindhoven University of Technology. For the course 'Creating Corporate Entrepreneurship' from the Master of Industrial Design, we generated a concept for office workers from the position of PSV Brainport Vitality. We would like to evaluate our concept with end-users, which are office workers. Completing this questionnaire takes about 5 minutes. Your participation will be voluntary. This survey is meant to evaluate the concept we have created for office workers from the position of PSV Brainport Vitality. During the survey you always have the option to leave the survey. If you have any questions beforehand or during the survey you can always contact us (Noa Smolenaars) at n.smolenaars@student.tue.nl
By participating in this questionnaire you agree to the use of your data for our course. Your data will be anonymous. After the course, all data will be deleted (May 1st). Only we, Eline Renne, Maarten Verpalen, Jafar Fernald, Huizhong Ye, Stan van Kempen and Noa Smolenaars, have the ability to review your data. Don't hesitate to contact us with further questions.
Thank you for your participation!

Eline Renne, Maarten Verpalen, Jafar Fernald, Huizhong Ye, Stan van Kempen and Noa Smolenaars

I have read the terms and I want to participate

Yes, I agree

No, I do not agree

General Information

How old are you?

<25

26-35

36-45

46-55

>55

How many hours on average do you spend in the office/at the desk during a normal working day?

0-2

3-4

5-6

7-8

>8

How vital do you think you are? (1= not vital, 7 =very vital)

1

2

3

4

5

6

7

The concept

Here the video tells you about our concept based on the framework. <https://www.youtube.com/watch?v=56qeIhgQuoA>

Finished watching

I didn't watch it

To recap, through this vending machine, users can get personalized suggestions or take a vitality challenge, and get points to redeem a *BONUS* after completion. By clicking the link, you can experience the interactive prototype of the "relaxation" pillar in our vending machine. <https://www.figma.com/proto/Hnxhn9G3yEPnanFTJrlA3/PSV-Barinport-for-evaluation?node-id=115%3A625&sca ling=contain>

Finished experiencing

I didn't experience it

Concept evaluation

For the assessment of the concept, please fill out the following questionnaire. The questionnaire consists of pairs of contrasting attributes that may apply to the concept. The circles represent gradations between the opposites. You can express your agreement with the attributes by ticking the circle that most closely reflects your impression.

Please decide spontaneously. Don't think too long about your decision to make sure that you convey your original impression. Sometimes you may not be completely sure about your agreement with a particular attribute or you may find that the attribute does not apply completely to the particular concept. Nevertheless, please tick a circle in every line. It is your personal opinion that counts. Please remember: there is no wrong or right answer!

*all on a scale of 1 to 7

obstructive - supportive

complicated - easy

inefficient - efficient

confusing - clear

boring - exciting

not interesting - interesting

conventional - inventive

usual - leading edge

Closing questions

We would love to receive some more feedback from you. Feel free to leave your opinion.

What do you think about the concept? Would you be willing to use this machine and the service?

Do you have another remark or feedback point?

What went well?

Getting stuff done on time every time was a great feeling coming from other project where this wasn't always the case

Us listening to what everyone had to say resulted in no arguments at all, and made making decisions a whole lot easier

The presentations were well prepared by everyone

Task dividing. Everyone participated and finished personal tasks (sort of) in time

Miro was a great asset to this team and everyone really made use of the interactiveness

The presentations were prepared as team very efficient and effective whilst looking good!

We have very efficient meetings! Really like it that we divides task clearly and quickly, also consider what everyone want to do.

Good records for all the work done in timeline

Everyone contributes to presentations

everyone did their best to make a good contribution, no one benefited from others

It is difficult to work with a team fully online while we never met in person, I think we handled this process very well

Always submitted everything on time, we never had time stress

We achieved a good end result.

Collaboration went well and harmoniously, everyone had their work done well and on time, and in my opinion there have been no real "arguments".

Everyone presented, tasks were well taken.

the miro board worked great for us (thanks Noa for managing it!)

planning meetings

efficient meetings

involving everyone, ofcourse some speak more than others

What could go better?

Maybe dividing set roles in the team would have made things like making appointments or stuff like that a bit less messy

Noting down the planning somewhere in a more detailed fashion could have prevented some misunderstandings

maybe getting to know each other first a bit better to understand who is more comfortable at doing which tasks

Structure. For next time we should really have a team leader/agenda/ someone responsible for equal workload

Team canvas. Next time get to know each other, strengths, weaknesses etc. beforehand. This way we can talk to each other when a work session has started up help each other improve/ work from learning goals

Productive. Sometimes the feeling that only 1-2 people were actively participating. Next time we should do a team reflection after 3/4 of the reflection to reflect our expectations/behaviors and how to improve t

Maybe think more about the roles when divide work, and discuss a bit about what every role's responsibility is if we have different opinions

Everyone could be a bit more proactive sometimes to help each other out. For instance when there was a question in the group chat

We could organize our meetings better to do them in a more structured way by making an agenda

Now in corona time: Do not meet in real life, works differently and in my opinion less. Will also help for the 'group feeling'.

Halfway through a team reflection, so we know what we think of the collaboration?

Although miro is a good tool, we could better have worked more with a drive since now the board doesn't give a good overview

Normally when you first meet IRL you start off with getting to know each other. We could have done more to introduce ourselves

Maybe create a google drive at the start, so we have everything in one place from the start



Individual Feedback

Individual contribution feedback:



Great focus on the market part of your job description! I'm glad you made sure to give feedback on other tasks



The line graph you created looked great! I liked how you used it as well as some text and graphics to explain what it means. I think it's great that you gave me some tips for this kind of visualization

Nice work on marketing analysis and exploration, and you always finish it on time!

Try to think more rather than focus on one case maybe. And try to show more enthusiasm in presentation

Good working attitude, delivered always on time

Try to be a bit more proactive in discussions

Overall well prepared work and preparations for presentations worked out great

Maybe try to be more initiative

Good cooperation and delivered work was of good quality

Try to get involved in the group a little more, you were less involved than the rest, while your part and share were done well.

Jafar



Kept very clear overview throughout the project, took on the role as team leader.



Little to note. Gave very good feedback on individual tasks a little better or consult. Don't take too much on your plate :)

Good at guiding the meeting

Not really any remarks

Very nice data/management of all the meetings and battle!

You don't have to take so much responsibilities

It's great that you took most of the time the role as team leader and showed initiative

Try to be careful not to take on too many responsibilities (for your own workload)

Manages miro nice and great job on videos and visuals

I feel like you always took a lot of tasks. You can be more "bossy" to make sure it's done in a better way

Noa



Worked well on personal tasks, worked your way through them and did not let them pile up when needed. Gave very good feedback on what was needed in projects



You may be a little more up front, you sometimes find it difficult to start a discussion with your thoughts and good

Great that you asked for help to support your learning, that's great! I think you're a great asset to any team!

Also take care of yourself though, you seem to do a lot of things to do, it can also be important to take care of your health and well-being

Super nice detailed research findings

Try to be a bit more open wanting to address something in the group

You deliver always high qualitative work

You don't have to be afraid to show your opinion during group work

Great work on individuals tasks and took initiative

No remarks to be honest, you were very consistent!

Huizhong



Great effort on jumbo collaboration assignments performed well in meetings and on individual tasks



I feel like you always took a lot of tasks. You can be more "bossy" to make sure it is divided in a better way

Very good work on the jumbo collaboration with jumbo, many questions answered clearly and well in the battle. Worked well on personal tasks

Little to say, everything went well. Communication was clear and effective, no pressure, not necessarily in a bad way

I really like your input in the jumbo collaboration. You take an active role. You make sure that everyone heard what you had to say!

Not really major remarks cause it was clear that you were interested in what you learned out of this course

Super nice guy to work with, clear in his statements and a great asset to the team

Your strong personality and leadership style bothered me, but it can also be a strength if you work with others if they are not used to it in the future

Very nicely leading the project and many interesting ideas. Also very proactive in connecting with other teams. Great contributions

Maarten



Very nice communication with buddies! And very enthusiastic for the project, nice



Try to better organize the interview I conducted myself and maybe do it to your teammates next time

Good job with approaching the companies and doing interviews

Try to be a bit more organized with planning and delivering

Good job on connecting with experts, nice enthusiasm

I feel like your planning could be a little more organized, but you're more prepared for the meetings

You took talking to experts as your own and this was a good choice. I think you didn't ask many questions when you didn't understand something. This is a great quality

As a facilitator when you asked for a conversation with me, I said "We're done". This caused for a short break in our discussion. It would be better if you chose an interesting presentation topic and then ask questions about it during the presentation.

Was amazing to have in the team since she handled contacting partners very well

Maybe try to make a schedule for yourself to keep things a bit more organized

Eline



Chill guy to work with during the presentation, everything went very smooth and had great inputs



Maybe try to speak up a bit more during meetings

You are very reliable for all the work assigned, you weren't afraid to do much work

Try to be more enthusiastic in presentation

You delivered qualitative work and you weren't afraid to do much work

In group discussions you could be a bit more proactive

Very well presented and added upon during the technical presentation. Worked well with the group and made clear contributions.

Try to get involved in the group a little more, sometimes you were less involved than the rest, while your part and share were done well.

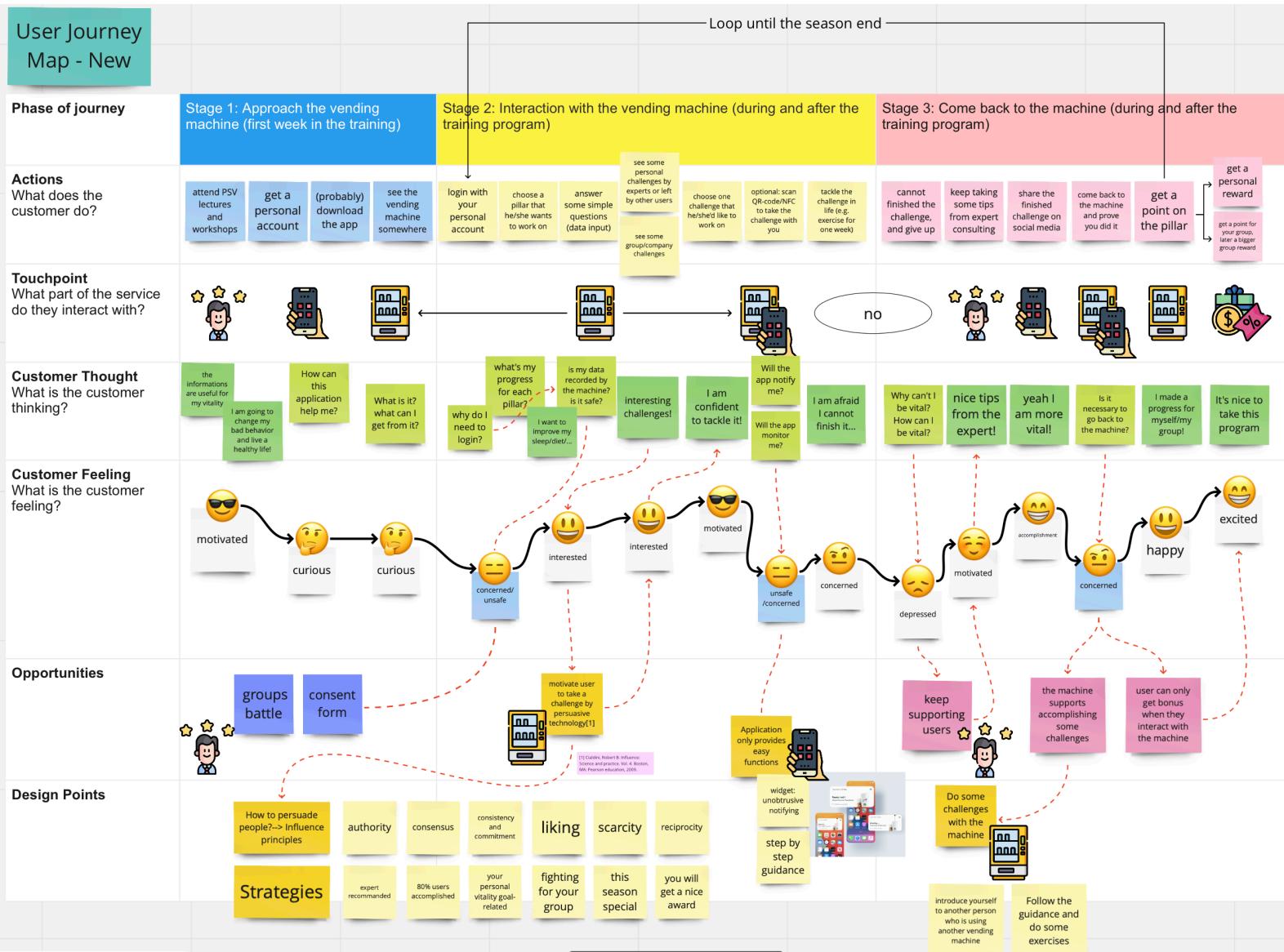
Well done during presentations. I think that you always delivered great work on assignments and you were pro active during meetings. You really fit in the team role

Perhaps you can be a bit more active in the beginning. I think you can be a bit more proactive and be more involved in group discussions. But I think you're doing great and you're not letting your styling be problematic during a meeting.

Stan

1. customer journey

Phase of journey	Stage 1 Lives her regular life	Stage 2 Experiences too much stress and cannot cope mentally	Stage 3 Gets support
Actions What does the customer do?	Has a busy social life Focuses on her Master's studies In her spare time, she looks for recipes and likes to cook	Seeks professional help for her stress Asks via PSV Brainport for help with a dietitian to look at her diet	Is satisfied with the help and support received Has a few appointments with a support group and psychologist Discusses her diet with a dietitian a few times
Touchpoint What part of the service do they interact with?	Would like to know more about healthier diet Sometimes finds it difficult to combine her busy life with her studies, gets overworked, looks for a good balance for her mental health	Gets help in discussion groups and a psychologist about work-life balance Gets in touch with a dietitian	Has a number of meetings with a dietitian about her diet and nutrition Spends a few sessions in a support group and with a psychologist
Customer Thought What is the customer thinking?	"I want to prepare well for the upcoming exam week." "How can I focus on school while still see my friends without it getting too busy for me mentally?" "I would like to focus on healthier nutrition, with busyness and sociality I often eat unhealthy."	I have so many appointments with my friends, I can't let them down I have so much to do before exams, I'm behind with school I don't like this pressure, I want to cope better mentally I eat too unhealthy out of stress and with friends I want to eat healthier	I am satisfied with the support and help from PSV Brainport. I am happy that I don't have to experience the stress anymore and that I can cope better mentally. I now know what healthy food is and how I can implement this in my own life
Customer Feeling What is the customer feeling?	Works on her studies and spends a lot of time with her friends and social contacts  	  Can't manage to combine busy life and gets overworked	  Learn to cope better with stress and pressure and so also manage to eat more healthily
Opportunities	Gets to know lots of new people Enjoys her student life	Learn to cope better with her mental health in times of stress Wants to learn more about healthy food	Copes better with stress, and with her mental health Learns about healthy nutrition
Based on persona Lieke			



XIII Miro overview



XIV Trend Analyse

6 principles of influence

6 principles of influence					
1. Reciprocity 2. Consistency 3. Social Proof 4. Liking 5. Authority 6. Scarcity	Do right by users and they'll do right by you	Small gift = saving points	Small act of kindness: 'You're doing great'	Vitality = less stress, more energy, better concentration and better sleep	
	Active commitment (written or spoken)	'Do you want to join us in becoming the most vital region of the Netherlands'	Social Media Challenge: weekly challenges here and promotion	Have people committed to the platform	
	Connect challenges and peers (social innovation)	Have influencers from different generations 'take the first step'			
	Common ground: Eindhoven and working from home	Positive attitude		Vitality does not mean you are unhealthy now, but	
	PSV	Experts from the region	Visualize the experts on the platform and the Vending machine		
	Only for EHV employees now	Brabant-based	Challenges have limited time	Exclusivity for Brainport employees	

YES: less stress, more energy, better concentration, get stronger, better sleep
NOT: you fat & do something

vitality

jumbo app: Add to vitality platform
bi-pl app: Add to Shopping with jumbo

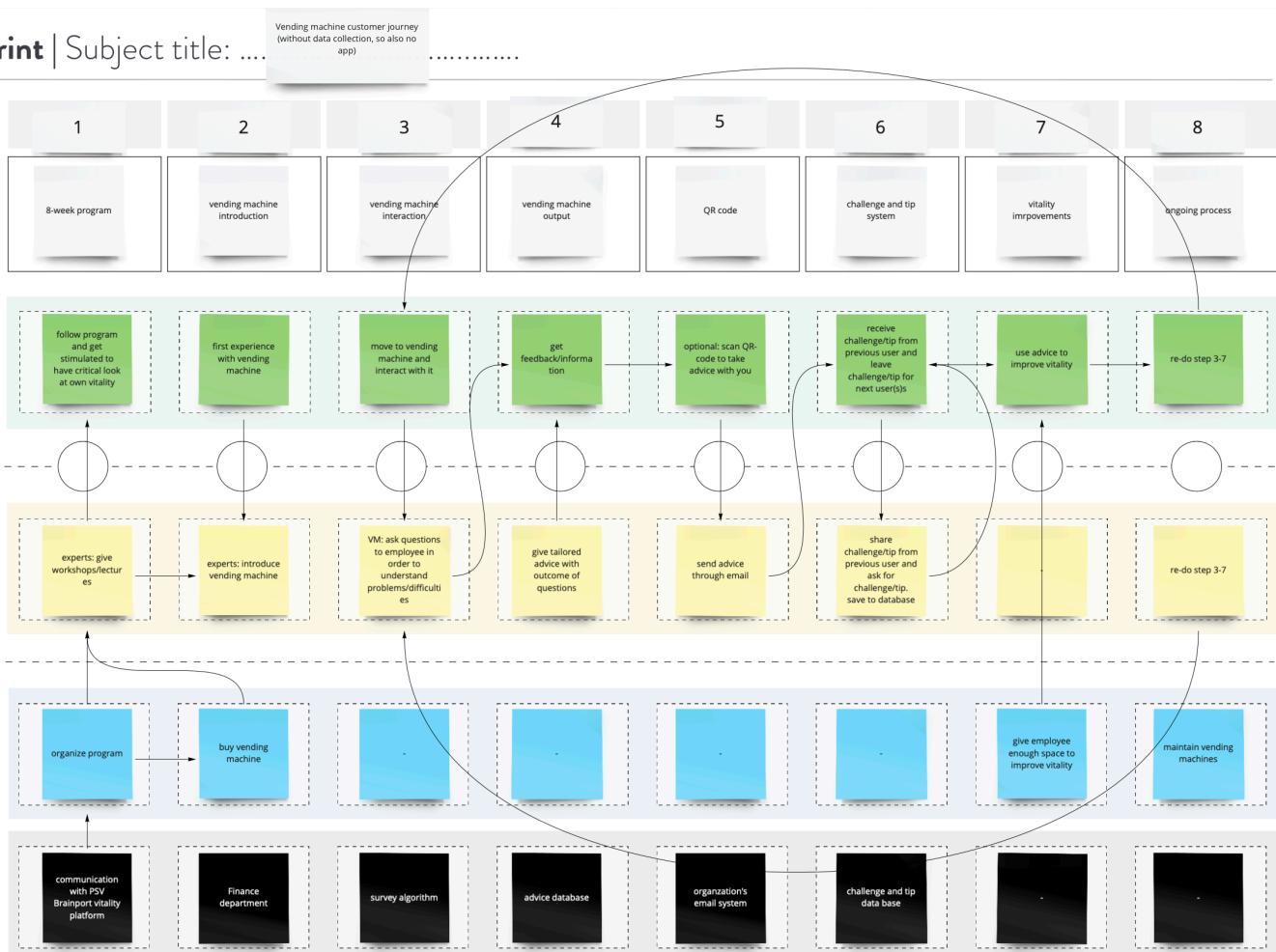
Jumbo: interaction between jumbo application and vitality platform

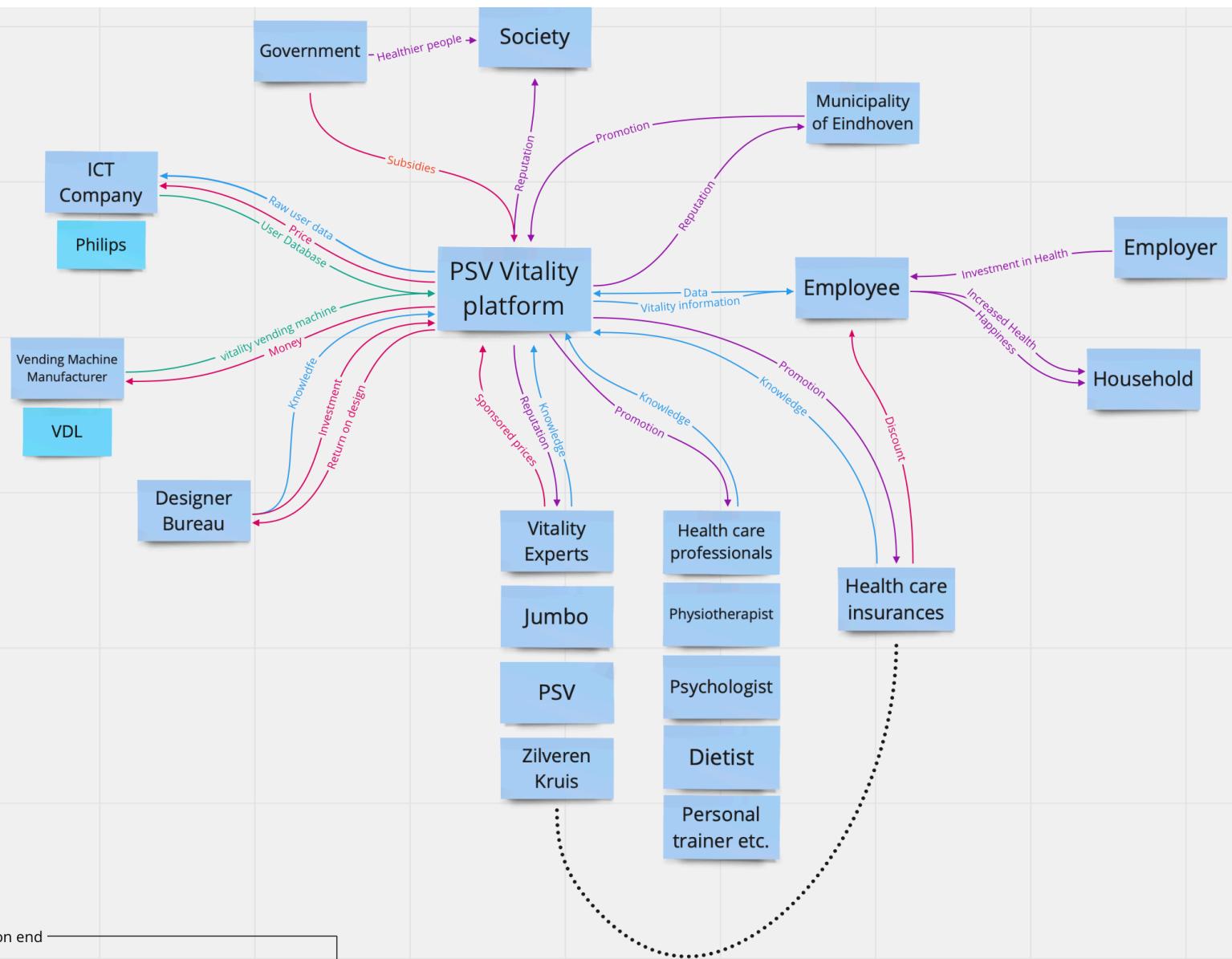
XV Service Blueprint

Service Blueprint | Subject title:

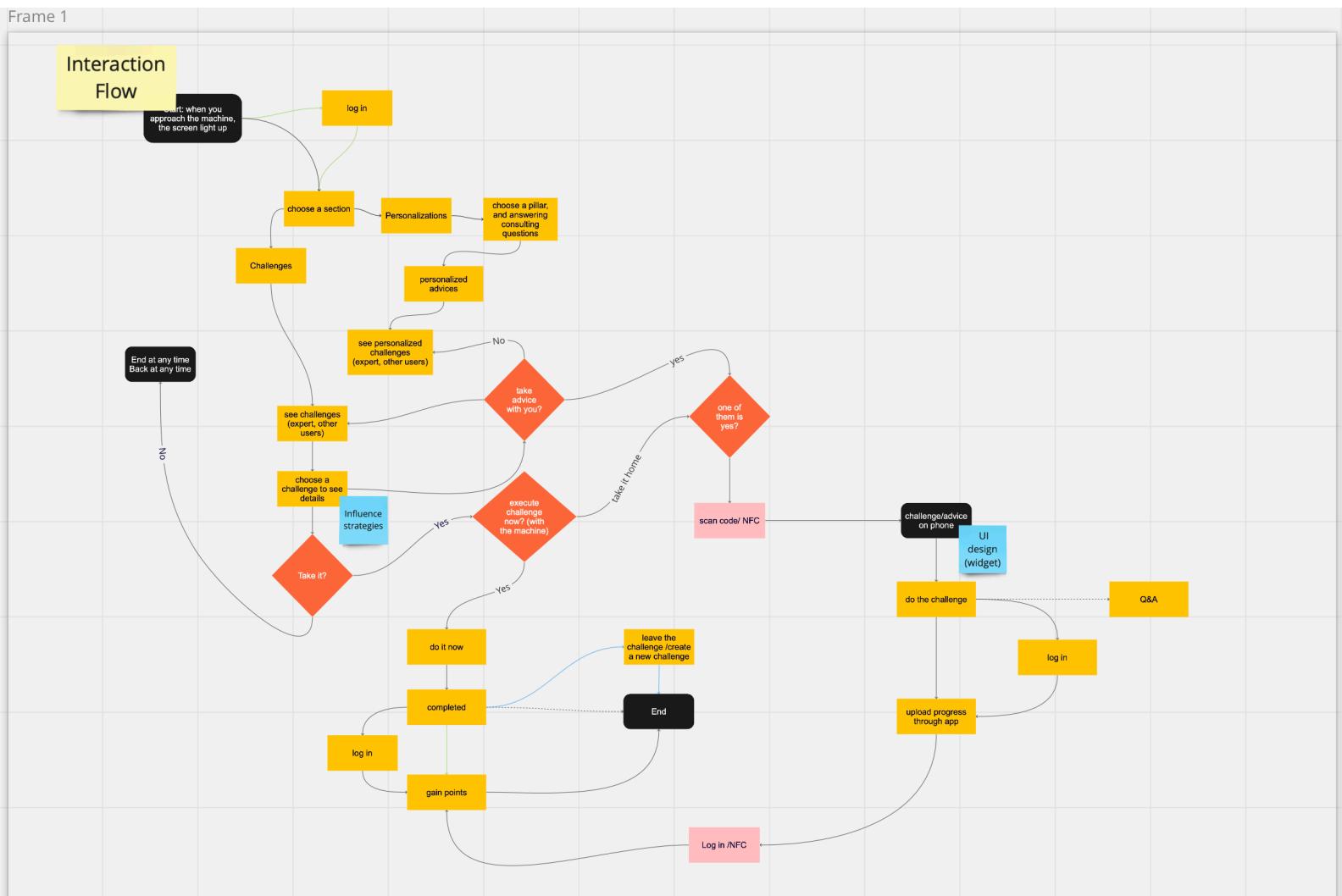
Service scenario

Define and visualise the steps the user(s) go(es) through to achieve their end-to-end goal.





XVII Interaction Flow





PSV Brainport Vitality x Jimbo from Jumbo

