

Link to video (file-size issues): <https://youtu.be/VTXsVO0ja1M>

MoveWell for taking care and having fun

A platform combining easy exercise, workplace well-being and NGO fundraising

Design and Creativity in Business

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Teacher: Oscar Person

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Sisällys

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Introduction

In this report, we are explaining how we found a business opportunity related to happiness and wellbeing. We will walk the reader through our service concept, a fitness snacking and fundraising platform called MoveWell, and explain the rationale behind designing it.

Design thinking & wicked problems

We were confronted with the fact that we are facing a wicked problem from early on in the design process. By definition there is no single universally best solution; instead the way the designers frame the problem defines the way they solve it (Dorst, 524). We aimed at following the design thinking principles of iterating and moving back from the problem to put it in a wider context (Person 2019). Finally we were able to identify a central paradox that help us create our business concept for well-being and happiness.

Defining happiness and wellbeing

To explore what happiness and wellbeing mean for us, we used both teamwork and individual processes. On the first lecture, we brainstormed together to form an initial understanding of happiness and wellbeing. After that we made individual mood boards, which we then used as a basis for elaborating and defining our interests more clearly.

We felt that moodboarding helped us explore the subject on both abstract and concrete levels, as Lucero (2012) suggests. Since everyone created their own mood boards, rather than someone taking the role of creative director, our mood boards were rather a starting point for discussion and finding similarities than setting a single reference point (see Endrissat et al. 2016). While this is not the suggested technique in literature (Lucero 2012; Endrissat et al. 2016), we still feel that it provided us a sense of common direction and source of inspiration. However, when we later on want to plan e.g. a layout design for our service, we will create another mood board based on our service idea.

When discussing our mood boards, we noticed some common themes coming up repeatedly. Recurring themes were community and sharing experiences, learning, self-expression, pursuing goals, and feeling well in one's own body. Drawing from our education at Aalto Personal Impact and UWAS courses, we made the connection between these themes and the basic human needs in the self-determination theory (SDT) (Ryan & Deci 2000, 68):

- **Competence**

When the need for competence is met, a person is capable to set and attain their goals. Moreover, they perform efficaciously to achieve these goals.

- **Relatedness**

The need for relatedness involves building and maintaining social connections. When fulfilled, the person interacts with and cares for other people.

- **Autonomy**

The need for autonomy is not to be confused with independence of other people. In this context autonomy refer to acting causally in one's life. It also includes self-regulation. (Deci et al. 1991, 327)

As a result of our reflections, we decided to use these human needs as the basis for our concept of happiness and wellbeing. We set the mission of our business proposal to improve human well-being through fulfillment of the three psychological needs according to the SDT.

Focusing on Fitness Snacking

During class sessions and brainstorming, we heard and thought a lot about the exercising as a part of well-being and decided to explore fitness snacking. The word "fitness snacking" is a recent trend word that takes after the frequency of snacking casually but replacing food with fitness. Fitness snacking is when people take a short amount of time out of their day to do small exercises and sometimes these exercises are done frequently throughout the day.

After brainstorming many ideas, we decided to choose fitness snacking as a central concept because of the opportunity in the health and fitness market and the low amount of competition in the area of fitness snacking platforms in the industry.

According to the World Health Organization, the leading cause of deaths in Finland is attributed to cardiovascular disease. The increasing amount of deaths credited to preventative diseases has spread mass concern for personal health. People are looking to change their lifestyle to live longer and prevent poor health by following the doctor's advice of eating healthier and exercising more. While many people have made these changes in their lives, only 24% of Finns fulfill the daily aerobic exercise recommendation (World Health Organization & European Commission, n.d.). Some of the reasons why people don't exercise is due to a busy day at work, their poor physical condition or fear of humiliation at the gym (Jaines, n.d.). Fitness snacking is catered towards the busy, inactive and fearful adults who are looking to make a small but impactful change to their lives.

From the well-being perspective, we chose to use fitness snacking to strengthen the organisation culture of the business clients. According to Hofstede (2010,9), the organisation culture is comprised of shared symbols, heroes, and rituals centered around values. We plan to insert fitness snacking for a social cause into the corporate culture as a ritual that builds togetherness and strengthens the values.

Looking at the market of fitness snacking phone applications, there only exists pipeline business models or a pipeline moving into a platform model. These pipelines connect big name personal trainers with users of the app to perform quick workouts. Some examples of these pipelines are *Sweat* by Kayla Itsines, *Centr* by Chris Hemsworth and the *Nike Training App*. In order to look more into the fitness snacking market and understand the current competition, we first analyzed Yogobe because it offers fitness snacking to business clients. After our midway presentation, we learned about Cuckoo Workout as well.

Paradox of getting exercise – Freedom vs. Routine

As we were designing our platform, we came up with some creative but conflicting ideas. For example, we would like to provide freedom to our customers as they have options of different types of exercises or movements. But at the same time, we also think there should be some routines which are easy to follow, so that our users would not get confused about what to do.

To solve our paradox between freedom and routine, we had many discussions about what we intend to provide to our end users. Considering the abduction methods with our frame of 'working offices', we decided to provide categories of activities during a break for our end users with some simple stick figure instructions. As a result, working people can easily stand up from their chairs and exercise in a freer way.

Additionally, another paradox appears between self-tracking and peer pressure. Some people prefer to post their accomplishment in public while others feel like to keep their exercises personal. When we design our platform and the social functions of it, we were trapped in the paradox. Then we found we could break the fixation to make it simply a social platform or video materials sharing website. Our goal is to provide the freedom to end users to choose their favorite way to exercise during their work. In accordance with the goal, various ways approach our platform, either sharing or watching. They both play essential roles and create value for us.

Services for exercising – Competitor analysis

In order to examine market conditions and learn from potential competitors*, we studied four health and well-being service providers more in detail. In the following we discuss two of them: (B2C) service HeiaHeia followed by business-to-business (B2B) service Cuckoo Workout.

HeiaHeia

HeiaHeia is a mobile application for improving personal wellbeing through regular physical exercise. It allows users to post their achievements and cheer at other users' progress. Heiaheia is owned by hintsa.com, a Finnish company offering group and individual coaching services for professional athletes and business management teams. As the B2C division, HeiaHeia promises fun well-being with like-minded people, while the B2B side for the company, Hints Performance, delivers sustainable high performance to their users.

Between Hints Performance and HeiaHeia, the former is clearly the flagship product while the latter receives less attention. The company has used its resources to create a strong brand identity for Hints Performance, while HeiaHeia is left with basic training videos with minimal production values. We interpret this as** a strategic decision to focus on the more profitable business and keep the B2C application to retain the existing user community.

Cuckoo Workout

Cuckoo Workout is a web and mobile app by Cuckoo Networks, based in Finland. Out of the competitors we analyzed, it is probably the one closest to our idea. Its business model is to sell the fitness snacking service to employers, who then invite their employees to use it to get more break exercise. Cuckoo Workout is a pipeline service with some connecting elements: it provides the exercise videos and utilizes

user incentives with gamified content and sense of community within the customer organisation. It does not, however, connect users and producers to each other.

The Cuckoo Workout aims to solve the paradox between freedom and establishing a more active routine by highlighting gamified and competition elements. In addition, bringing this kind of service to the workplaces might make the end-user environment in general more positive and supportive towards fitness-snacking.

MoveWell as a Platform Ecosystem Business Model

MoveWell is a platform ecosystem for fitness snacking, building organization culture, and doing good: it lets employers to connect their employees to exercising instructors and, at the same time, NGOs doing fundraising campaigns.

Mapping the Platform Ecosystem

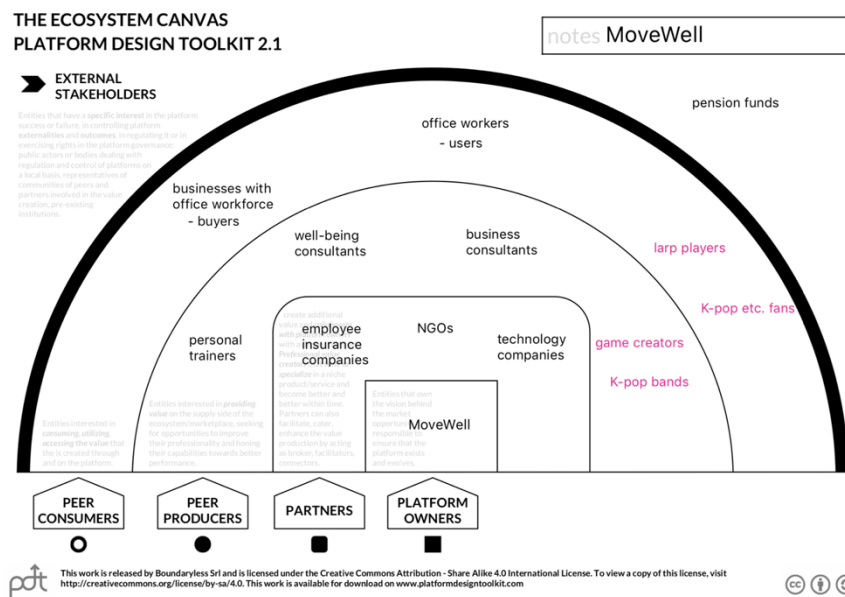


FIGURE 1. MoveWell Consumer-Side Business Model Canvas

Since the platform is an ecosystem level business model, we plotted an Ecosystem Canvas in order to connect visually the interdependent actors around our proposed platform (Eloranta 2019). The pink elements are potential future participants.

The partners section includes those members of the ecosystem that co-operate with the platform to create the value for producers and customers.

Business Model and Value Proposition and Subsidising

After mapping the business ecosystem as a whole, we used Osterwalder's Business Model Canvas (BMC) to give shape to our concept of workplace well-being with fitness snacking and social responsibility. We completed two canvases, one for peer-producer and peer-customer side each. In the following we will discuss them as well as the subsidising decision we have made.

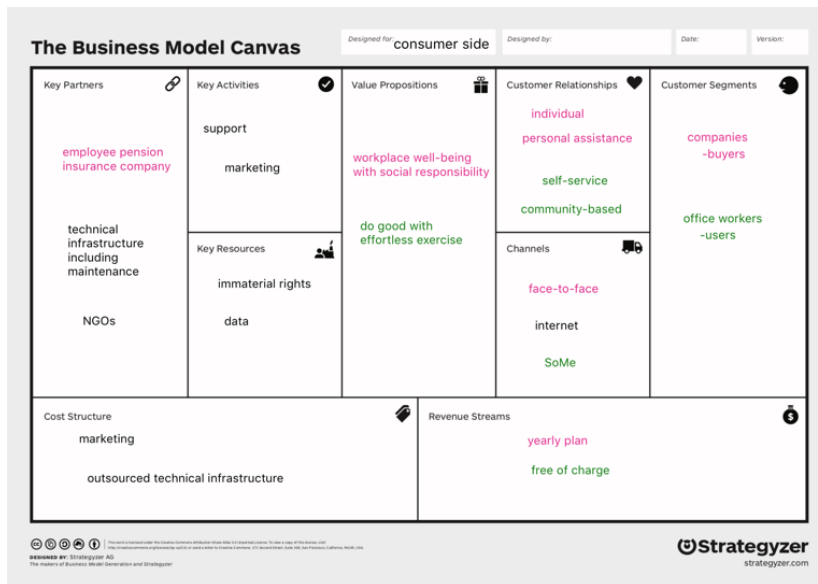


FIGURE 2. MoveWell Consumer-Side Business Model Canvas

The customer-side BMC (Figure 2) has one customer segment that is comprised of two customer profiles. They are colour coded for clarity with black colour referring to the whole segment. The first profile are the companies who act as buyers. They are targeted with individual customer relations and personal assistance through the rich face-to-face channel. MoveWell provides them with workplace well-being and social responsibility. The second profile are the employees who work for these companies. They are the end-users and members of the peer-customer community. Their services are largely community-based on SoMe or self-services over the internet. For them MoveWell offers goodwill with effortless exercise. They use the service free of charge while the businesses are purchase an annual plan.

According to Eisenmann et. al (2006), it is possible for a platform to have a money-side, who pays for entrance and use, and the subsidy-side, who get free access. We discussed this from many angles and made the decision to have the customer side as the money-side mainly because they have a legally binding incentive to use some workplace well-being services. Also, we need to understand the detailed dynamics of the peer-producer side better in order to make informed decisions how much they are willing to pay. However we expect them to have a higher price elasticity then the business customers, that is they react stronger to negative price incentives.

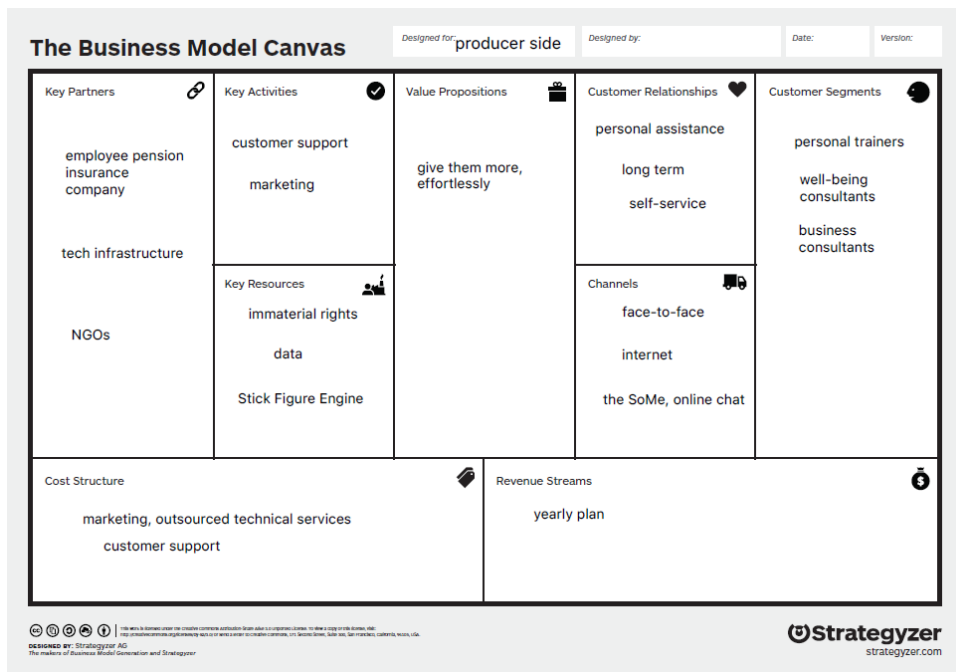


FIGURE 3. MoveWell BMC: The producer-side perspective.

Similar to the consumer side, the MoveWell producer-side BMC in Figure 3 has only one producer segment. There is no separation between roles as buyers and users, so all content is related and there is no need for colour coding. Describing two sides of one market, the two BMCs differ only in some aspects. Firstly, the Stick Figure Engine is key element in MoveWell creating value for the peer-producers. Secondly, the platform creates the opportunity for the producers to partner with the large employee insurance companies. Finally, the peer-producer side of MoveWell offers the personal trainees and consultants a way to give their customers more value, effortlessly.


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Delivering the Platform Value

Each entity receives something from other types of entities and benefits from the opportunities of the platform application as well, as can be seen from FIGURE XX. In addition, peer-users can provide each other support, and especially producers working as independent entrepreneurs might be able to strengthen their professional network.

THE ECOSYSTEM'S MOTIVATIONS MATRIX
PLATFORM DESIGN TOOLKIT 2.1

notes **MoveWell**

gives to 	users	buyers	trainers, ph. ther.	NGOs	MoveWell
users office employees Pa PP PC	peer pressure & support, hints & tips	data improved efficiency less sickleaves	potential customers, visibility	visibility	visibility data
buyers employers Pa PP PC	better working environment, small breaks, prev. healthcare		potential customers, visibility	money visibility	money
trainers, ph. ther. Pa PP PC	easy, fun and professional exercises	knowledge of workplace ergonomics; improvement plans	networking (?)	visibility (optional: money)	content visibility (premium: money)
NGOs Pa PP PC	motivation, sense of community	goodwill & social responsibility	goodwill & social resp.		goodwill differentiation
MoveWell Pa PP PC	statistics, help scheduling, in-game rewards	statistics	statistics; (premium: animated content)	additional, easy channel	

☐ What could the entity on the vertical axis on the left give to the entity on the horizontal axis on top? ☐ What could entities of the same type exchange between each others



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FIGURE 4. MoveWell Platform Motivations Matrix.

The fact that all types of entities benefit from entering the MoveWell platform and interacting with it means, that it can create value and deliver it fairly and equally. Of course, to ensure that the value delivery stays fair to all parties, we need to gather more information about different entities and listen closely to their views. Since social responsibility is such a central theme in our service, we do not want to leave any party feeling exploited.

Target audiences

After series of brainstorm and discussion, we finally determine to target on business buyers who would purchase this service for their employees to increase their happiness and wellbeing. At the same time they can obtain more productive outcome by providing their staff with a fun break. Pledging for NGO fundraising gives the employers an easy way to add to their social responsibility program, while providing additional motivation and deeper meaning for the employees. After our brand is established completely and reaches good recognition, we will attempt to launch our platform to individual customers who want to take part in the breaks too in order to expand the scale.

How MoveWell works

User perspective

From the end-user's perspective, MoveWell is a part of workplace wellbeing and a way to make a difference with small actions. Users themselves are subsidized, since their employers pay for the service on their behalf.

A typical user will perform several types of interaction within and via the MoveWell application:

- Schedule a fitness snacking routine
- Set goals
- Choose exercises
- Exercise
- See their progress
- Challenge colleagues
- See their employer's donation pledges and their own contribution
- Challenge colleagues

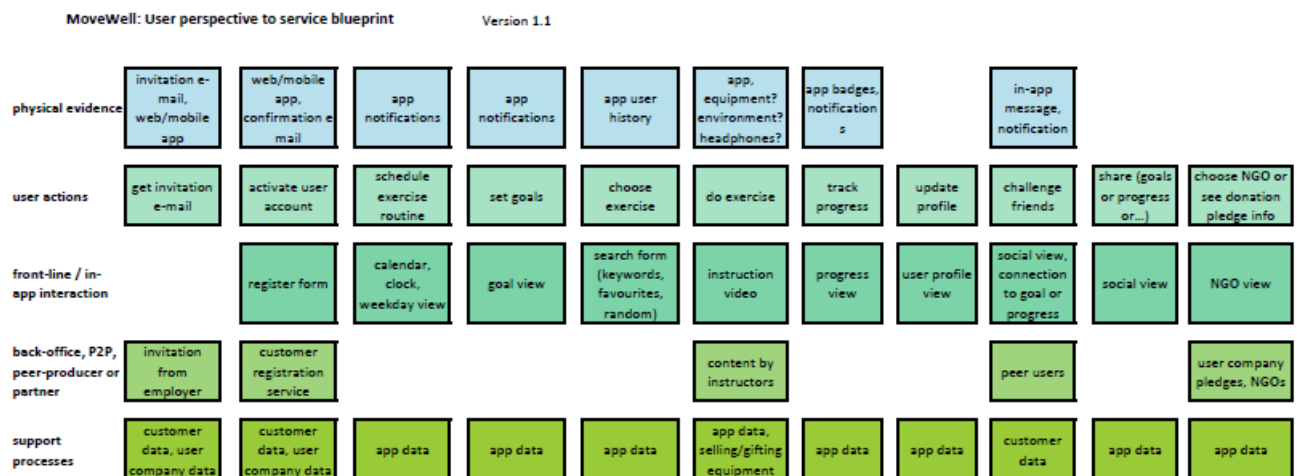


Figure 5. MoveWell Service Blueprint: User perspective.

A more detailed depiction of user interaction is shown in the Movewell blueprint from the user perspective (FIGURE 5).

Buyer perspective

Buyers – companies employing the end-users – are interested in two key functions: complementing to their duty to provide work-related preventative healthcare in an easy way and adding to their social responsibility program. Their interaction centers on these functions.

At the employer side, people interacting with MoveWell most would probably be from the HR department. However, gaining the support of the top management responsible for the strategy is crucial as well. In addition to steps mentioned in the service blueprint (Figure 6 below), MoveWell could help

the employer-customers by providing templates for communicating the service and its benefits internally.



Figure 6. MoveWell Service Blueprint: Buyer perspective.

Producer perspective

Producer interaction will be mostly involved in steps considering the content: exercises. By sending instructional video clips for us, they would have a channel to reach out to potential new customers and gain goodwill by doing their part in the NGO fundraising. Our statistics will help them see what the customers need, and the option to purchase the clips animated by MoveWell's Stick Figure Engine provides them an opportunity to offer their knowledge to their existing customers in a new, clear format.

Since serving the producers is for MoveWell the most resource-consuming function, in the beginning we would have to control the number of producers let into the platform. To keep the content quality, in addition to steps shown in the Service blueprint above (Figure 7), we will need to support the producers with e.g. content examples and guidelines, templates and help for editing content information.

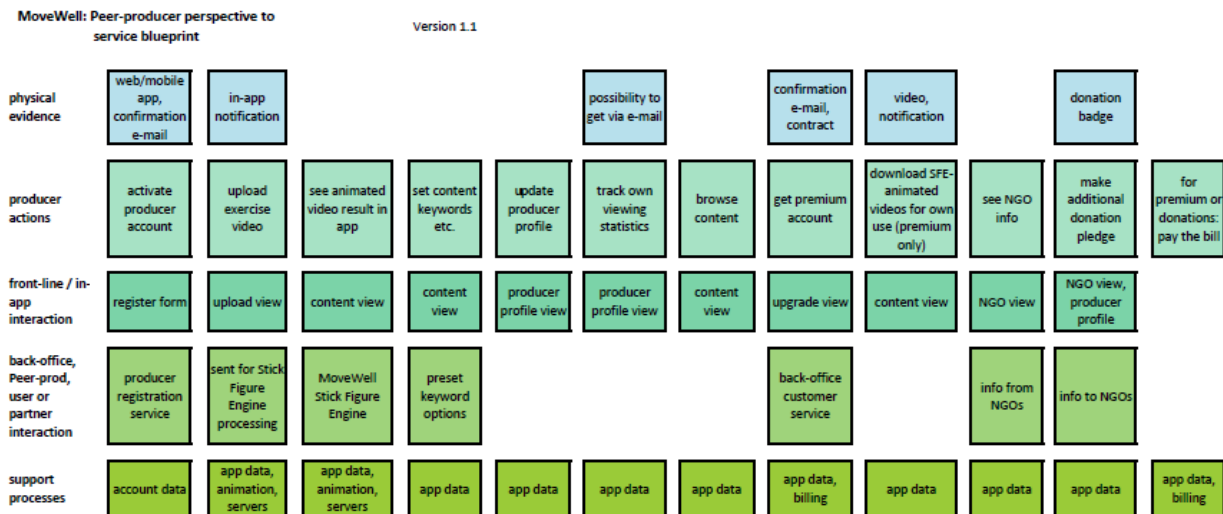


Figure 7. MoveWell Service Blueprint: Producer perspective.

To keep the content quality, in addition to steps shown in the Service blueprint above (Figure X), we will need to support the producers with e.g. content examples and guidelines, templates and help for editing content information.

NGO partners

For the NGOs doing fundraising campaigns via MoveWell, we think the application features should be kept as simple as possible. We could start with simple, static NGO and campaign profiles. Other types of entities could interact with the NGOs in-app in two ways: see their information and pledge a donation to them. We would then provide the reports and organize the money transfers for the NGOs. If our NGO partners get interested in more advanced features, like publishing content in the app, it is possible to add them at later stages.

Interactions between entities

MoveWell platform makes many kinds of connections between entities possible, but as of now, we are not yet sure how some of them should be actualized – and how many of them even should. For example, it makes sense to let end-users or employers order personalised plans from the producers in the platform. However, if we build in too many options for interactions, the core of our value proposition might get harder to understand and the application itself might become clumsy to use. It is still worth noting, that this paradox between simplicity and multiple types of connections is something that can be optimized during testing. Like many platforms, also MoveWell is subject to evolution: new features can be tested and introduced even after launch.

MoveWell Brand Identity

Our main message is for users to take care of themselves by also having fun. In recent years people are likely to get stressed out by work and social responsibility, ignoring their physical and mental health. MoveWell works like a life companion to remind people taking care of themselves and pay more attention to their own body but in a fun way. We believe that maintaining good health and having fun sometimes

are the keys to gain happiness and wellbeing. Firms would be happy that their staff become more productive after refreshing themselves by a small break.

This is intensified by the connection to NGOs: By taking care of themselves – or from the employers' perspective, their employees – users raise money for NGOs and take care of the world around them. We enter a positive circle, where our small decisions add up to something bigger.

Visual elements

Getting and staying fit can be a daunting challenge that users feel like they have to overcome. Many of the competing fitness applications give the user a sense of empowerment but also stiffness. MoveWell is designed to be a clean platform that aligns with the professionalism of a workplace but motivates the user through bright colors. Green is utilized to represent growth and give a sense of comfort for the user as green is a color that users see everyday. Red is included to capture the user's attention and represents motivation. To make the platform more approachable for end users, we decided to stick with softer shapes, such as circles and rectangles with rounded corners.

Further steps

All in all, we are confident that MoveWell would provide value in a new way and that it could be realized in a viable way. Still, there are many things to consider and a lot to do to move on from this point.

This report, our video and the accompanying material should be considered as a first prototype. This means, that we need user feedback to develop the concept further – first from designated end-users, after that from other kinds of entities. Then we would move on to more developed prototypes and tests, coding the engine, and find investors.

When we would be ready for beta-testing, we would start a pilot program with one medium-sized employer and its employees, one NGO, and a couple of test producers. After a series of trial, error, fixing issues and choosing features, we would be ready for launch in Finland.

We believe that MoveWell has potential to evolve both in terms of scope and scale. It would provide an interesting way to learn e.g. complex choreographies as well.

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Appendices

Visual designs



league spartan

SANCHEZ
Sanchez

Theme colours and fonts.

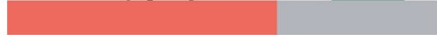
challenge time

ENVIRONMENT ONLINE

You have raised:

\$15.00

community progress



\$600 / \$1000

Instructions

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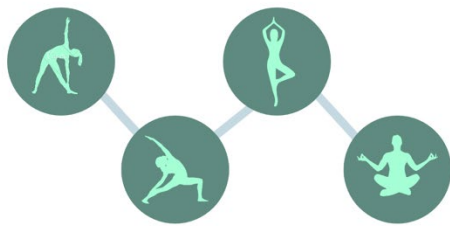


good morning!

22:45

Time till next fit snack

planned snack



Change my snack >



Team meetings



Team members thinking it out.



Kaisa is fitness-snacking!