

Office2U

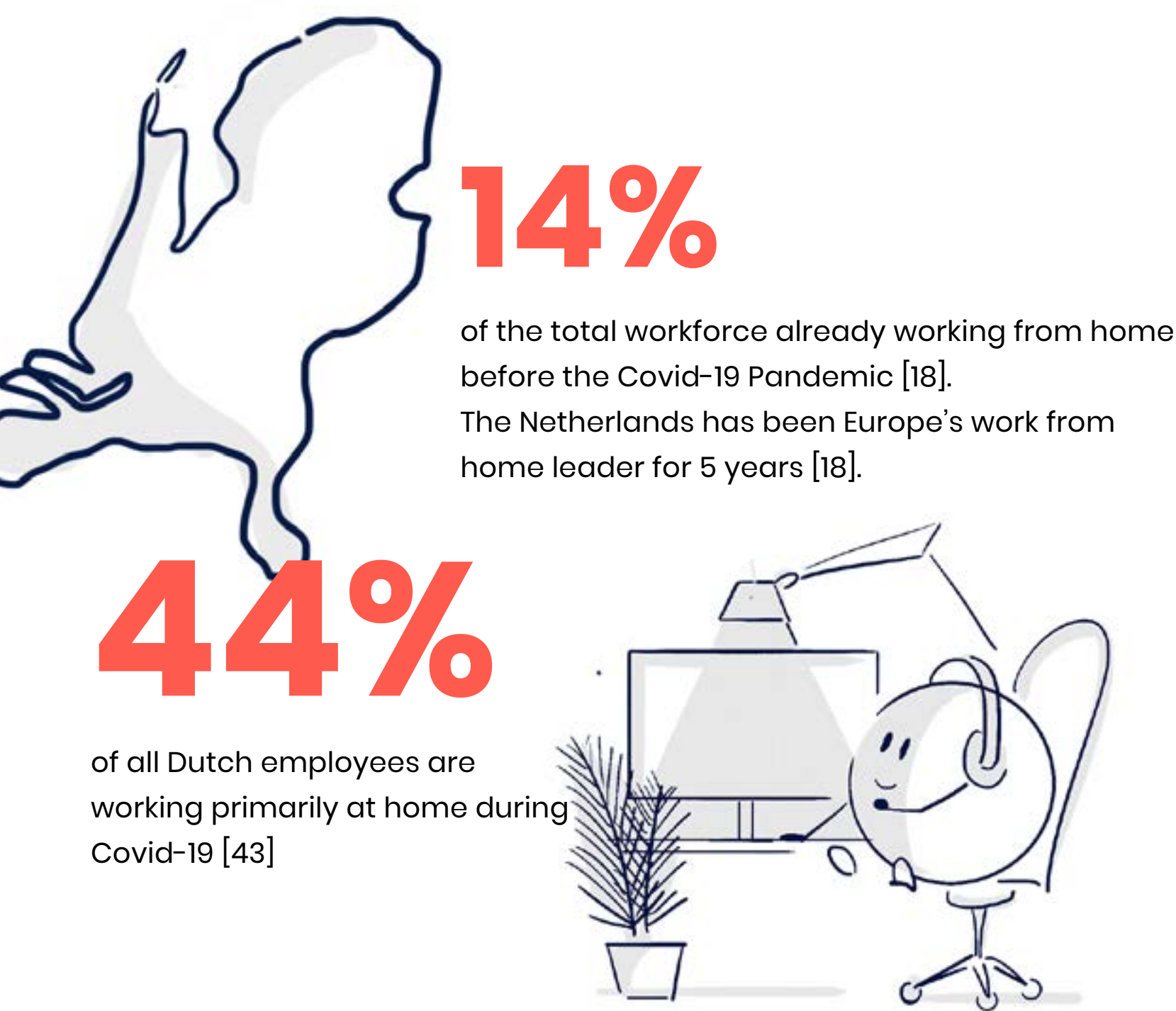
Custom culture packages, tailored
to your company's needs



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Executive summary

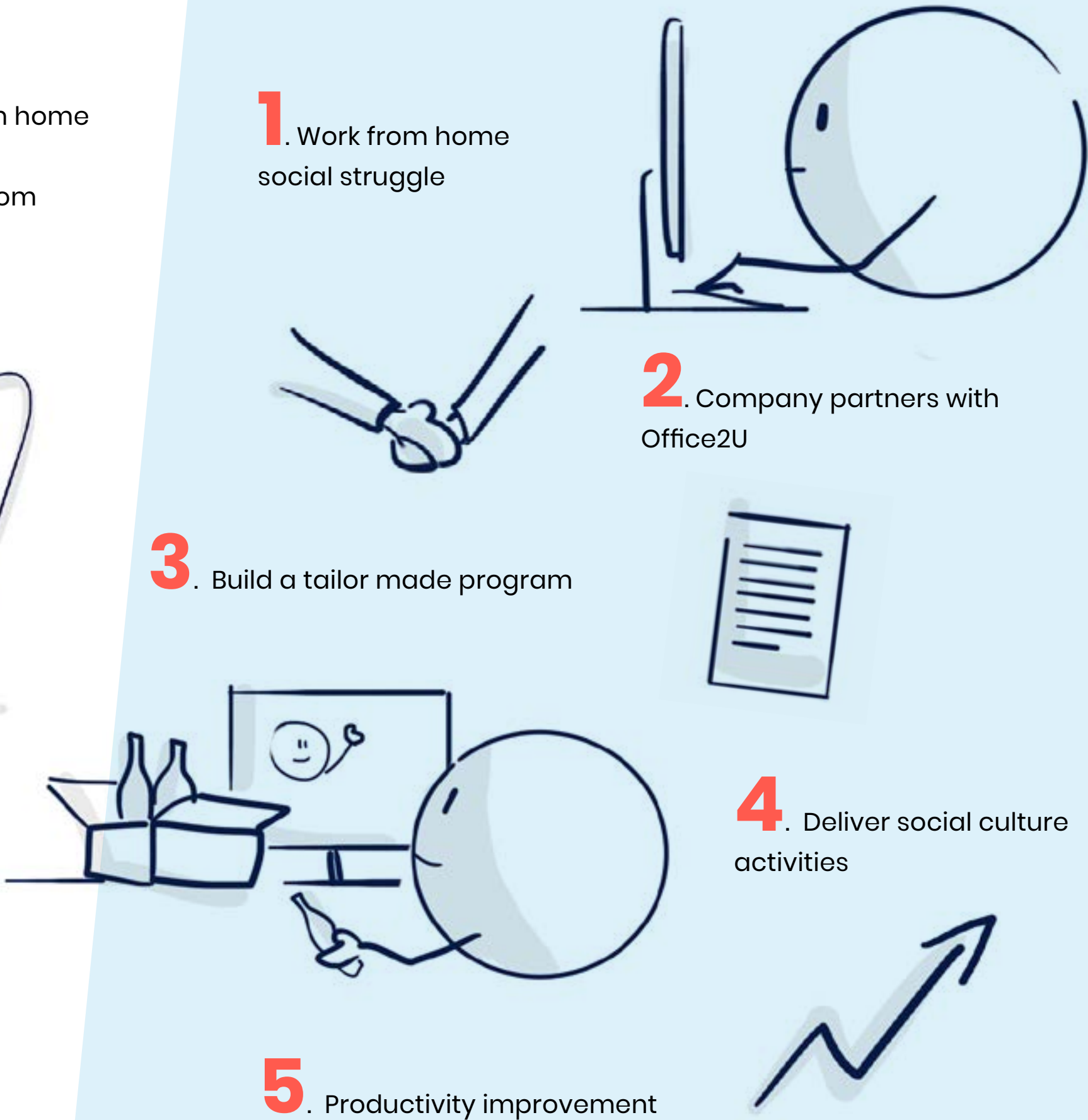
Opportunities



Working from home presents its own challenges to employees, both technical and psychological [21] with 64% of employees saying that they miss social contact at work the most [52] and 60% feeling that their company culture has suffered since working from home [42].
Employers state that they are experiencing as much as a 25% decrease in productivity [52], which has significant financial implications for them, making them invested in finding a solution.

Solution

Helping Dutch companies translate their company culture activities such as Friday borrels and offline pub quiz evenings into the work set up of the future: the home office and the online sphere.



Results

Through our surveys and interviews to potential customers we found the interest of the market.

“It would mostly facilitate our ‘together moments’ – the thing we currently miss the most is our moments that we had together.”

“Reminding them that they are part of the workplace”

“76% would be likely to purchase the product if it was available today”

“I like the birthday box! birthdays were a fun thing at the office that I really miss”

Executive summary

Market

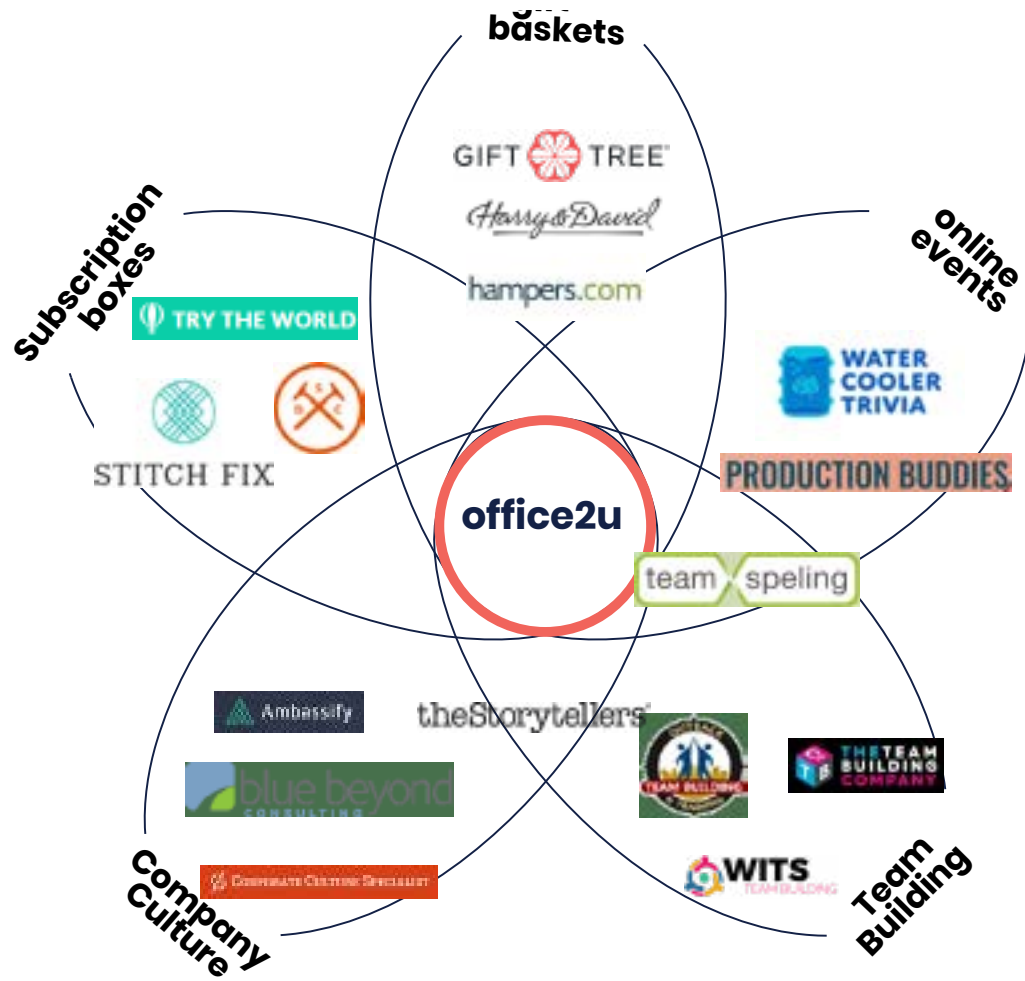
Out of the entire work from home market, SME's reported more struggles to mantain company culture activities compared to bigger companies when translating in the work from home environment. This suggested us our target market



SME's employees are currently working from home in the Netherlands

1%

Is the share of the market we aim for the years. 0.1% during the first 12 months.



Business model

The service is based on a monthly subscription fee.

3 types of subscription (€100, €150, €200 per month per employee), depending on how much each company wants to invest in company culture.

1000

customers in the first 24 months. That's the goal to make the business sustainable.



Local

restaurants and delivery services as Key partners

101€

Average cost per customer to Office2U, after 16 months.

48,4€

Average monthly profit per customer to Office2U, after 16 months.

Key milestones

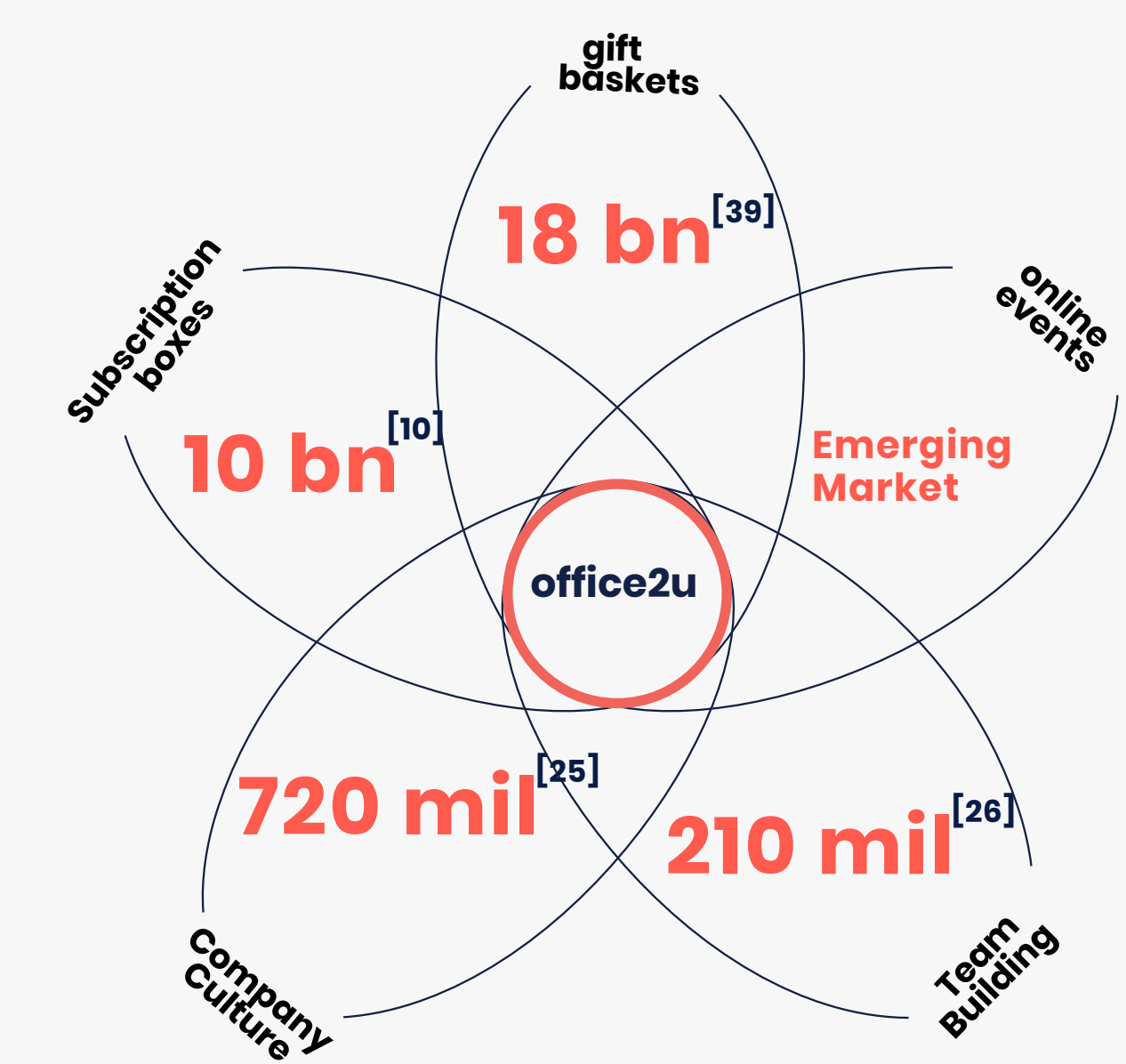


Problem Description

Market

To understand the market landscape, we have used the petal diagram [Appendix J] , as well as a competitor matrix [Appendix E] and a strategy canvas[Appendix F]. The market is promising and we are capturing a unique new space. The TAM, SAM, SOM division provides insight into the market size, as well as how much we think we could realistically capture in the short term. Aiming for a realistic serviceable obtainable market de-risks and allows us to test our business strategy as opposed to aiming for the entire segmented market immediately.

TAM	Total Available Market Over 2 million companies [18], representing 3.9 million employees are currently working from home in the Netherlands [50].
SAM	Segmented Available Market 195 290 SME's with 1.66 million employees, currently working from home in the Netherlands [17]. This represents a company culture budget of an estimated 166 million euros.
SOM	Serviceable Obtainable Market We will aim for a 1% share of the market. This represents 16 687 employees of SMEs in the Netherlands[17].



Petal Diagram: Adjacent Market worth.

Growth Rate

The growth rate of the work-from-home market is extremely promising. A boom can be seen from 2019-2020 due to the Corona Crisis. While the number of employees working from home will not stay as high as during the height of the crisis, we plan on taking advantage of the market growth which will result.

Growth Rate 2015-2019: 12%[18]
Growth Rate 2019-2020: 214%
Projected Growth Rate: 33%-150% *
* depending on estimates of how many people will continue to work from home after the corona crisis

Segmentation

The growth rate of the work-from-home market is extremely promising. A boom can be seen from 2019-2020 due to the Corona Crisis. While the number of employees working from home will not stay as high as during the height of the crisis, we plan on taking advantage of the market growth which will result. The growth rate of the work-from-home market is extremely promising. A boom can be seen from 2019-2020 due to the Corona Crisis. While the number of employees working from home will not stay as high as during the height of the crisis, we plan on taking advantage of the market growth which will result.

Pains

The transition to working from home has been difficult for both employers and employees. To understand the most pressing and high-value pains and needs of our market segment, we first conducted desk research, consulting recent surveys for both work-from-home (WFH) employers [20,9,23,8] and employees [8,9,41,52]. We listened to experts discuss WFH pains [24,33] and consulted academic literature on the topics of productivity [56], healthy work environments [49] and the importance of company culture [15,34]. We then filled out the Value Proposition Canvas [37] for both the employees and the employers, ranked them by priority using the Rank Map [38] and identified those with high-value using the High-Value Jobs Template [36]

We then verified our hypotheses about the customer pains through in-depth interviews [Appendix C] and an online survey [Appendix D]. The top pains found per customer segment are listed to the right.



Employee

Pain: Loss of social contact at work

Employees miss their social interactions with their colleagues such as “borrels”, monthly game nights or getting lunch together.

Evidence:

- “I miss the contact with the team, the chatting, the bouncing around.”
- “I miss our birthday office traditions”
- “We used to get lunch from the same place every Friday together, that was nice”
- 65% of respondents say they are experiencing loneliness while working from home [41].
- 62% of respondents miss the social moments with colleagues such as lunch and non-work related chats [52].

Pain: Productivity drops

Employees have reported a productivity drop when working at home. They feel disconnected and distant from their companies.

Evidence:

- 64% said that their productivity has dropped since working from home.
- “It has been really hard being away from my colleagues, I did not realize how much energy I get from them”
- “I have been progressing less.”
- There has been as much as a 40% decrease in productivity and creativity [46].

Pain: Company culture is suffering

Company culture is an increasingly important factor for employees when choosing a job [2]. With working from home, employees feel that company culture has suffered.

Evidence:

- 60% feel that their company culture has suffered since working from home.
- 72% of respondents say that company culture is something they consider when searching for a new job [44].



Employer

Pain: Employee productivity drops

Employers have reported that employee productivity has dropped. This has financial repercussions for employers.

Evidence:

- “the productivity now is still half of what it should be.”
- There has been as much as a 40% decrease in productivity and creativity [46].
- 64% of employees said that their productivity has dropped since working from home.

Pain: No time to organize things

Employers have a lot on their plates right now and they have reported that they lack the time to set up and organize new systems for employer appreciation and engagement.

Evidence:

- “I want to organize an online pub quiz or something, but I don’t know where people are finding the time.”
- “Transferring our traditions to an online format takes time and energy that we just don’t have room for right now”

Pain: Company culture is suffering

Employers are increasingly committed to cultivating company culture [2] as it not only improves employee productivity but also helps to attract and retain top staff [56].

Evidence:

- 64% feel that their company culture has suffered since transitioning to working from home.
- Lack of employee engagement with their job, cost employers \$550 billion each year [19].

Value proposition

Final Concept

Our latest and final MVP is really focussed on company culture boxes and MVP and social events. We experienced that potential customers were very confused about the exact service and/or product that we offer. Being a one stop shop who offered company culture boxes, furniture rental and online social events, turned out to be confusing. We took to the ‘10 Characteristics of Great Value Propositions’ [35] and realised that we should rather **focus on part of the options and do this really well**. We looked into which jobs, gains and pains mattered the most and re-visited all interview and survey answers. 4 in 12 people indicated that they would be happy to have a better workspace set-up at home, but 10 out of 12 people indicated that they missed some form of social contact with their co-workers and 9 out of 12 people addressed that they felt like their company was not doing enough to stay involved with their employees and show their appreciation. We then decided to pivot and leave the furniture rental service behind.

Our newest concept is now a monthly subscription, in which we make a customized plan for our clients, to assist them in bringing company culture home by sending out the right packages at the right frequency to their employees and organizing the best social events to do some team building or just socializing amongst co-workers. It really focuses on the customisation and the combination of online and offline events, as this is where we are unique in the market and **outperform the competition**.

To set-up this tailored service, which will exactly fit the company needs, as explained on our website, we will be

guiding the customers through a step by step process: The form [Appendix K] is aimed at gaining a basic understanding of what the company culture is currently like and how we could translate this into a package that would work with everyone working from home and all social contact happening online. The form can be fully examined in the appendix or on our website [https://doneill80.wixsite.com/office2u].

Subscription model

To be able to be a stable and trust-worthy partner, we decided to shift from just a one time ordering service, to a subsription model for our packages. This brings certainty for our financial model and development plan, as can be found further on in the report. Next to this, it also helps the customer by choosing for stability. By choosing for a subscription model, they choose to only think about their wishes and expectations once, when going through the options with us. From there on, we take over and this allows us to completely eleviate the customer from thinking about it. From that point on, their employees are in good hands and they can focus on other parts of running their business.

Important lesson learned; doing one thing really well works better then trying to do everything. People responded best to our personalisation concept and because the lack of understanding from customers about what we were doing and because we saw the biggest pains and problems around the social contact and productivity drop, we re-focussed.



Fill in the Form

Step 1

By filling in our simple, 5 question form, our company culture specialists, will compose a custom package that fits your company needs.



Personal Interview

Step 2

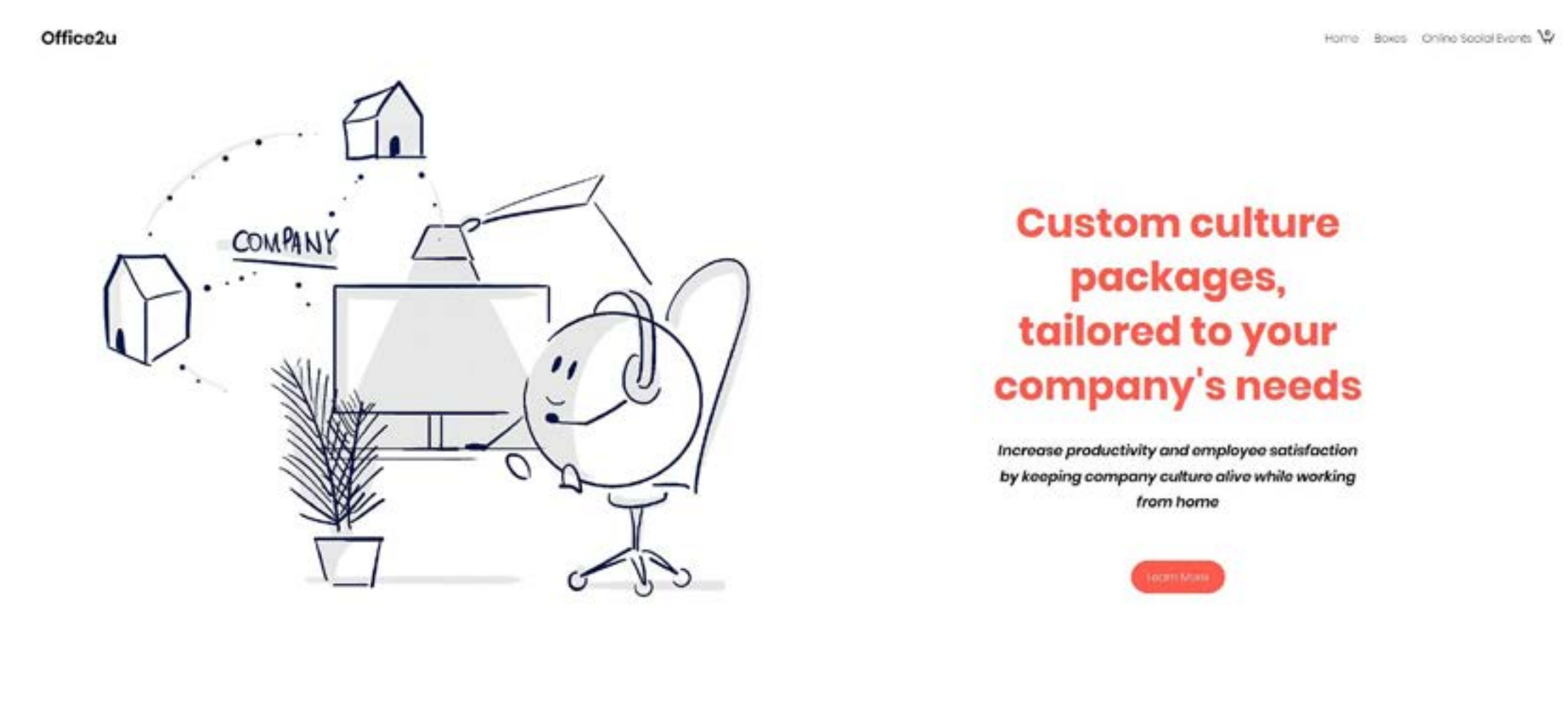
To ensure we get it right and we are spot on from the get go, we would like to talk to you, in person! We show you what we have in mind and you tell us how you like it.



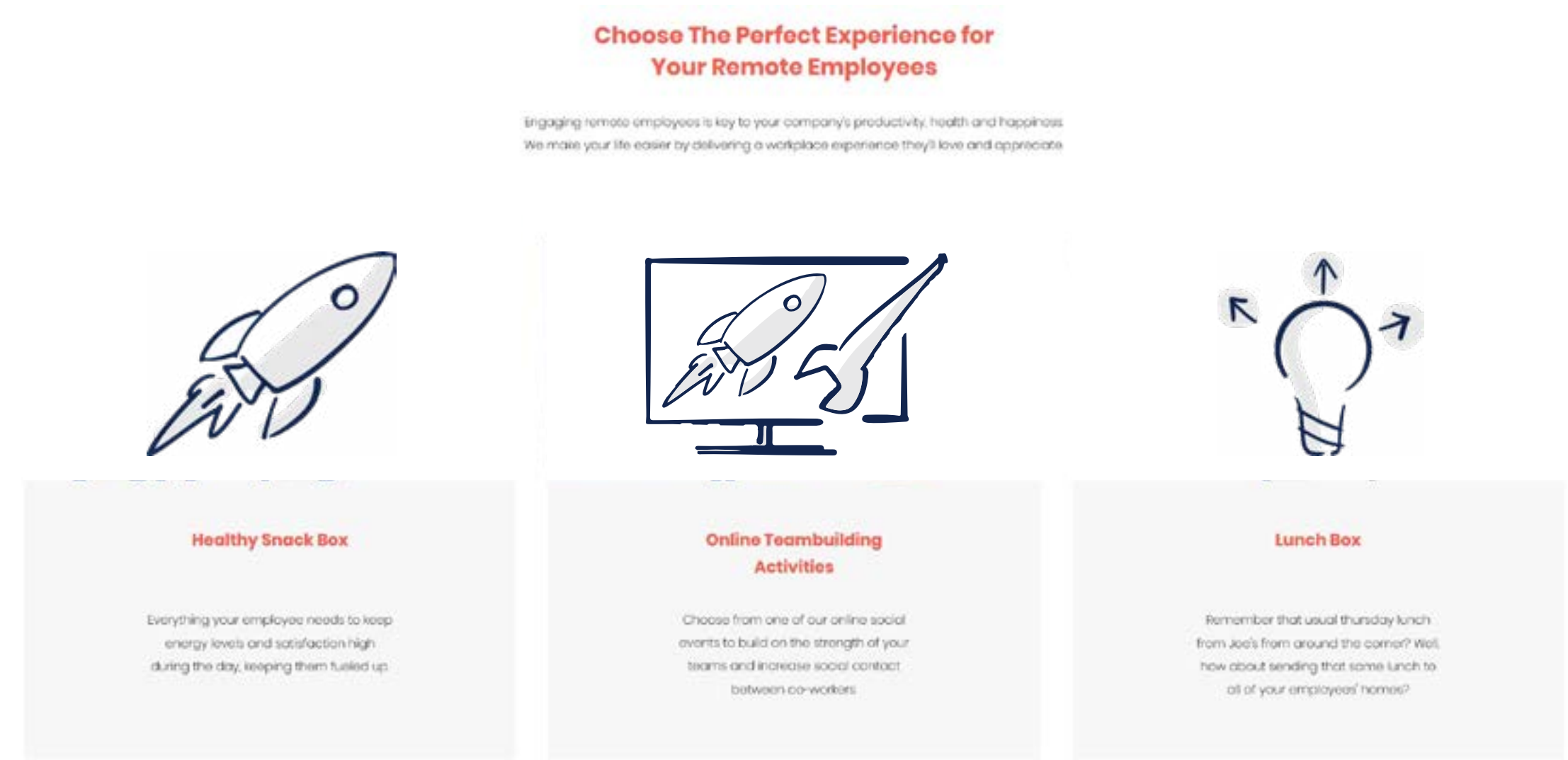
Order your package

Step 3

Once we agree on a package that will be the perfect way for you to bring company culture home to your employees, it's time to order!



^ Office2U Home Page



^ Office2U Product Examples

Value proposition

Our Products

Company Culture Events:

To maintain productivity, it is important for company employees to stay connected to their co-workers as well as the company management. This needs to happen on a purely social level, where employees have space to make small talk and on a teambuilding level, where employees talk about work related topics, learn from and about eachother to keep everyone involved on their projects. When working from home, all of this is lost. There is no more watercooler conversation and there is very little contact between employees and management, to keep an eye on what is going on and receive guidance and feedback. When performing our surveys [Appendix D], we found that 69% of respondents missed this contact when now solely working from home. One of our respondents replied: ‘Now that I have so little contact with my manager, I feel somewhat lost on how to perform my tasks. Sometimes I feel like they have forgotten I work for them’.

By offering tailor made, online company culture events, we fill this gap that working from home has created within a lot of companies. Here some examples of the events we offer are shown:



Watercooler Trivia

A fun, easy-going event to stay in contact with your co-workers and to stay informed on what’s going on within the company.



Company Hackathon

A 3-day event, meant to fully emerge your employees into tackling a company problem, while working together on this.



Digital Game Night

A social event without work related topics. This event is really meant to let your employees enjoy themselves and de-stress for a moment.

^ Office2U – some Company Culture Events

Company Culture Packages:

To keep employees motivated and invested in the company success, it is important to show appreciation and make sure they are comfortable in their work. When switching to working from home, 75% of our respondents to our surveys [Appendix D] and interviews [Appendix C], indicated that they would like their company to step up and do more to show their appreciation towards their employees.

By offering customisable company culture packages, which can be a replacement of for example, a weekly lunch that the company used to host, we assist these companies in showing the appreciation their employees deserve. Just like the company culture events, we offer these packages as part of our subscription model. Employers can choose which packages they would like to have shipped to their employees’ doorsteps with which frequency, within this subscription model. Some of the examples of the boxes we offer, can be found here:



Locally Prepared Lunch

A lunch, prepared by a local restaurant, to fill all of the empty stomachs of your employees, similar to how company lunch used to work.



Birthday Box

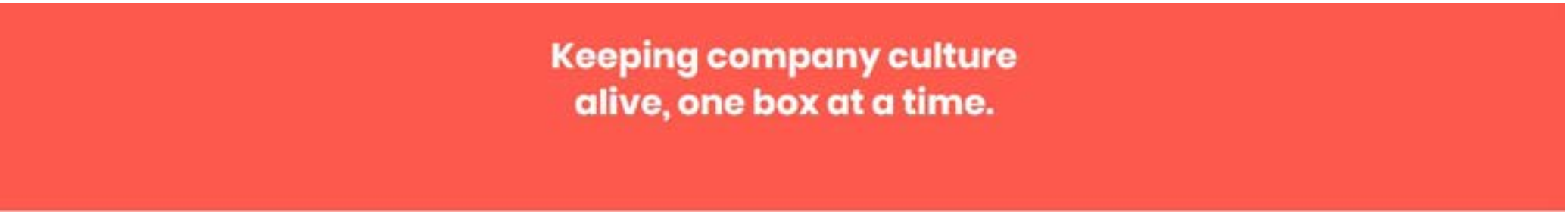
The company birthday box has everything and more, to wish your employee the perfect birthday-from-home. Let hem know you have not forgotten.



Selection of Coffee & Tea Box

To keep everyone energized during the entire working day, even when they can’t visit the company coffee machine.

^ Office2U – some Company Culture Boxes



^ Office2U Web Page



Source: Unsplash

Go to Market Plan

	Strategy	Approach	Risks	Risk management
GET	Cold Calling	<p>Gain 5 initial paying company customers by cold calling 300 of the top SMEs with between 5 and 30 employees. We will do this in the first week of marketing.</p> <p>1-2% conversion rate [28], jumps to 20% will qualified and researched candidates [4].</p>	<p>Cold calling has a low conversion rate, around 1% [28] with as many as 80% of calls going to voicemail [29]. Consumers report being annoyed by highly scripted interactions and only 37% feel that cold callers deliver relevant information to them [48].</p>	<p>Since cold calling has a very low success rate, we will try to do warm(er) calling by first researching, qualifying and segmenting our top companies. In this way, we can better tailor our sales pitch to be the most relevant for them and increase our conversion rate to an average of 20% [4]. We will focus our calling efforts on Wednesdays and Tuesdays, which have a 46% higher success rate than other days of the week[54], and we will contact our most viable and important prospects between 10 and 11am which is reported to be the most successful [54].</p>
GET	Personal Network	<p>Gain 4 initial paying company customers by reaching out to personal and professional networks via personal phone calls, personalized emails and personalized LinkedIn direct messenger and follow up with them one week after initial outreach.</p>	<p>When starting out, selling to our personal and professional contacts will be essential to gain some of our first important companies. A risk of selling to those who know you is that their initial enthusiasm comes from supporting you, as opposed to enthusiasm for the product, and can taper off quickly.</p>	<p>We will make customers from our personal network feel integral and important by asking for their feedback as early adopters. Since personal contacts who love the product are the ultimate referral makers, we will prioritize engaging these customers in our keep strategies.</p>
GET	LinkedIn direct sponsored content single image ad campaign	<p>We will target managers and bosses of SMEs in the Netherlands. We will use LinkedIn Conversion Tracking to track the conversion rate from the ad to clicking the “learn more” button and the “Buy now” button by installing an event-specific pixel. We will track the ROI to monitor the campaign and adjust accordingly.</p> <p>6.1 % conversion rate CPC= 5.12 euros Lead price= 80 euros [3]</p>	<p>Ads which are receiving less clicks are “punished” by LinkedIn, by being shown less often. This makes lower performing advertisements perform even worse [45] .</p> <p>LinkedIn users do not like their advertisements to look like advertisements [53].</p>	<p>To maximize our click-throughs and engagement, we will tarket LinkedIn audience segments of between 300k and 500k members, which is shown to be optimal [3]. Lower than 300k audience members require weekly changes in ad content to maintain engagement and above 500k it is difficult to successfully tailor the content.</p> <p>To reduce risk and maximize our advertising budget, we will first run our advertisements organically on our LinkedIn page to gain real insights into the type of content that will get leads and engagement [51].</p>

Go to Market Plan

	Strategy	Approach	Risks	Risk management
KEEP	Loyalty Program	Our loyalty program will use a tier system of rewards which increase in value with higher commitment and spending from the customer.	Loyalty programs must provide real value to the customer to stay relevant. Customers are not interested in waiting long periods to see their first reward [32].	Since on average, loyal customers are worth up to 10x as much as a first time buyer, spending on average 67% more on repeat purchases, loyalty is extremely important in the grow strategy [7]. The tier system reward strategy has been found to be the most effective, with small rewards increasing in value as they move up the loyalty ladder [22]. We will make the first tier a short period of time so that customers see immediate rewards.
KEEP	1-1 customer relationship	For every new customer, there is an option for a company culture specialist to call and arrange a tailored package. The call will last approximately 15 minutes and will not only provide a personal service but will allow the customer to ask questions which gives them control and reduces the threshold for re-purchase.	A poor customer service interaction is worse than no customer service interaction and can have lasting impact through the customer switching companies and leaving poor reviews [55].	84% of customers say being treated like a person, not a number, is very important to keeping their business [1] which is why we will prioritize successful and personalized interactions. Since customer onboarding in a crucial aspect of building lasting relationships and brand loyalty we will send all customers a personal welcome email, which has an average open rate of 82% [30].
KEEP	Email marketing campaign	Our email campaign will include a calendar of a monthly newsletter, sent out by email, to the employers only, to keep customers updated on news and product updates, and a bi-monthly, personalized promotional mail to cross sell product offerings. For every \$1 you spend on emails marketing, you can expect an average return of \$42[40].	Companies receive many spam emails every day that are never opened. Companies can develop a negative association with your brand name if you send lots of irrelevant content.	We will personalize the mails, so that they address the company by name in the subject line, which generates a 50% higher open rate [57]. We will optimize for mobile, since 72% of users will open their email on their mobile phone [12]. We will also segment our email list to generate relevant content per customer segment. For example: companies with < 20 employees, companies with 20-50, customers with 100+ employees., etc. We will measure open rates, click rates and downloads to measure the success of our emails. In this way, we can learn from A/B testing and adjust accordingly.
GROW	Referral program	For referring to a successful lead who commits to at least a 6 month deal, the referring company receives a free snack box for all of its employees.	You wait too long to ask a company to refer to others and you risk not initiating the viral loop. The referral program is too complicated.	Customers are 4x more likely to make a purchase when referred by a friend [13] and since referred customers have an 18% lower churn rate than other acquisition means[13], they are invaluable in the grow strategy. It is optimal that you get customers to refer when they are excited about finding your company[16] so we will start marketing our referral strategy to new customers right away. We will make our referral program simple, with a custom referral code for each customer and a follow through period of 1 week after a referral has signed up so that the referee receives immediate thanks and recognition.
GROW	Cross selling	We will cross-sell package add-ons for the employer to add on top of the monthly packages. For example, a birthday package or A national holiday package. We will use the social proof strategy to promote the sales by using phrases such as “customers also bought:...”. 	Cross-selling too early into the customer journey on the website or phone call could mean the offering isn’t relevant enough or distracts the customer from the initial product.	49% of consumers report that they have that they have purchased a product they did not initially intend to buy after receiving a cross-sell recommendation [47]. We use the very successful strategy of Apple, who cross-sell products only after the customer has committed to buy the product [5]. In this way, you have the maximum information to make the most successful recommendation. We will also apply pressure with messaging such as “Are you sure there are no birthdays this month?”.

Financial model

We used a 24 months financial model to understand in depth the possible financial risks and opportunities of our business strategy.

Our idea is already validated from a problem-solution fit point of view, but financially it has still to be proven profitable. Not necessarily in the short term, but with a credible and foreseeable positive future in the market. This tool provides an overview of the financial challenges we will face during the first years in the market, and the focus is not on the exact precise numbers or exact profits, but on the main investments needed, the possible returns, and identifying the financial difficulties which could perish the business.

Through building the model, milestones are emerging, giving us and to our partners/creditors a timeline on when to expect specific events, such positive or negative quarters, cost per customer over time etc.

To build this model the Get-Keep-Grow strategy of Steve Blank [6] is translated into numbers and it can be summarized in this way:

GET: In the financial model, the get strategy is referred to under the sales and marketing section. The strategies mentioned in the previous chapter are low initial investment solutions (cold calling, LinkedIn campaign etc.).

We decided to use this type of approach because for the first year the focus is not on gaining high numbers, but having a few, strong, partners for the test pilot and first entrance in the market. In this phase the direct approach to the client instead of big advertising campaigns is the most cost-effective solution.

What we learnt from the financial model is that in this phase the investment far outweighs the cash-flow. We expect to lose money for the first 10 months, and start to be cash positive at the beginning of Q3 2021. Because of the low number of partners, losing one could lead us to

financial struggles, that's why a minimum partnership of 12 months will be required. In this way the risks are mitigated.

KEEP: The keep strategy also is part of the sales and marketing section (Email campaign, etc.) but a big part of the investment for Keep is under the salary section. In fact one of our main strategies to keep the client is to provide a tailor made solution. To do that we need to have 1-to-1 meetings with the client. For the first months we will work with local customers, but moving on with the time our workforce is expected to be one of our most relevant expenses.

What we learnt from this is that offering a non-standard solution from a financial point of view can be very challenging. To be sustainable an Office2U employee should be able to follow at least 3 new companies. We expect the initial time commitment to be higher and this beginning of the relationship and reduce with time. Offering a service that requires more time per customer than this would not be profitable for us.

GROW: For the grow strategy we will focus on cross-selling and referral programs. From a financial point of view, this strategy doesn't require large investments, while it offers potential big returns.

The model also envisions the number of secondary customers, with an average of 25 employees per company, we aim to get to 1000 Office2U beneficiaries by January 2022. From the model, this growth trajectory seems reasonable, and this number of customers is a key milestone, as is the point at which the business turns profitable in a stable way.

After the final presentation we adjusted our financial model by outlining multiple subscription scenarios. In this way we account for the customization of our solution, and by doing

so the financial model [Appendix G] also changed in the numbers:

We expect to lose money for the first year, as for the pilot test our cost per customer will be 382€/month. However the business turns profitable when we reach the 10 company partnership milestone (July 2021), with a cost per customer of 121€/month. We expect a break even point in February 2022, with an average cost per customer of 101€/month on our side, with a cost for the company of 150€/month per employee. The cost per box was set from our experiment results. We tested our price in two ways. First we surveyed our target market about the price which they would be willing to pay per employee, per month, if it was on the market. The average response for the basic package was 100 euros, and the premium package was 250 euro. We then validated these claims through advertising these prices on our website. The "receive more information" button about the 100 euro option received 57 clicks, while the premium package received 32 click, showing interest.

The financial model gave us a 1000 customers goal, reaching this number of customers within the first 24 months will be fundamental for the success of the business.

Q1 2022

Break even point

1000

Customers goal 2022

Business model

In order for the business to be successful we need to find the right partnership and activities that can help us grow. The business model [Appendix H] includes partnerships, activities and financial channels needed for our company to survive.

Strategic analysis

We looked at the market from a strategic point of view with a competition matrix [Appendix E] for having an overview on what type of service is provided by our competitors, in particular we found that most of the competitors either focuses on physical or digital products for company culture, while we provide a solution that works with both channels, this can give us a competitive edge and differentiate yourself in the market.

A strategy canvas [Appendix F] mapping the competitors and ourself on single metrics such as social contact, customisation, branding etc. gave us another point of view on our strengths and weaknesses, showing how our service should be presented as a tool for a healthy social relationship inside the companies, and not an inside branding campaign such as other competitors. The most helpful was the petal diagram which provided insight into the adjacent markets and competitors which are most relevant for us and can be seen below. These analysis combined provided a clearer picture on which activities, resources, and partners were needed for our business. Starting from those we build a business model.

Business model canvas

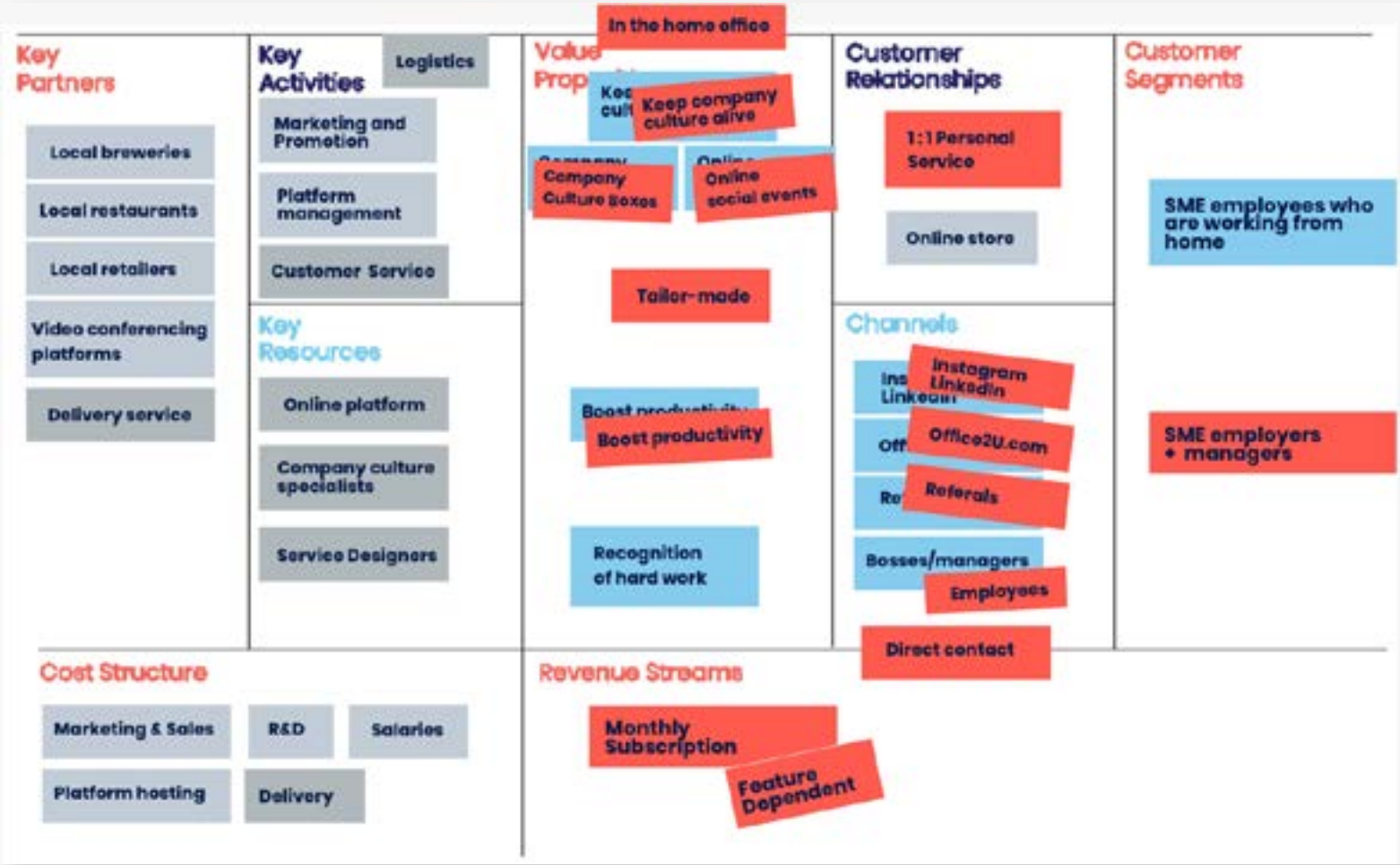
After finding our problem solution fit, it was important to contact both potential customers and partners. In order to deliver our key activities we need to build a team with key resources such as company culture specialists and service designers. At the same time to speed up the process we don't produce in-house company culture boxes, but rely on outside partners, which means that we need local key partners and

delivering services. We already made contact with possible partners in the area of Eindhoven, including a popular lunch restaurant on the university, a local bottle shop and a local gift store. proving that partnership could be made. They offered us some valuable insights which informed our business model. They were positive about partnering, particularly because they have seen revenue decrease sharply during the crisis and are enthusiastic to explore new revenue streams. They also mention that they have space within their stores to package the boxes since their personnel are less busy dealing with in-person customers. Our revenue stream is based on a monthly subscription for the companies. Because of its long term goals we aim to build a long partnership with our customers, to do that 1:1 personal service will be established.

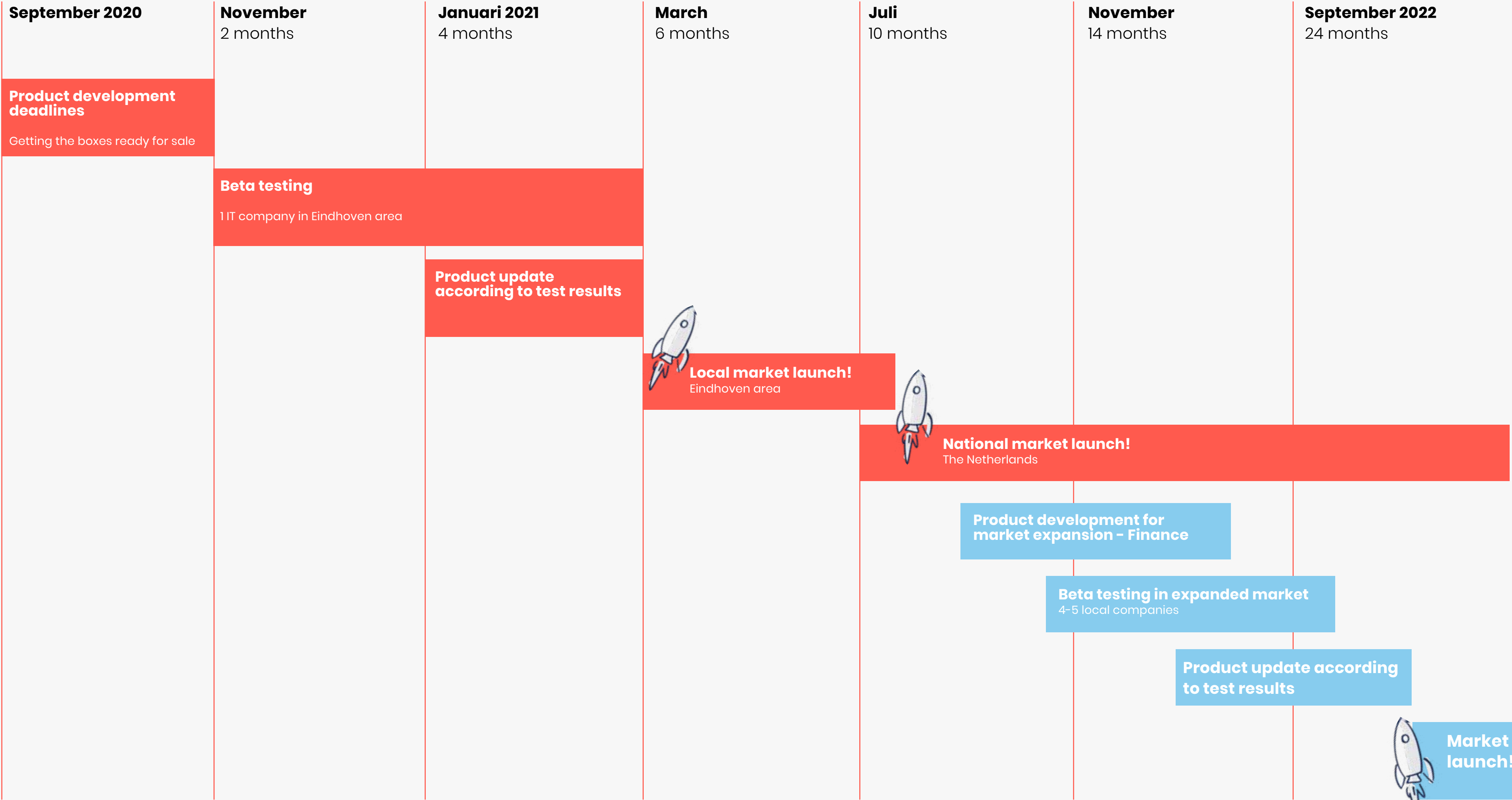
Because of needing to rely on outside partners we don't need big investment at the beginning for beta tests, and as a start-up for smart working services we could benefit from EU funds for innovation. However to scale up over the country and abroad more funds are needed in the future. To attract those investors a key point will be the success of the beta testing, if the interest of the companies is confirmed during beta testing, we could present our project to early evangelists to build the company and go to the market.

We can assess our business model design using the Seven Questions to Assess Your Business Model Design [35]. Those which we rank high on, are 1. Switching costs: Since we require a 12 months commitment, it is a higher threshold for companies to switch. Once employees are familiar with the online socializing platform, asking a large group of people to learn yet another new software would also act as a deterrent switch. 2. Recurring revenue. Since we work on a subscription model, the revenue is recurring each other month. To continue using our online socializing events and maintain access to company culture metrics, the company

must continue to subscribe. 3. Earning vs. Spending. We will be able to first earn revenue before incurring costs with the culture and snack boxes. Working with partners reduces the cost burden for us to maintain stock and boxes can be made on a per- order basis. 5. Others who do the work. This not only relates to the previous point with the local partners but also our online social events. While we provide the content and direction for running an online social event, ultimately, the companies and their employees will provide the group atmosphere which will make it a success. 6. Scalability. Our business model is very scalable, with the online portion being extremely scalable and the necessary infrastructure and key partners already existing in most key cities.



Future development plan



Future Development Plan

Our future development plan is designed for the first 24 months. Starting from September, we would need about 2 months for the product development. We believe this can be done this fast because we work with local companies, and we are not setting up or designing any new products themselves. Rather, we would be implementing existing products/ companies to fit a new concept. This will make it relatively quick to set up. After this, we expect to need about 4 months to do beta testing. We would like to do this local, with just one IT company, to really keep a close eye on customer satisfaction and product quality. Halfway through the beta testing, we would start updating and fine-tuning our product, so that by the end of the beta test, it is ready for launch on the local market, just in the Eindhoven market. Again, we consider our product quality very important and this way, we still expect to be able to keep an eye on our growth and keep the quality standards high without outgrowing our capabilities.

4 months after successfully launching on the local market, we see ourselves launching on the national market. We believe to have had enough time in those first 10 months to get into the rhythm of working with our clients to be ready for a big national launch.

Future Possibilities

More and more companies are working with part of their employees on location (office) and part of their employees at home. For this future market, it would be very interesting to look at events that would work with part of the employees from home and part of the employees at the company. This is a very different approach than the online service that we are currently aiming for, so it would require further research and testing to see how this could work out. It is however, an interesting topic to look at when we want to take this design concept further.

Reflection

Individual Contribution

Riccardo was mainly responsible for making the graphics and layouts of the report and presentations, for filling in the financial models and exploring the market through understanding the competition and how to set ourselves apart. Daisy took a leading role within the group, providing the overview of what needed to get done, and keeping us on schedule. She also dived deep into the get-keep-grow strategies, took the main role in filling out the models and acted as copywriter for the reports. Lieke took on the leading role in developing the MVP landing page, distributing the experiment surveys and interviews, and developing our key milestones. She also took the lead on outlining our future plans, and made the presentation video.

Group Reflection

Working with the Hypothesis-Driven Entrepreneurship was a new way of working for all of us within the team. Going through all the steps of the hypothesis-driven approach brought us to quick, clear results. We were each able to apply our individual skills, in user testing, website creation and analytics to the experiments to maximize our insights. We learned how testing with a minimum viable product the way we now did with our website and landing page gave us very quick insights into how successful our design concept could be and made it easy to decide whether to pivot, perish or persevere. We especially learned that you do not need to attach judgement to pivoting or perishing, but rather that it is the smart thing to do when you learn that you have not achieved a good problem-solution fit. Not only does testing and failing fast mean you can go through more iterations to find a successful business strategy, but it means you de-risk your assumptions by learning before you have invested a lot of money.

The product-market fit, financial model and business model development were all new skills and took a lot of time and energy for us to become acquainted with them. We had to “hit the ground running” and dive right into trying to set up landing pages, analytics and understanding how to estimate real costs.

We found that prioritizing which experiments were the highest impact allowed us to spend our time wisely and the test cards particularly helpful for outlining what was going to a positive outcome. We have all bookmarked these for use in the future. This is a very useful tool to add to our skillset as designers that we will be using in future projects to get even better at working with this approach. We have personally experienced how the hypothesis-driven approach reduces cognitive biases that could otherwise contribute to poor decision making and will be taking this with us to the next projects we will work on. Many times at Industrial Design, business models are thrown on at the end of a project as an afterthought, however we are now confident to incorporate an approach which uses a business lens from the very beginning. Ultimately, this will make better project outcomes.

As a team, we were able to work well together. We have had nice discussions, where we all contributed to see where we wanted to go. Especially when we arrived at some of the ‘pivot-points’ within our project, we were able to sit together and really go into depth about where we wanted to go and why. We all have different expertises and this contributed to a nice team atmosphere to build on and this allowed us to challenge ourselves to explore avenues which we had never tried before, while teaching each other new skills.

As a group, our main challenge was the implication of the Corona crisis and being initially unable to meet in person. Like those we interviewed, we also gained a lot of energy from brainstorming while being physically together and that was challenging for us. The workload for the course was also quite high and we had to keep each other accountable for the deadlines. This was particularly difficult since we are all very busy working on business endeavours outside of the university. We have all learned that next time it will be beneficial to establish clear expectations of time commitment and deadlines with one another. All in all, we had a very successful collaboration.

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Appendix A

Rank map



Appendix B

High value jobs

	Important	Tangible	Unsatisfied	Lucrative	High Value
Provide a safe and healthy work environment for their staff	●	●		●	●
Make money	●	●		●	●
Keep staff connected		●	●		
Continue getting jobs done	●			●	
Keep staff invested in the company success	●			●	
Maintain company culture		●	●	●	●
Enhance brand image				●	
Make home office comfortable		●	●		
Maintain efficiency	●	●	●	●	●
Work done on time	●			●	
Staff feels forgotten about		●	●		
No time to do additional/special things		●	●	●	●
Productivity level drops	●		●	●	●
Staff not motivated by environment			●	●	
Fewer feedback moments			●		
Customers forgetting about you	●			●	
Staff complaints about home office		●	●	●	●

Appendix C

Test set up

Mini-Proposition 1
Setting up the home office (ergonomic chair rental/switch, proper fitting guide, etc.) and support for getting into the work from home routine

Step 1: Hypothesis

We believe that:

Original Hypotheses:

- Employees do not have easy access to comfortable home office work set-ups
- An uncomfortable work environment decreases productivity and employee job satisfaction
- Employers would pay to make their employees more comfortable
- Employers would prefer to make use of existing office furniture from the office, paying for pick-up, delivery and fitting.
- Employees struggle getting into an efficient work routine when working from home

Priority Hypotheses:

1. Employees do not have easy access to comfortable home office work set-ups (specifically desk and chairs)
2. Employees feel that their productivity is negatively affected by their home set-up
3. Employers are noticing problems in productivity and reliability of employees

Step 2: Test

To verify that, we will:

Conduct a survey
distributed via social media, personal messages and professional networks) <https://docs.google.com/forms/>

[d/ITrleIOYdr5nqSfMXD0B2dPWA_TWKRKGzDtZ0gYRmMQM/edit](#)

Interview 5 stakeholders (Employees of SMEs and Management of SMEs)
Make a landing page website with our solution (<https://bit.ly/35N8a6s>)

Test Cost: 1 / 3
Data Reliability 1.5 / 3

Step 3: Metric

And measure:

The percentage of customers whose experiences align with our hypotheses
The percentage of customers who think our product is something their company needs

Step 4: Criteria

We are right if:

1. At least 50% of employee survey responses report being uncomfortable in their home office set up (specifically with their chair + desk set up)
2. At least 50% of employees report that their productivity has been negatively affected
3. At least 50% of employers report a loss in productivity in their staff

Appendix C

Test set up

Mini-Proposition 2
Home delivery of “culture boxes” (beer tasting events, lunches, other branded products)

Step 1: Hypothesis

- We believe that:
- Original Hypotheses
- Companies struggle to maintain company culture once their employees work from home.
 - Employees miss social contact with their co-workers
 - Employees feel disconnected from their workplaces when working from home
 - Companies will pay for these culture boxes
 - Companies will facilitate their own social moments based around these boxes
 - Companies would like some guidance/inspiration for remote social events

Priority Hypotheses

- 4. Companies struggle to maintain company culture once their employees work from home.
- 5. Companies would like some guidance/inspiration for remote social events

Step 2: Test

- To verify that, we will:
- Conduct a survey (distributed via social media, personal messages and professional networks) https://docs.google.com/forms/d/1TrleIOYdr5nqSfMXD0B2dPWA_TWKRKGzDtZ0gYRmMQM/edit
- Interview 5 stakeholders (Employees of SMEs and Management of SMEs)

Make a landing page website with our solution (<https://bit.ly/35N8a6s>)
Test Cost: 1 / 3
Data Reliability 1.5 / 3

Step 3: Metric

- And measure:
- The percentage of customers whose experiences align with our hypotheses
- The percentage of customers who think our product is something their company needs

Step 4: Criteria

- We are right if:
- 4. At least 50% of employees report that their company culture has suffered since working from home
 - 5. At least 50% of employees show interest in “remote social event” as something they would be interested in
 - 6. At least 50% Employers are trying to organize social events for their companies

Appendix C

Test set up

Mini Proposition 3
A “complete package” service for companies transitioning to home, offering both of the above services.

Step 1: Hypothesis

- We believe that:
Original Hypotheses:
- Companies would like a “one stop shop” solution (having us as one compnay offering a range of services to support working from home)
 - Companies would pay for a service which initially supports the work from home transition entirely, and then works to maintain company culture
 - Companies value a smooth and consistent approach.
 - Companies would prefer a subscription package over a one time payment or case by case basis.

Priority Hypotheses:

1. Employers do not have time to organize their company culture events themselves
2. Employers are interested in a complete package which supports working from home

Step 2: Test

- To verify that, we will:
- Conduct a survey (distributed via social media, personal messages and professional networks) https://docs.google.com/forms/d/1TrleIOYdr5nqSfMXD0B2dPWA_TWKRKGzDtZ0gYRmMQM/edit
 - Interview 5 stakeholders (Employees of SMEs and Management of SMEs)
 - Make a landing page website with our solution (<https://bit.ly/35N8a6s>)

ly/35N8a6s)
Test Cost: 1 / 3
Data Reliability 1.5 / 3

Step 3: Metric

- And measure:
- The percentage of customers whose experiences align with our hypotheses
 - The percentage of customers who think our product is something their company needs

Step 4: Criteria

- We are right if:
7. At least 50% of employers report lacking time to build company culture when working from home
 8. At least 50% of employers show interest in both the offering of office set up and culture/activity packages

Appendix C

Test set up

Pivoted concept

A complete service, offering the option of setting up the home office (ergonomic chair rental/switch, proper fitting guide, etc.) and support for getting into the work from home routine as well as a home delivery of “culture boxes” (beer tasting events, lunches, other branded products), aiming at maintaining company culture. These boxes are meant for offering support in keeping company culture lively beyond just the initial transition in the first couple of weeks, offering a more long-term support and solution. Focussed on redesigning the interactions that used to occur within the company when everyone worked on location, for an online replacement, rather than creating new `forced` extra contact moments.

Step 1: Hypotheses

We believe that:

All Hypotheses:

- Employees would enjoy participating in an online / remote version of their weekly company culture activities
- Employers/Bosses would appreciate shifting their company culture activities to an online / remote version of these activities
- Companies would like a “one stop shop” solution (having us as one compnay offering a range of services to support working from home)
- Companies struggle to maintain company culture once their employees work from home.
- Companies would prefer a subscription package over a one time payment or case by case basis.
- Employees miss social contact with their co-workers
- Employees feel disconnected from their workplaces when

working from home

- Companies will pay for these culture boxes
- Companies will facilitate their own social moments based around these boxes
- Companies would like some guidance/inspiration for remote social events
- Employees do not have easy access to comfortable home office work set-ups
- An uncomfortable work environment decreases productivity and employee job satisfaction
- Employers would pay to make their employees more comfortable

Priority Hypotheses:

- 1. Employees would enjoy participating in an online / remote version of their weekly company culture activities*
- 2. Employers/Bosses would appreciate shifting their company culture activities to an online / remote version of these activities*
- 3. Employers are interested in a complete package which supports working from home*

Step 2: Test

To verify that, we will:

- Conduct a pinpointed survey (distributed via social media, personal messages and professional networks) <https://docs.google.com/forms/d/1HcDW1dUZ6W49EllmaDyiXxD1fqQHcolwNE-Kq-63HzY/edit>
- Interview 6 stakeholders (3 Employees of SMEs and 3 Managers of SMEs / employers)
- Promote a landing page website with our solution and

gather the number of people interested (mock sales) (<https://bit.ly/35N8a6s>)

- Contact possible contributors / partners and survey and / or interview them on their interest to work with us and our concept

Test Cost: 1 / 3

Data Reliability 2 / 3

Step 3: Metric

And measure:

- The percentage of customers whose experiences align with our hypotheses
- The percentage of customers who think our product is something their company needs

Step 4: Criteria

We are right if:

1. At least 50% of employee survey responses report being uncomfortable in their home office set up
2. At least 50% of employees report that their productivity has been negatively affected
3. At least 50% of employers would be interest in purchasing our product
4. At least 50% of employees would be happy to make use of our product
5. At least 50% of possible contributors / partners would be willing to work with us and our concept.
6. At least 50% of employers show interest in having a one stop shop which they could contact us for help with both the office set up and the company culture/activity packages

Appendix D

Survey results

Demographics

Employers:

- 3 Bosses, 2 owners, 3 managers and 2 CEOs (n=10)
- Company sizes ranged from 4-50 employees. With an average of 23.

Employees:

- Companies ranged from 3 to 220 employees with an average of 50 people
- There were 7 Junior Employees and 6 mid-level employees (n=13)

Working from home (personal experience):

Employers:

- 60% said working from home has been challenging for them

QUOTES

- *I miss the contact with the team, the chatting, the bouncing around. Also; keeping an eye on what everyone is doing is close to impossible*
- *Missing the connection with people, motivation.*
- *I hate zoom*
- *I find it more difficult to keep track of everyone's progress*

Employees:

- 54% said that the transition to working from home has been difficult for them
QUOTES
 - *I don't have a dedicated room for working*
 - *Lack of concentration, technical difficulties, non-ergonomic workplace, no defined working hours/difficult to have a work/life balance*
 - *my workstation was super uncomfortable, I couldn't focus and i kept forgetting to take breaks, and it was really hard being away from my colleagues, I did not realize how much energy I get from them*
 - *I have been progressing less.*
- 54% report that they cannot work comfortably from home
QUOTES
 - *my chair is not good*
 - *uncomfortable chair, table too high, no arm rests = chronic right shoulder pain*
 - *No good chair*
 - *My chair is not made for all day working. I have ordered a new one*
- 54% report that their productivity has decreased

Working from home (company experience):

Employers:

- 50% said that the transition to working from home has been difficult for their companies

QUOTES

- *Everyone in the company has to change it's workflow, and most seniors are stressed about the changes (kids etc.)*
- *employees are hard to keep track of . we had to build that trust*
- *Everyone hates zoom*
- *The transition itself was decently smooth. But the productivity now is still half of what it should be.*

Employees:

- 31% said that the transition to working from home has been difficult for their companies

QUOTES

- *Not getting distracted by other in house and communicate effectively with coworkers*
- *Inconsistency across departments/ communication problems*
- *My company had never worked from home before and suddenly all the work processes and systems we have in place had to change. We value communication but it's not quite the same through a screen and people's emotions are running hot.*
- *Lack of facilities*

- Some things that have helped have been

QUOTES

- *The infrastructure was already in place. It just had to be scaled up, big time. All the employees were already using a company laptop with docking station.*
- *Lightened work load, nice to have less forced social contact*
- *flexible scheduling and understanding that it's going to be tough no matter what. we also have an open twitch for casual convo*
- *Developing a routine*

Company culture:

Employers:

- 60% feel that their company culture has suffered since transitioning to working from home.

QUOTES

- *We're in a non-stop video conference to keep in touch with each other and replicate the direct communication of the office.*
- *We still do our weekly team evening, where we talk to all projects and do a round where everyone tells the team how they are doing.*
- *Social gatherings online, daily standups and increased one on one check-ins*

- 30% report that their companies have not been able to make an effort to keep company culture alive

QUOTES

- *We have done nothing yet really*

Employees

- 54% feel that their company culture has suffered since transitioning to working from home

- They report their employers doing the following things:

QUOTES

- *Some social gatherings, extra free days*
- *Increased check-ins with one another. Mostly by employee initiative*
- *one time delivered beer to the house and we drank it and played games together via zoom which was fun*
- *1 drink*
- *We had more regular meetings than we usually would have. Just talking more to each other helped improve the culture. We didn't had much social gathering tho.*

Appendix D

Survey results

Response to Office2u:

Employers:

- 90% of respondents were positive about the initial idea of Office2u with 20% being "very positive"

QUOTES

-

- 60% believe that their company needs this product

QUOTES

- *It would mostly facilitate our 'together moments' - the thing we currently miss the most is our moments that we had together.*
- *Feeling valued by the company, if they receive any of the products at home*
- *Reminding them that they are part of the workplace*
- *I think that the social moments have disappeared and people are frustrated with each other more often. maybe some social time would be good. also lotse of employees are complaining that their backs hurt so i think that the chairs are very useful for them.*

- 90% of respondents would recommend the product, even if they did not think that their own company needed it.

- 90% would be likely to purchase the product if it was available today

- Respondents are positive about the following features

QUOTES

- *Ergonomic assistance, as this is often overlooked*
- *The flexibility and the fact that it makes it easier to try and keep the company culture alive*
- *It saves me a lot of time (as a business owner)*
- *Great choices have been made in a 1 stop shop*
- *That a company does not have to do much themselves*
- *the culture boxes because it brings us together with more personalization it could keep our older traditions alive as well.*
- *I like the birthday box! birthdays were a fun thing at the office that I really miss*

- Budget ranged from 5-150 euros per employee/month with the average being 92 euros

- Respondents would like to see/ think the product could improve by:

QUOTES

- *more personalization to reflect our company culture and inside jokes.*
- *Technical products such as keyboards/extra monitors for improving the home workplace to be more efficient. Too many people are using a small laptop screen.*
- *candles, essential oils and yoga mat*
- *I think it could be clearer. Is there a way to do not so much over the screen because we are in meetings all day and I don't want more.*
- *Healthy food during working*

- Respondents are positive about the following features

QUOTES

- *improving happiness under employees and more opportunities for social interaction*
- *Giving them comfort while they work, encouraging productivity*
- *Setting them up with a comfortable workspace.*
- *Providing office materials at home*
- *making us feel appreciated and like the company recognizes how difficult has been for us and that we are loyal to them when lots of other things deserve our attention as well*

-

- 85% of respondents would recommend the product, even if they did not think that their own company needed it.

- Respondents would like to see/ think the product could improve by:

QUOTES

- *Monitors*
- *Maybe desks, keyboards, mouses, webcams, headsets.*
- *More personalized products, for example with pictures of the group ect*
- *Is there some support for running the actual events? pub quizzes are fun but no one has time to make them right now*

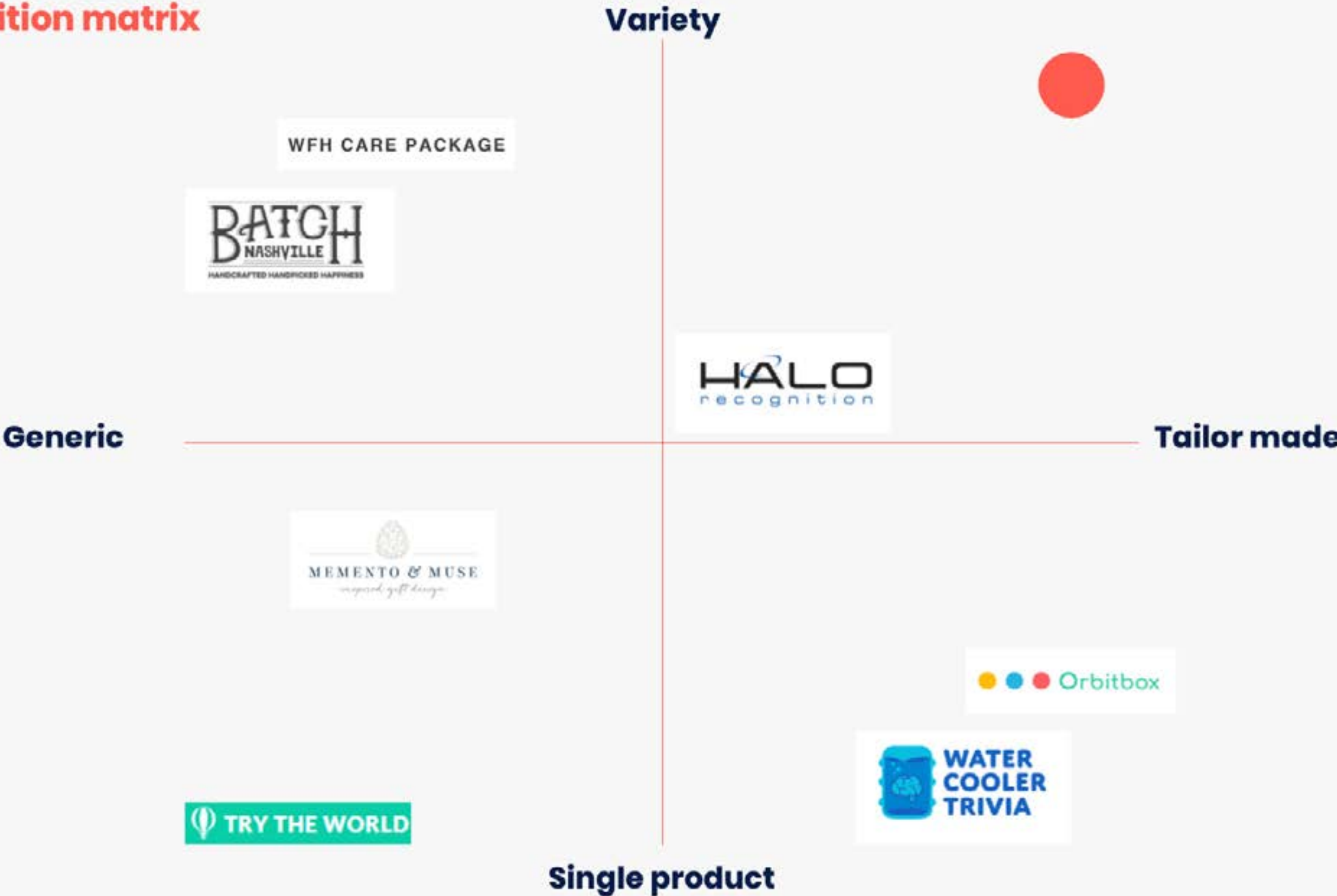
24 months Financial model

	2020		2020	2020	2020	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	2022	2022	2022	2022	
	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August		
Number of customers																										
Companies	0	0	1	1	1	1	4	4	4	4	10	10	10	10	10	10	30	30	30	30	30	30	30	30		
Number of employees	0	0	25	25	25	25	100	100	100	100	250	250	250	250	250	250	1000	1000	1000	1000	1000	1000	1000	1000		
Number of services delivered																										
Monthly	0	0	100	100	100	100	400	400	400	400	1000	1000	1000	1000	1000	1000	4000	4000	4000	4000	1000	1000	1000	1000		
Services sold																										
Snack box (€7,00)	0	0	700	700	700	700	2800	2800	2800	2800	7000	7000	7000	7000	7000	7000	28000	28000	28000	28000	28000	28000	28000	28000		
Delivery (€3,50)	0	0	350	350	350	350	1400	1400	1400	1400	3500	3500	3500	3500	3500	3500	14000	14000	14000	14000	14000	14000	14000	14000		
System																										
Website building and mantainance	15000	15000	800	800	800	800	800	800	800	800	1000	1000	1000	1000	1000	1000	1200	1200	1200	1200	1200	1200	1200	1200		
Analytics	1000	1000	250	250	250	250	250	250	250	250	350	350	350	350	350	350	500	500	500	500	500	500	500	500		
Marketing																										
Sales and marketing	250	250	250	250	250	250	400	400	400	400	400	400	400	400	400	400	3500	3500	3500	3500	3500	3500	3500	3500		
Salaries	5000	5000	5000	5000	5000	5000	8000	8000	8000	8000	15000	15000	15000	15000	15000	15000	45000	45000	45000	45000	45000	45000	45000	45000		
Spaces																										
Office rent	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	2000	2000	2000	2000	2000	2000	2000	2000		
Warehouse and other	0	0	800	800	800	800	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	2400	2400	2400	2400	2400	2400	2400	2400		
Other cost	150	150	200	200	200	200	500	500	500	500	1000	1000	1000	1000	1000	1000	5000	5000	5000	5000	5000	5000	5000	5000		
Total Costs			9550	9550	9550	9550	16350	16350	16350	16350	30450	30450	30450	30450	30450	30450	101600	101600	101600	101600	101600	101600	101600	101600		
Subscription fee																										
Basic 100	0	0	25	25	15	15	50	50	50	50	100	100	100	100	100	100	400	100	100	100	100	100	100	100		
Social Plus 150	0	0	0	0	10	10	35	35	35	35	100	100	100	100	100	100	400	100	100	100	100	100	100	100		
Premium 200	0	0	0	0	0	0	25	25	25	25	50	50	50	50	50	50	200	50	50	50	50	50	50	50		
Total Revenues			2500	2500	3000	3000	15250	15250	15250	15250	37500	37500	37500	37500	37500	37500	150000	150000	150000	150000	150000	150000	150000	150000		
Monthly profit	-22600	-22600	-7050	-7050	-6550	-6550	-1100	-1100	-1100	-1100	7050	7050	7050	7050	7050	7050	48400	48400	48400	48400	48400	48400	48400	48400		
Key milestones						-72400					-4400					42300	Break even point month									387200
Total profit											-76800													310 400		

Appendix F

Competition matrix

Competition matrix



Appendix G

Strategy canvas

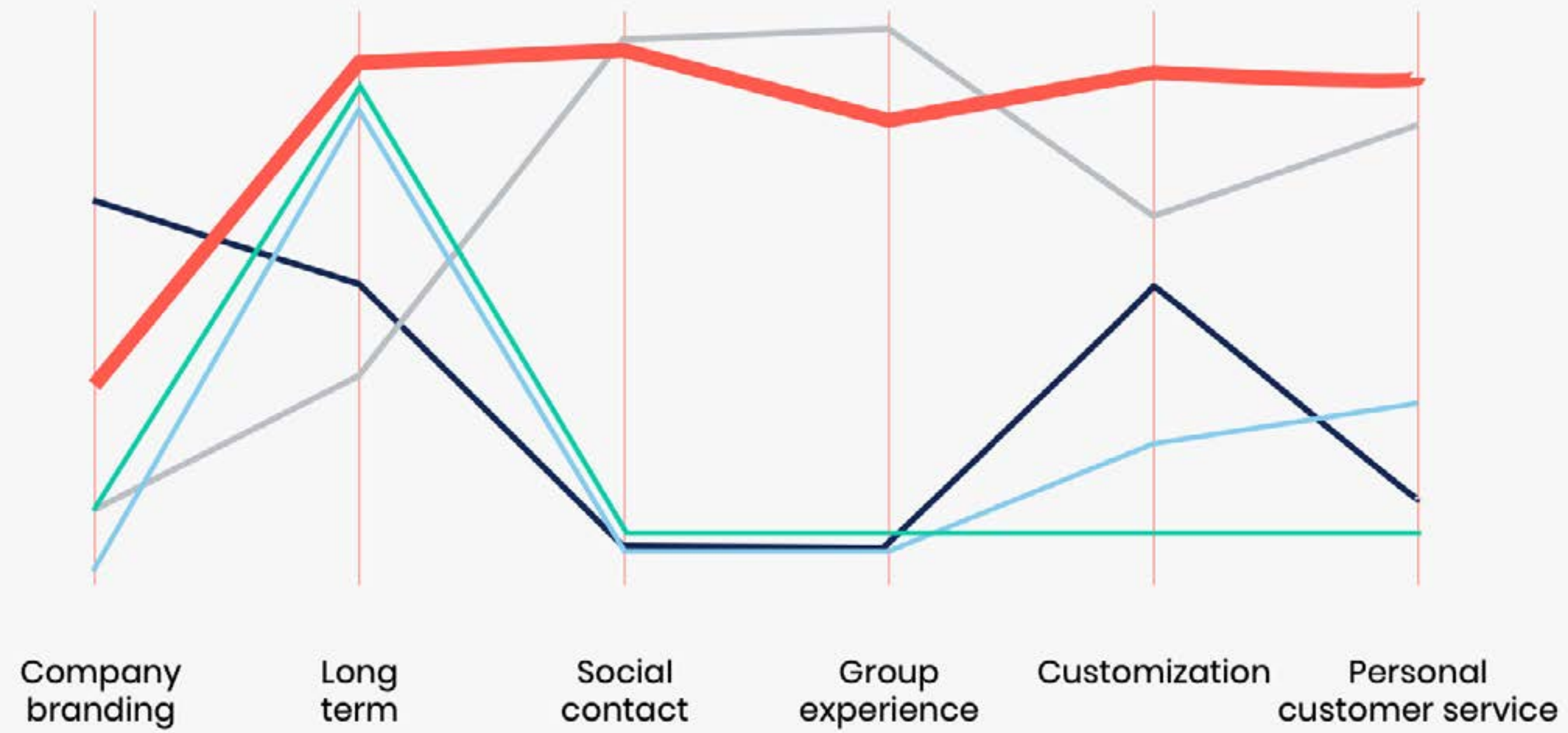
Strategy canvas

HALO
recognition

WATER
COOLER
TRIVIA

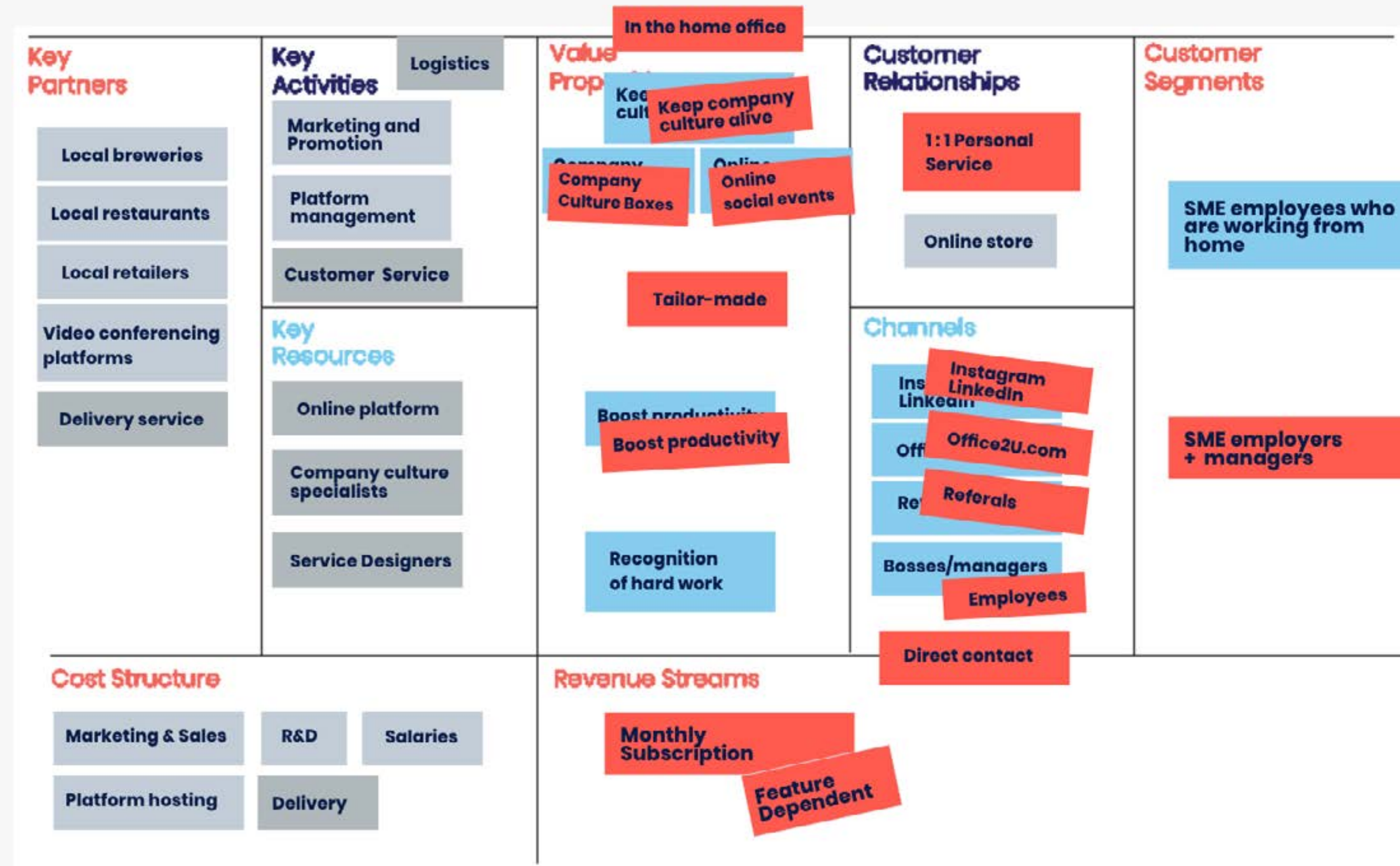
Orbitbox

TRY THE WORLD



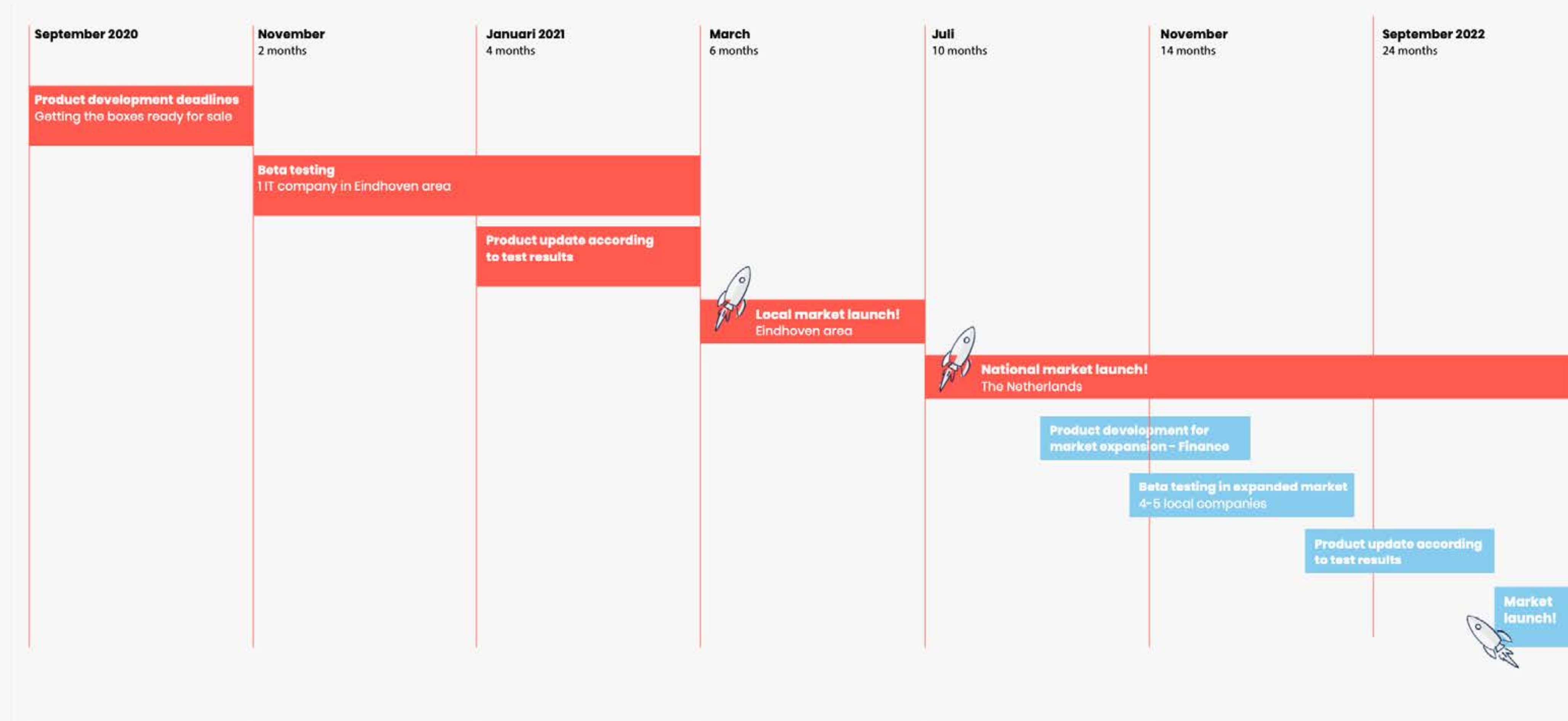
Appendix H

Business model



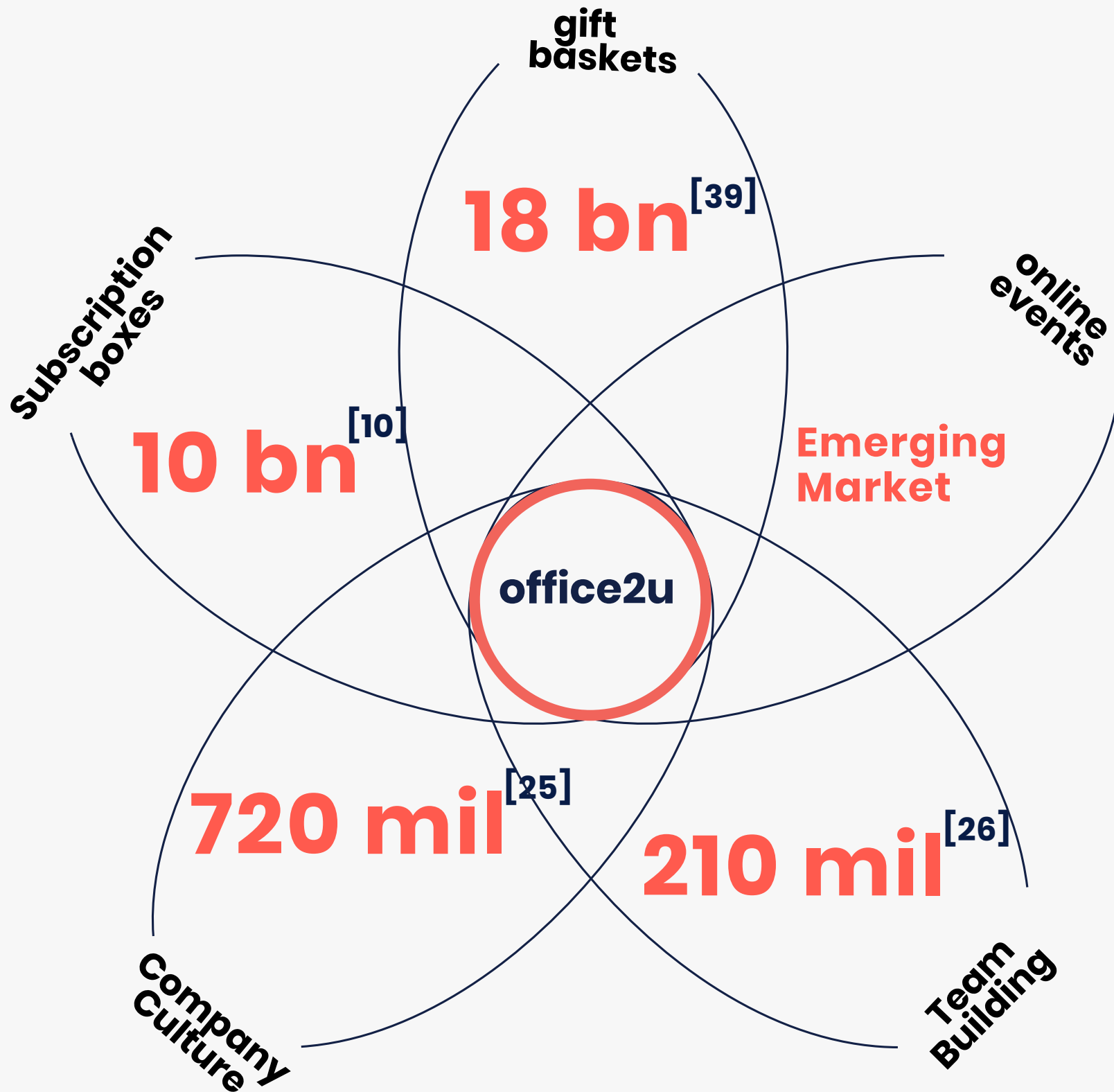
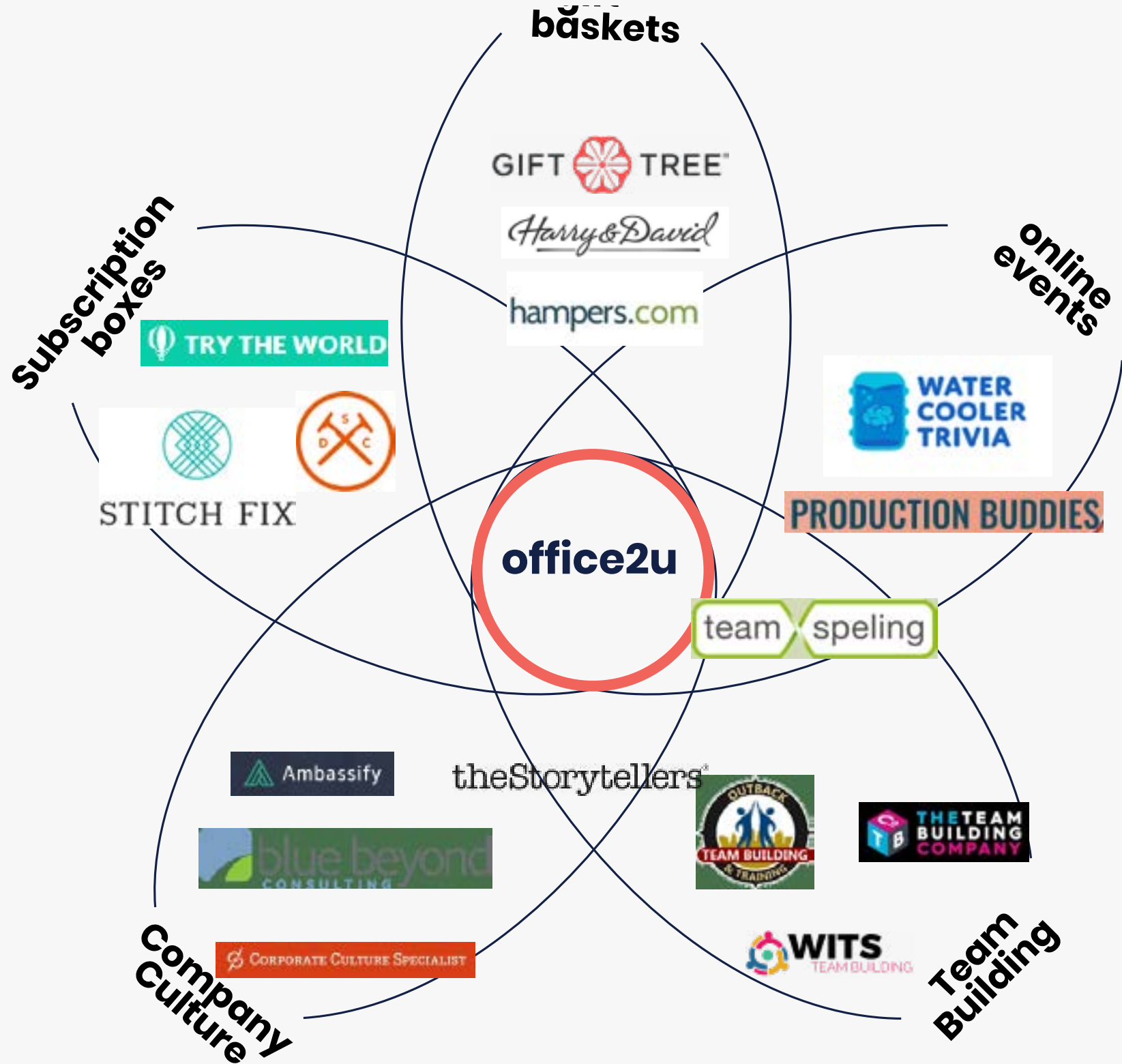
Appendix I

Implementation and future plans



Appendix J

Petal Diagrams



Appendix K

Form as part of our final concept

Step 1: Company Culture Form

What does your company culture look like?

The first step towards the perfect custom package, to keep employee motivation, productivity and satisfaction high.

Company Name:

Email:

Phone Number:

Which days of the week would there be a company lunch?

What does this lunch look like?

Do you have any (weekly) company activities and if so, what?

What does your Friday company drink look like?

Are there any company habits or meetings that are frequent?

Can you tell us about them?

Submit form