

studio **b**azaar

Welcome. We are Studio Bazaar.

A **Bazaar** is not only the place for business solely, but also a place with a good atmosphere that enforces socialization between people. Studio Bazaar aims to use **diversity** as a medium to create curiosity between people, resulting in interaction, communication and, ultimately, social cohesion.

Diversity is one of the main pillars on which communities thrive. Therefore, we want to **bring people together**. Also at work. As industrial designers we can play a proactive role when it comes to increasing social cohesion within a society. By developing new products and services, people can be stimulated to meet each other in a meaningful and joyful way.

In this report you can find the total process that Studio Bazaar went through in the Social Cohesion Design Project. This report is deemed insightful for researchers and product developers who are investigating the topic of Social Cohesion and interested in integrating these values in New Product Development processes.

Studio Bazaar

Samad Khatibi **4053397**

Nur Findik **4142438**

Bart klein Hemmink **4052528**

Date **30-06-2011**

Place **Delft**

Coaches

Clemens de Lange **Faculty of IDE**

Tjamme Wiegers **Faculty of IDE**

Client

Harrie Wessels **Douwe Egberts**

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In the identification phase we reveal underlying values and concerns that people feel at work, especially concerning social behaviour, gatherings and leisure. In this chapter is described how we investigated people at work and explain relevant elements in the work environment that are valuable for the design process. Ultimately, this research has lead to sub-scenarios in which we have integrated relevant social values.

I. identification

I.I. brand analysis

As a starting point, we tried to get an overview of Douwe Egbert's capabilities. This can be done by conducting a so-called ERM analysis, in which relevant external (E) factors and resources (R) are identified, together with an evaluation of the mission statement (M). This analysis contributes in the process of searching for new market- and design opportunities that meet corporate strategy. We have conducted interview sessions and internet research to gain quantitative and qualitative insights in brand performance and brand perception.

Brand Analysis

A brand contributes to the experience that people have when consuming products and services. A brand stands for values, principles, which give additional meaning to the products that belong to that particular company. This also applies for Douwe Egberts. People have a strong set of associations when thinking of Douwe Egberts. Some of the things that come to mind are the following: quality coffee, home feeling, Dutch nostalgia and having a moment to enjoy.

unique set of associations helps to strengthen the relationship between Douwe Egberts and its customers. For customers, Douwe Egberts is hard to replace, as there is hardly any other brand that offers the same experience. This results in more loyal customers for Douwe Egberts.

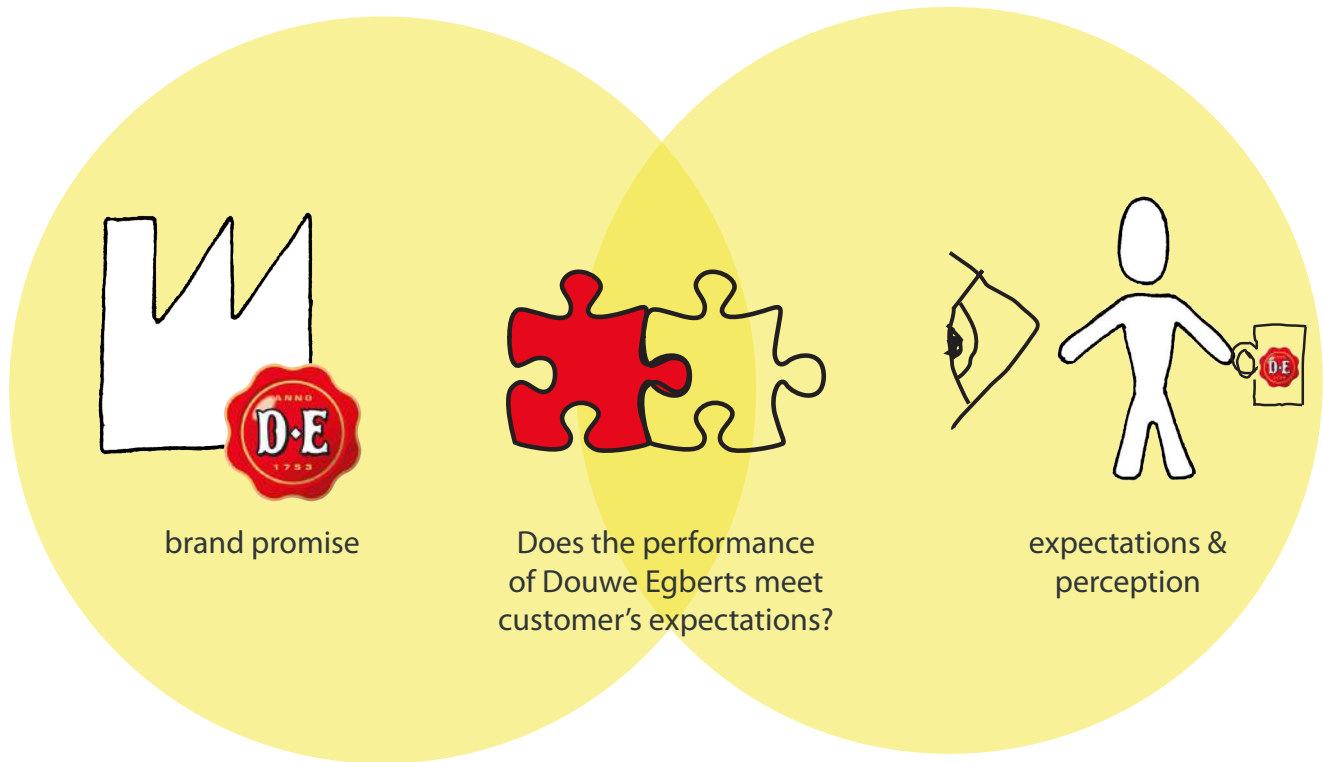
A total overview of strengths and weaknesses is given in appendix A, where the ERM analysis is described in a more elaborate way. Here we would like to emphasize one weakness that is quite severe, which is about a gap in brand perception.

Douwe Egberts has a strong brand equity and is well-known to consumers. Furthermore, it is very capable of fulfilling their brand promise in the B2C segment. For B2B, this seems to be different.

These associations contribute to the Douwe Egberts experience and, as such, we can say that Douwe Egberts has established a strong brand identity, which really is a big plus when it comes to offering a rich coffee experience. This

Gap Analysis

Douwe Egberts is active in multiple market segments, varying from homes to hospitals. Roughly, these activities can be separated in two



Brand Perception

A gap analysis focuses on the difference between intended brand image (left side) and perceived image (right side).

groups: Business to Consumers (B2C Market) and Business to Business (B2B Market). All products and services that are offered to companies, including hospitals, universities and hotels, are part of the B2B activities.

What is known is that Douwe Egberts has a strong brand equity in the B2C market: The set of associations that consumers feel are in harmony with the features that Douwe Egberts offers with its products. Here, brand performance meets the expectations that customers have when purchasing Douwe Egberts products. At home, Douwe Egberts truly stands for quality coffee, a moment to relax, a moment to socialize. In short, Douwe Egberts offers joyful moments that suit the comfort of the home.

This is different for the B2B segment. What does Douwe Egberts aim for here? The mission states: "By offering a rich coffee and tea experience, we pay continuously effort to catch the hearts of our customers and consumers." When reading this, the first question rises: In the eyes of customer,

what makes a coffee experience a *rich* experience? There is an important difference noticeable in what Douwe Egberts believes being a rich coffee experience, and what customers believe is a rich coffee experience. This gap in perceptions is visualized in the schematic overview on the following page. What is required, is to align factors that are deemed important for reaching quality. This requires a shift of meaning. Shifting from offering good coffee to offering a good coffee experience. This does not only concern the product (including the coffee and the machine), but predominantly is about designing the total ritual, which can be seen as the ultimate experience. This shift of meaning is discussed in the following section.



Marketing

"The main marketing efforts of Douwe Egberts focus on the B2C market; feeling at home, and the B2B market profits from this effort."

"Drinking coffee together with colleagues encourages the atmosphere at work and enhances the productivity"

"Douwe Egberts offers rich coffee drinking experience and full service concept"

"We contact our clients mainly by means of the internet and the route salesmen, providing them with discounts, saving campaigns, newsletters, etc..."

Nostalgia, Feeling at home, Social cohesion



Research and Development

"Douwe Egberts are coffee makers in hart and soul with an eye for quality"

"Our core business is the development of coffee machines; how to make better coffee"

"Improving quality is the sole target of the R&D department"

Quality, Quality, Quality



Service

"I am proud to work for Douwe Egberts, a centuries old family business with an honest interest in Holland"

"We are trained frequently in order to provide good and reliable service"

"Douwe Egberts is a large concern and therefore people are unfortunately sometimes mere numbers in this company"

Reliable service, Large concern, Holland



Company Perception

Cafitesse is the coffee concentrate that delivers a good tasting coffee. Douwe Egberts developed it and sees it as their highlight.

Douwe Egberts Coffee Systems (B2B) mission is the same as the mission for Douwe Egberts (B2C).

"From a rich coffee and tea experience we pay continuously effort to catch the hearts of our customers and consumers."

A "coffee moment" is the spearhead of the current marketing campaign of Douwe Egberts as part of the pull-strategy.

Coffee for a "success moment", an "enjoy moment", a "pamper" moment...

In communication and work the marketing department is focused on the nostalgic coffee experience while the research and development department is focused on quality of coffee.

Headlines BM-News (3-3-2008): "Douwe Egberts devotes itself for sustainable coffee".

Company

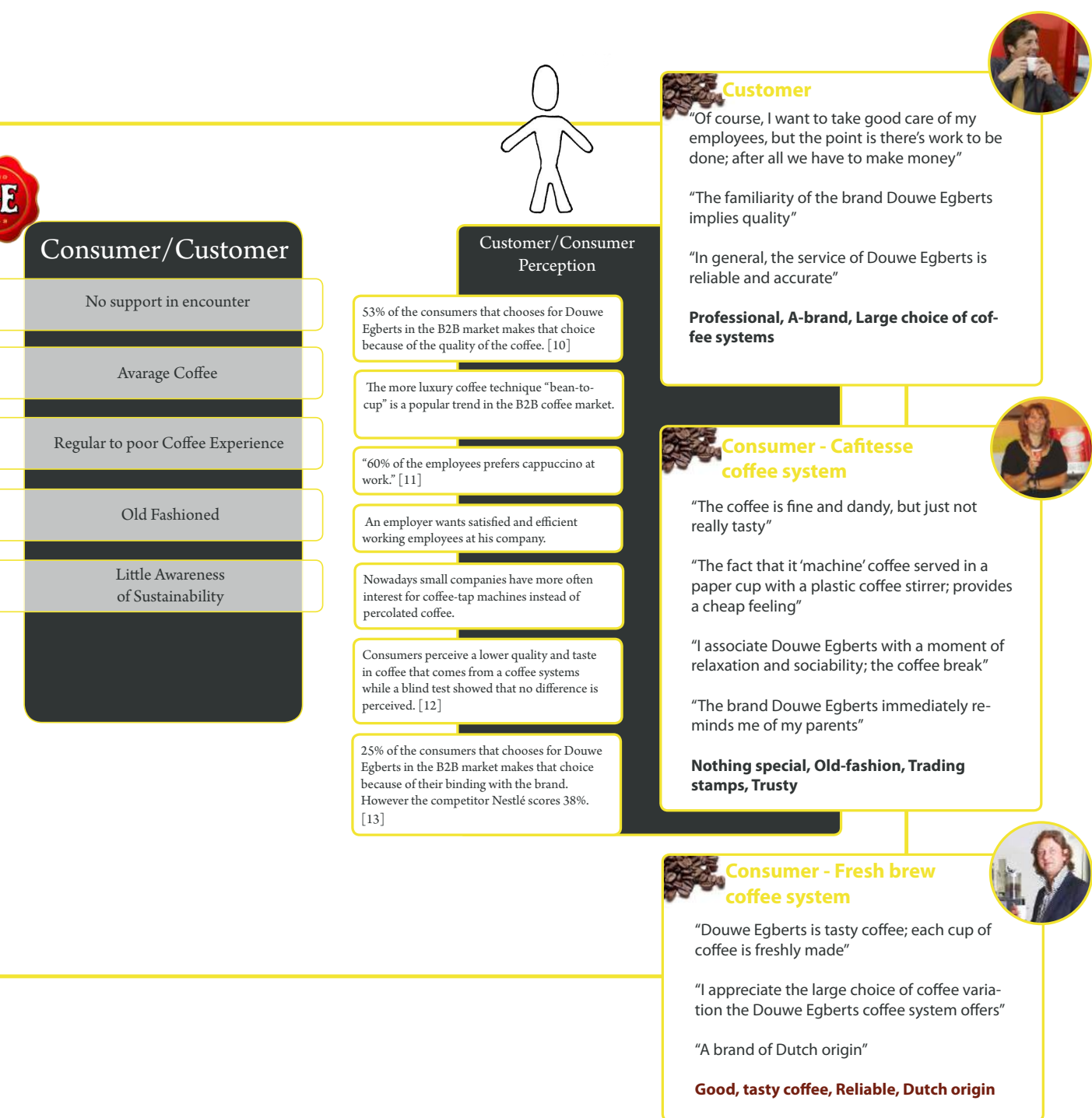
Social Cohesion; coffee-moment

High Quality Coffee

Rich Coffee Experience

Nostalgia

Sustainability



Gap in Brand Perception

When comparing the internal perception of offering quality (on the left side) with the perception of quality that the consumer has (on the right side), some clear differences become apparent. Whereas Douwe Egberts considers its Cafitesse coffee as a high quality product, the consumers that actually use this machine experience this coffee as regular, basic, cheap even, and at least nothing special.

Next to this, customer seem to seek for higher goals that exceed drinking coffee. These values are discussed elaborately in the next section.

In short, it becomes clear that Douwe Egberts is not capable of fulfilling its brand promise in the B2B segment. Douwe Egberts needs to search for factors that really contribute to establishing a rich coffee experience at work. Customers seem to expect different qualities from a Coffee System at work.



Shift of Meaning

Douwe Egberts' New Product Development seems to focus mainly upon development of aesthetics (i.e. styles) and usability (e.g. user interfaces, buttons, screens, interaction process). But we should ask ourselves: Are these the crucial items that really contribute to delivering a rich coffee experience to people at work? Or do the so-called actors (i.e. people that come in contact with Douwe Egberts Coffee Systems (DECS) directly or indirectly) expect something different when it comes to 'rich' coffee moments?

The need to search for a new meaning

Most striking is the focus of Douwe Egberts in the development of new machines, which is predominantly filled with incremental technical improvements that deal with the user interface and style. Here, we would like to refer to Roberto Verganti (2009), who describes strategies for reaching meaningful innovation. Considering his theory, we argue that Douwe Egberts' New Product Development is stuck in old interpretations of establishing value. It is very much product oriented. Discussions at the meeting in Utrecht have been about the user interface, buttons, form, color, style, etc. This interpretation of design is rather conservative and opens the field to competitors, as these improvements are relatively easy to catch up. As such, these innovations will never lead to a sustainable competitive advantage.

So, then the question rises: What factors truly contribute to a rich coffee experience? What is the real meaning that reveals why people could

love coffee moment at work? Again, it is not very plausible that the answer can be found in user interfaces or attributes that deal with style only. The answer needs to be found in other aspects that have deeper roots: People's values, norms, beliefs and aspirations. We should not only think about the 'pragmatic', but go beyond, by also thinking about the reason why people behave in a certain way in certain contexts, which is both utilitarian as emotional.

Seeing coffee as part of a ritual

By investigating the utilitarian and emotional impact of coffee, we need to look at the total coffee-drinking ritual. People's lives are filled with rituals and these add specific values. They offer moments to get away from the stress of daily life: A ritual puts attention on the activity itself, it guides social behavior, it has a specific set of activities that needs to be performed in a consecutive order, at a certain place, at a certain time, and in the end there is satisfaction from the result. Products are

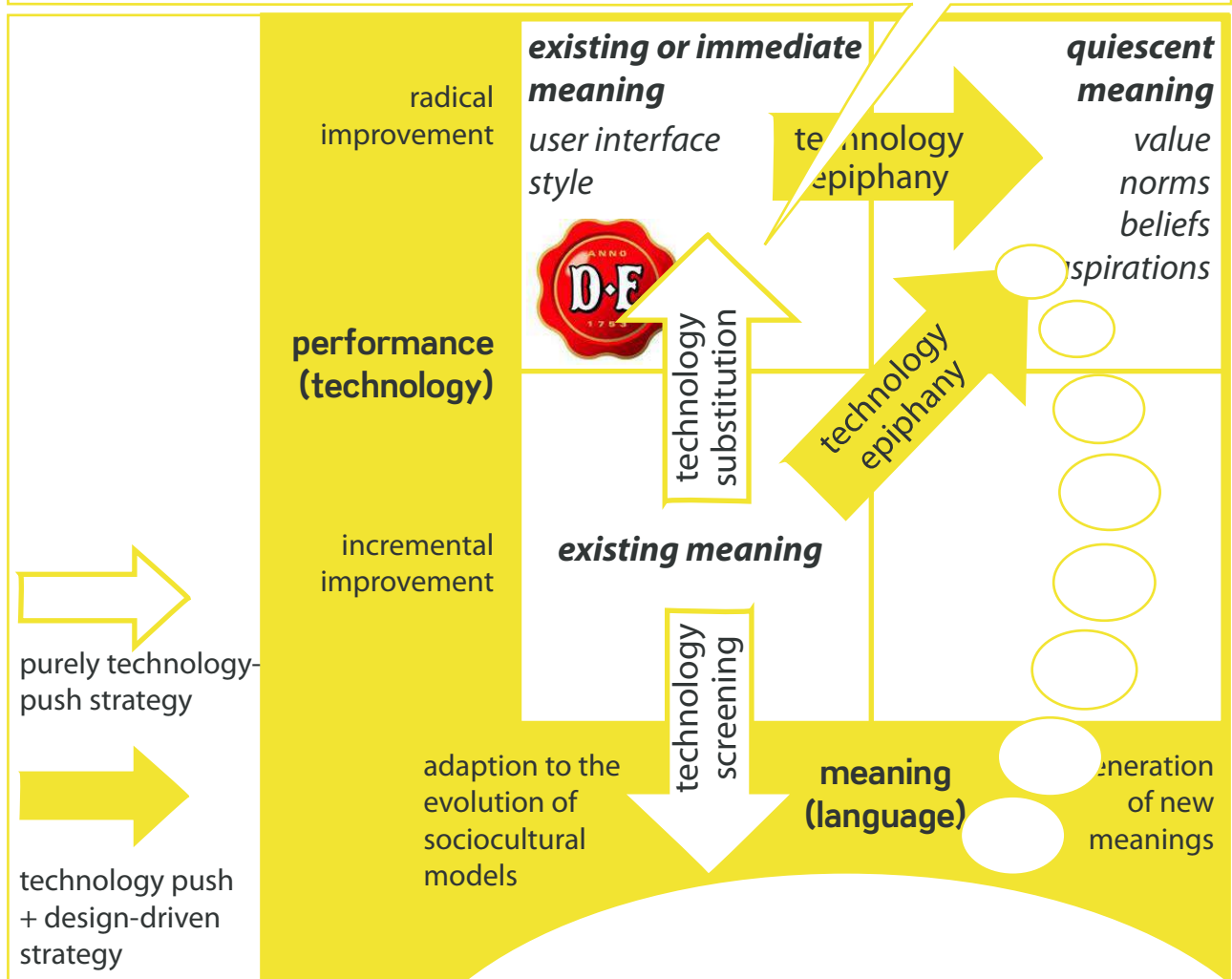
tools in these rituals, that help people to perform their ritual. This means that satisfaction is derived from operating and consuming these products, but this does not necessarily mean that these rituals are 'about' these products. On the contrary. Many rituals have a purpose that exceeds the products itself and it is in the use that this particular value emerges (Bruens, 2007).

In many rituals, the ultimate purpose of performing the ritual generally exceeds the procedure itself, including its products. So, one can argue that the coffee-ritual might not be about the coffee itself.

This also applies for the coffee drinking ritual. In a sense, this ritual helps to streamline social behavior. It also contributes to processes in the inner self, helping to reflect, relax and rest. So, coffee adds value, as it forms a vital element for executing these rituals. So, the goal of the coffee-drinking ritual is more than just drinking coffee. It is a medium to achieve higher goals. This will be explored further on in the following sections.

comparison of strategies to manage breakthrough technologies

Douwe Egberts' focus in New Product Development is now limited to performance, resulting in incremental technological improvements. When presenting the product portfolio, attention is fixed on attributes that deal with style and usability, predominantly the user interface. All these aspects fall within the same scope when you look at it from a customer-perspective, as there is no innovation that deals with the meaning that are behind products and services.



We need to explore and define new potential meanings of Douwe Egberts' products and services in the lives of their customers and related stakeholders. What role does coffee fulfil in the coffee-drinking ritual at work and what are the underlying motives and values for having these rituals for people? By revealing these roots, one is able to develop products and systems that truly contribute to people's performance and well-being in the work environment.

Conclusions of the Brand Analysis

So, going back to the Douwe Egberts' mission statement: ""By offering a rich coffee and tea experience we pay continuously effort to catch the hearts of our customers and consumers." What we learned from the brand analysis is that Douwe Egberts has a slightly different interpretation of 'rich coffee experience' compared to the interpretation that customers have. Survey makes clear that Douwe Egberts is not able to meet the expectations that people have: The coffee is regular, nothing special, and the coffee experience is not particularly 'rich', as users make clear.

So, we should ask our selves the question: What is really important in having a rich coffee experience? Which elements matter? Does superior coffee-quality, which includes the machine and taste, contribute to the richness of the coffee ritual?

Partially, we would like to say. But it also requires a search for underlying motives and values that explain why people cherish those coffee moments at work. Only when these values are revealed, we are able to develop solutions that truly contribute to people's lives in the work environment. What these values precisely are, is explained in section 2.1 'Exploring Values'.

I.II. the setting

This design project, just like any other, has a physical context in which we define interesting parameters, target groups and the design brief. In this section you can find information about the setting, which is enriched by visuals. Eventually, this leads to insights and inspiration that are vital for the development of meaningful ideas and concepts.

Location

The set-up is not predefined by the project assignment and we have to select our own setting. For better accessibility to relevant knowledge, we choose to look and search through the existing coffee corners inside Industrial Design Engineering Faculty at Delft University of Technology. Almost all the coffee corners in this building are alike, except some minor differences in facilities and proportions. We choose an average setting which is in the corridor of Wing A of the third floor. This setting contains a complete set consisting of coffee machine, kitchen facilities, a tall table in the middle and an LCD-TV screen which is installed on a separation wall in the middle with two doors to the toilets in behind. On the next few pages you can find pictures and illustrations of this setting.

Elements

Although each coffee space contains its specific set of attributes, we were able to make a selection of elements that we consider meaningful to our

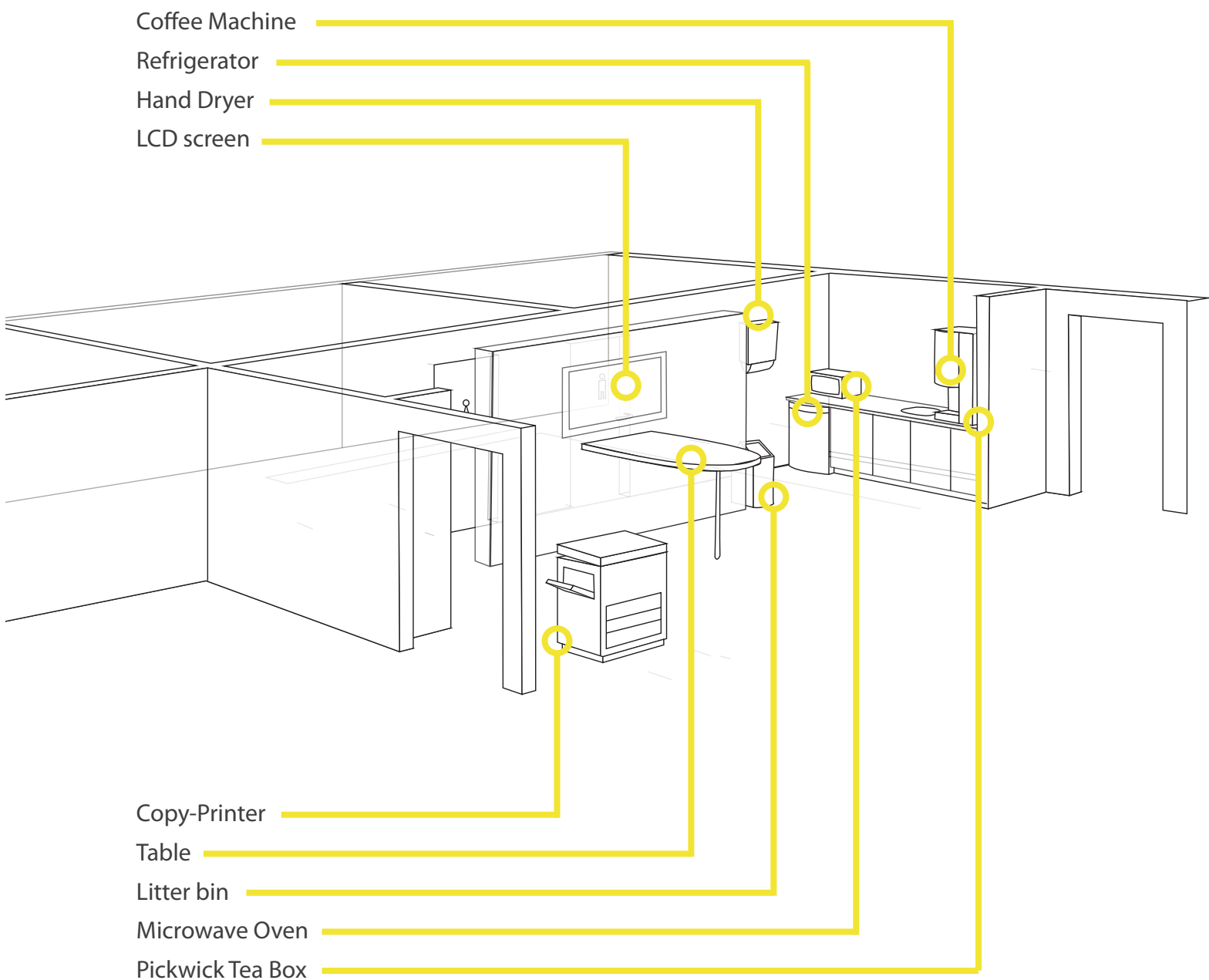
design process. This selection is given on the next page. Some remarkable items that have a lot of non-exploited potential are the LCD screen and the table in the middle. The screen is used to display University news, but observational research makes clear that people don't seem to pay attention to it that much. The table isn't intensively used either. This leaves room for improvement.

Actors

According to our research we have four main groups of actors in our setting who use the facilities and services on a daily basis in a frequent, but not stringent, time schedule. The four groups are:

- 1- IO Faculty Staff (e.g. researchers, coaches)
- 2- Students
- 3- Care Takers
- 4- External Visitors (e.g. clients, guest lecturers)

In order to gain more useful results we have picked the most potential group as the main



This is the setting with relevant elements. Nevertheless, our design challenge mainly takes place in the individual spaces of researchers and coaches, which means that the value of objects in this setting is limited.

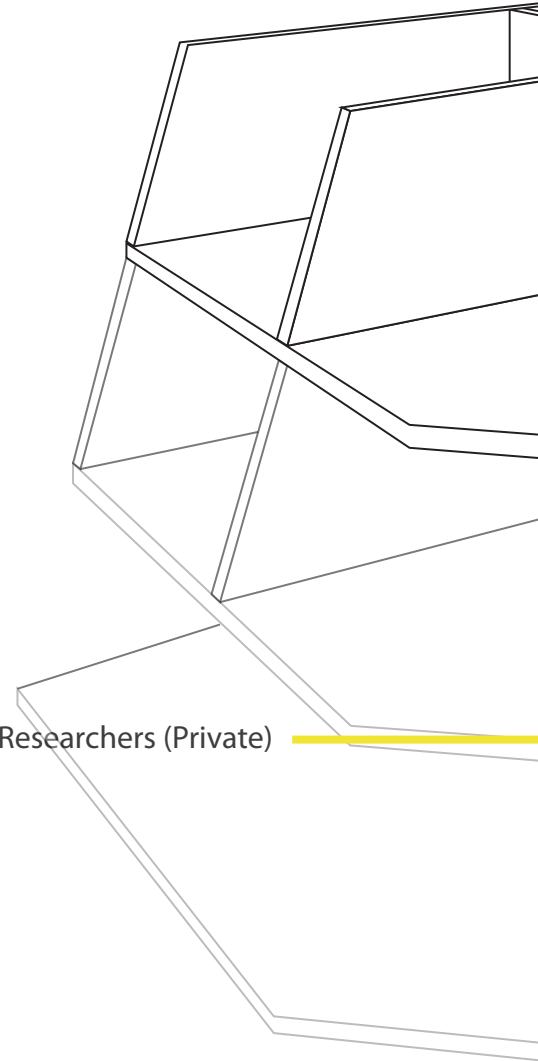


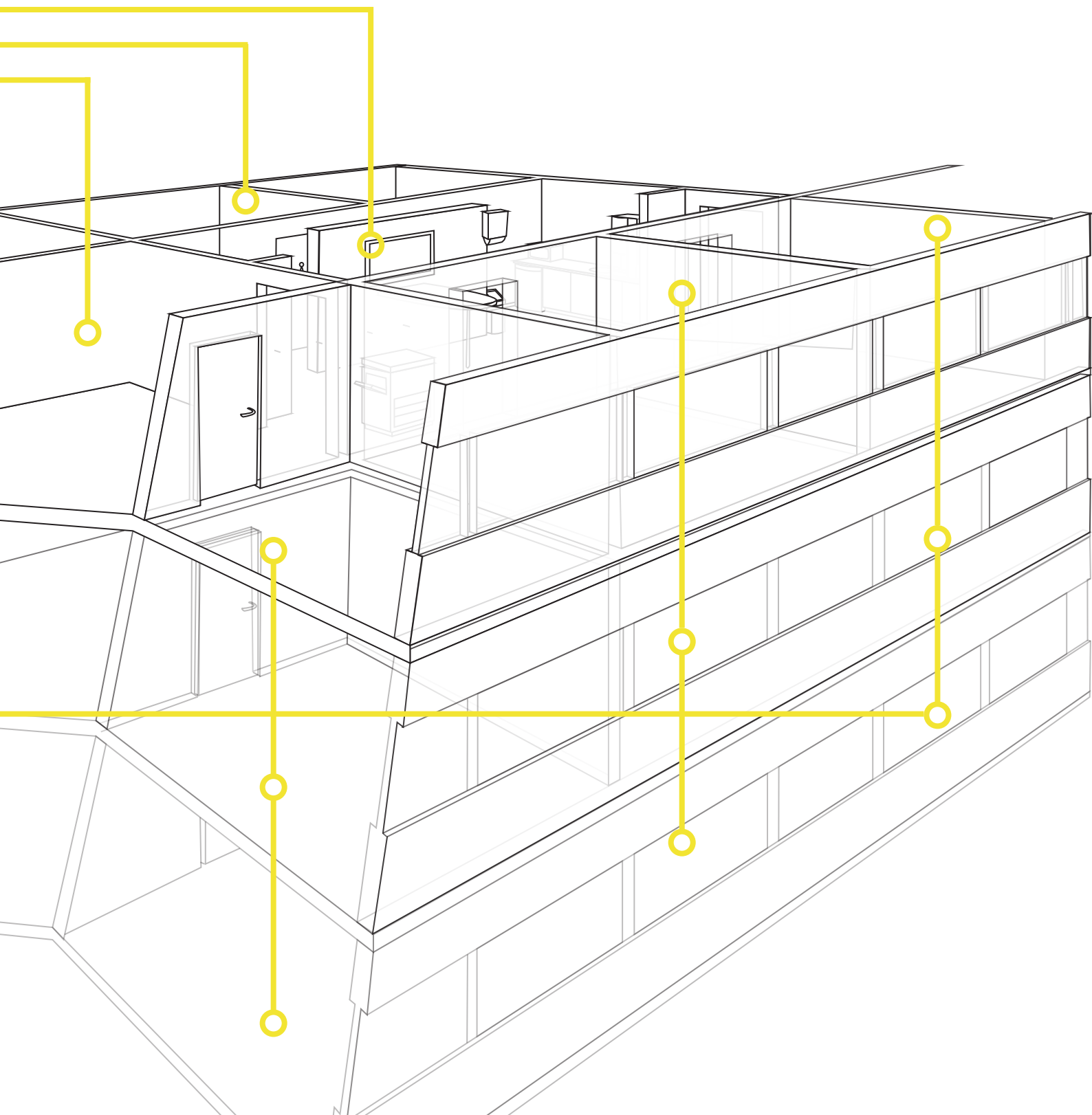
Coffee Space (Setting X)

Toilets

Public Hallway

Rooms Researchers (Private)





The building in which the setting is located. Researchers work in individual spaces and have limited contact with their colleagues.

actor of this setting: IO staff. IO staff includes all Phd students, office staff, professors and teachers. Almost all of them are employees and they use this area in a daily routine basis.

in a while members of this group enter the setting for visiting the toilet or getting a cup of coffee. Nevertheless, the coffee is seldom consumed in the setting space. This means

IO staff members spend their times in their individual work spaces. As such, the real design challenge lies outside the setting, where incentives need to be developed to let IO-staff members meet up with fellow colleagues and students.

Students are the second largest group of the actors, although they don't use the service in a daily basis. Everyday, there are students having an individual or group meeting with the tutors / supervisors. These generally take place at the central corridor, where tables are placed.

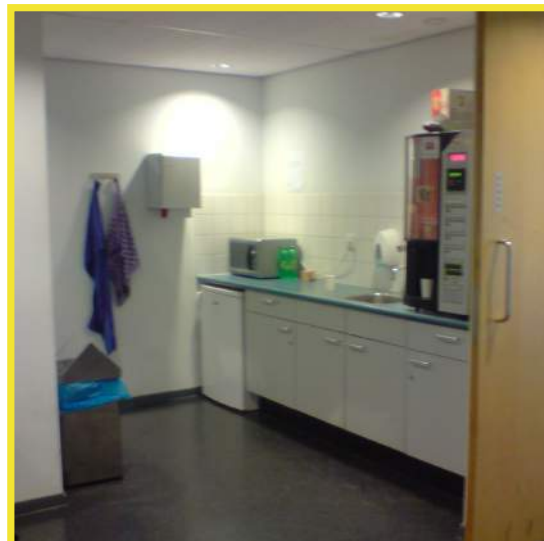
The real design Challenge

When looking at the interactions that take place at the scene, we can consider some noticeable behavioural aspects that are vital to take along in the design process. First of all, IO staff works in separate, quite isolated work spaces. Once

that the root of the design challenge will be in the individual rooms of the IO staff members: Incentives need to be designed to get IO staff members out of their rooms and letting them meet up with others.

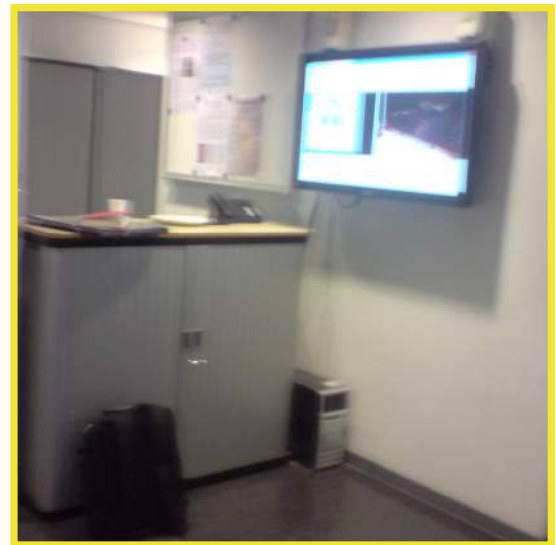
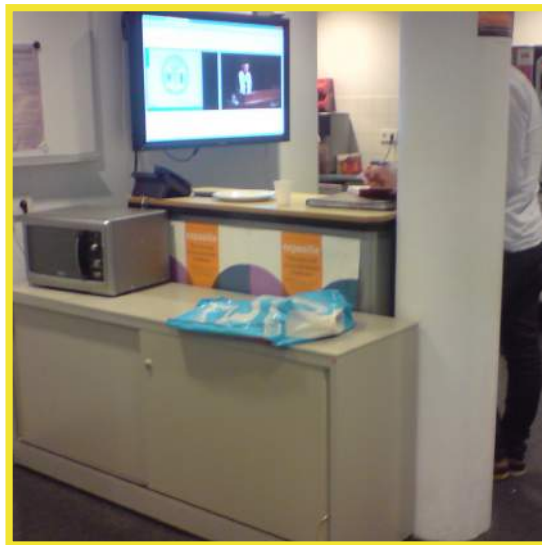
Fields of Opportunity

After taking a look to the existing setting and making a scale model (which is displayed in appendix C) we identified several potential fields of opportunity which we can use for concept development. The middle table and the TV screen are very interesting fields that



seem to have possibilities for new types of interaction and new ideas.

The other opportunity that we consider is not located physically in the setting. Connecting the coffee experience to social networking as a growing trend of social behaviour could be a very challenging and yet inspiring field of opportunity, also considering the root of the design challenge.



Above you can see some pictures of the setting with relevant elements.

I.III. actor's values

We went in dialogue with students, researchers, workers. We discussed their work environment, what they value, what they concern, what they like, what they don't like. Through this dialogue we dig into the underlying motives and values that people have at work; which moments they foster and why. Gaining depth in a qualitative way. Ultimately, these values and concerns form the basis for sound concept development.

Underlying Values

On the following pages we give an overview of values that were distilled from the interview sessions. Here, we will discuss them briefly one by one. Information about investigation methods (Q-method, interview sessions and affinity mapping) can be found in appendix D.

Different Working Moods: What was found is that interviewees experience difficulties having lack of information about colleagues' working modus. Entering your colleagues' office does not feel comfortable if you don't know whether he is busy or not. Some kind of indication would be very helpful in this case. Colleagues could indicate whether they are able to meet others, to have a chat and to do a cup of coffee.

Knowledge Sharing: The interviewees appreciate input from others for a different

set of reasons. One is inspiration. Colleagues can come with new insights and points of view that can add value to projects. Another reason is to gain understanding whether you are on the right track; it helps to reduce uncertainty and helps to place your work in process of the overall organization. On the other side, interviewees indicate that they are interested in knowing more about the projects of colleagues. They like to be involved and to give their input. This also helps to create a sort of common ground among colleagues.

Rewarding Yourself: When a milestone, big or small, has been reached, one has the need to reward this performance. Interviewees indicate that they build in small 'moments of celebration', in which they reflect upon their performance, go out of their office for a small while, do a coffee, chat with colleagues. It helps to reload for further project activities and contributes to a sense of achievement and



satisfaction. This ritual is often related to some type of physical activity, e.g. making a small walk.

Searching for new meanings: Social Cohesion Design Objective

The interview sessions and the affinity wall have given us vital insights in underlying values and concerns: Interviewees indicate that they feel a need to connect with colleagues partially because they seek for external input, inspiration and for a sense of connectedness. Another motive is that people feel the need to celebrate achievements, even the smallest ones.

Putting these insights in the context of our design process, then we can argue that our objective is to design a coffee distribution system with interactive elements that encourages people to reflect and explain their

personal ideas (both private and professional) in a comfortable, friendly and easy way. In the end we want to make people more productive by enabling them to communicate more with fellow colleagues, consequently enforcing the cohesion between each other.

These insights form both information as inspiration that will be used as a starting point for idea generation. This is discussed in the following sections.

From Values to Ideas

As a next step we developed ideas around the design opportunities, which are visualized on the next page. Here you can see an overview of themes that are revealed in the affinity wall. This has lead to three sub-scenarios, which are presented in the next section.

theory

interview quotes

dominant themes

relevant values & concerns

different working moods

establish common ground

knowledge sharing

indication of working status/mood

empathy & mutual understanding

sense of connectedness

get inspired from others

matching the moods

facilitate meetings & discussion

design
opportunities

rewarding
yourself

feel confident
about
accomplish-
ment

need for
physical
activity

leisure time

give and
receive
feedback

customization
leads to
attachment

face to face
interaction

a place to
"show and
tell"

facilitate
customization
of object(s)

meet and
play

Here you can see clusters of themes that were often mentioned by interviewees, indicating that these values and concerns play a dominant role in the work environment.

I.IV. preliminary concepts

Upon the foundation, formed by the insights we gained from the interview sessions, we build some first ideas. These ideas reflect the values that interviewees indicated as being important in their work environment.

The ideas are translated into three sub-scenarios, which on their turn will form a starting point for new ideas and, eventually, concept directions.

Incorporating values in idea development

After analysing the results from the Q-method the and interview sessions, we came up with a diagram that shows the most important factors people mention about their work environment. As discussed earlier, we saw that having different working moods affects the quality of communication between people. The overall concept of knowledge sharing is another relevant aspect for people to communicate with each other. Furthermore, we analysed that rewarding yourself seems to be an important reason for being in a mood to have a break and interact with the other people. According to the analysis of these aspects we specified some design opportunities, which we used as input for the development of ideas and sub-scenarios.

The design opportunities in these generative session where formulated as the following:

‘Mood matching’ could support people in their process to start a conversation with colleagues. They need to know if the others are also in for a coffee break and chat, or not.

Another inspiration for the sub-scenarios is facilitating the meetings in terms of knowledge sharing: Giving and getting inspiration from the others. People become more reflective and creative in more natural environments, saying that people perform better in contexts where they feel comfortable and interaction takes place in a non-forced way.

Sharing the leisure time together focuses on the idea of having fun and eventually contributes to building a bond and establishing common ground. Face to face contacts and physical activities are desired. People need some refreshing moments, as well as quick coffee breaks.

Subscenarios

Below you can find brief descriptions of the three preliminary concepts. These preliminary concepts are build upon the design opportunities that are described on the previous page. For elaborate sub-scenarios, that explain the concepts more in-depth, please have a look at appendix E.

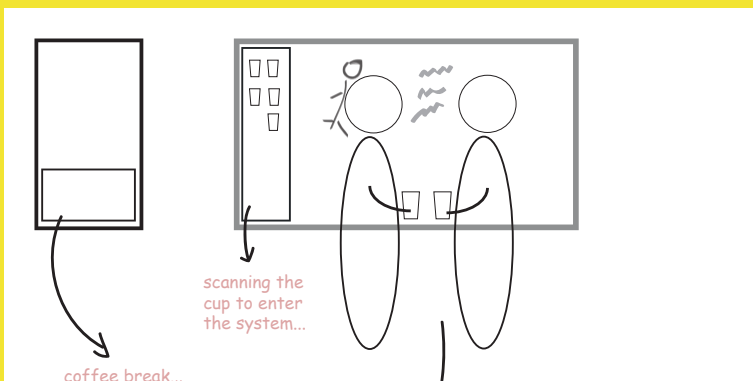


Preliminary Concept 1

Matching Moods

An App enables people at work to search for coffee mates.

Underlying values: Sense of connectedness, need for face to face interaction, establish common ground, express working mood.

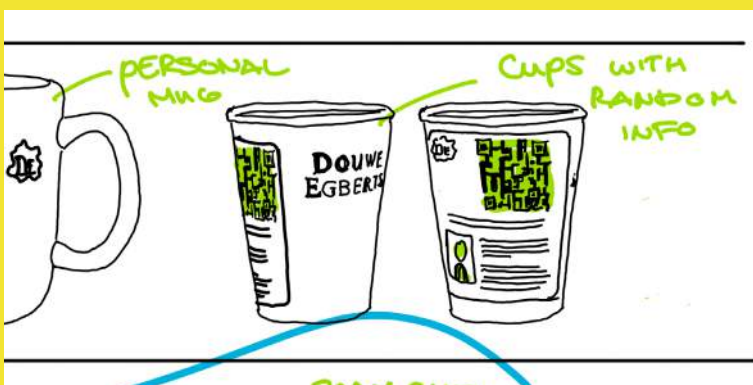


Preliminary Concept 2

Create together

An interactive table in the coffee space enables people to meet and do some activities together.

Underlying values: Get inspiration from others, need for face to face interaction, need for physical activity, establish common ground



Preliminary Concept 3

Share & Inspire

People can present media on an LCD through scanning their personal tags on their cups.

Underlying values: Get inspiration from others, feel confident about accomplishment, sense of connectedness, give / receive feedback.

I.V. conclusions identification phase

These conclusions can be considered as the summary of Phase I: Identification Phase. These conclusions are also input for new activities in the following phase: II. Integration.

Conclusion

Douwe Egberts has a rich set of associations in the mind of the consumer. It stands for good coffee, a moment to relax and is filled with Dutch nostalgia. Nevertheless, Douwe Egberts is not able to fulfil these expectations in the coffee they offer at work. On other words, the B2B performance stays behind by the B2C performance. At work, people do not think that the coffee experience is rich.

work and need some indication of the moods of colleagues. (2) People seek for knowledge sharing: For inspiration and for creating a sense of involvement. (3) People want to reward them selves after a tough job to celebrate an achievement. These values are then translated into three sub-scenarios.

Next Steps

The three sub-scenarios need to be evaluated

“Why do people chat...? These values that you found are valuable insights, but maybe you can dig a bit deeper.”

Feedback Harrie Wessels, Douwe Egberts

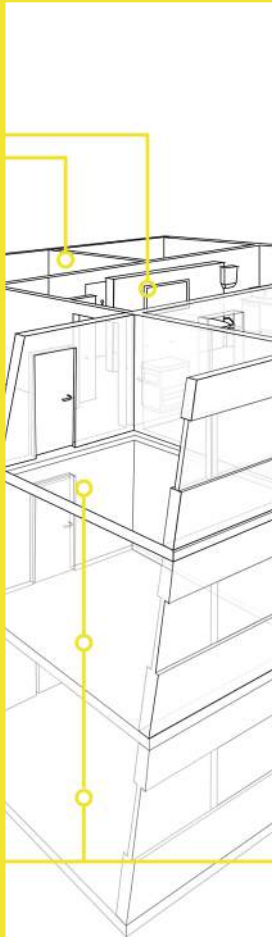
So, what do people value at work? What makes a coffee experience rich? What we know is that people have a specific set of concerns and values that people feel at work. These are the following. (1) People have different moods at

and developed further on. Next to this, in order to enrich the concepts, it is required to dig deeper into the values that people feel at work.

I. Identification Process Overview



Brand Analysis



Setting Analysis



Interview Sessions



Q-Method



Affinity Mapping

Concept Development



In the integration phase we try to translate the underlying values of the coffee-drinking ritual, which were found in the analysis phase, into new system-designs. Here we operate on the border between the digital and physical environment. Where industrial design once was pure product focused, we now see that focus shifts to intelligent systems. These are ubiquitous, containing both software and hardware that are connected to mutually enforce each other. This ambient technology performs on the background in a non-obtrusive way, anticipating on human behaviour in a real-time way. This is also reflected in what we strive for: An intelligent system that gives people at work a sense of connectedness, without interrupting the work flow.

II. integration

II.I. exploring values

In this stage we gain deeper insights in the underlying values of the ritual that concerns coffee drinking. Our interviewees indicated that they need a chat with colleagues once in a while; they value their coffee moment. Here they discuss both work-related topics and private concerns. By analyzing inspiring metaphors, we tried to grasp the deeper lying values that might explain this social behavior at work, which are then integrated in concept development.

Introduction

In the identification phase, we identified factors that people value in their work environment. In the final stage of the identification phase we developed three sub-scenarios in which we captured these values. However, deeper understanding of the values is required to enrich these sub-scenarios in a meaningful way. In this section, we try to reveal where our social needs come from: Why do we feel a need to chat to friends and colleagues? And what role plays coffee in these processes? In this section we try to find out.

Why we chat

Although all have people have different personalities, we all feel the need to communicate in one way or another once in a while. Some are very extravert and can not stop talking, while others are more introvert

and process emotions and thoughts internally. It is an interesting difference, which makes clear that we all have a different strategy in expressing our feelings, thoughts and emotions. However, in the end people tend to gather and share stories.

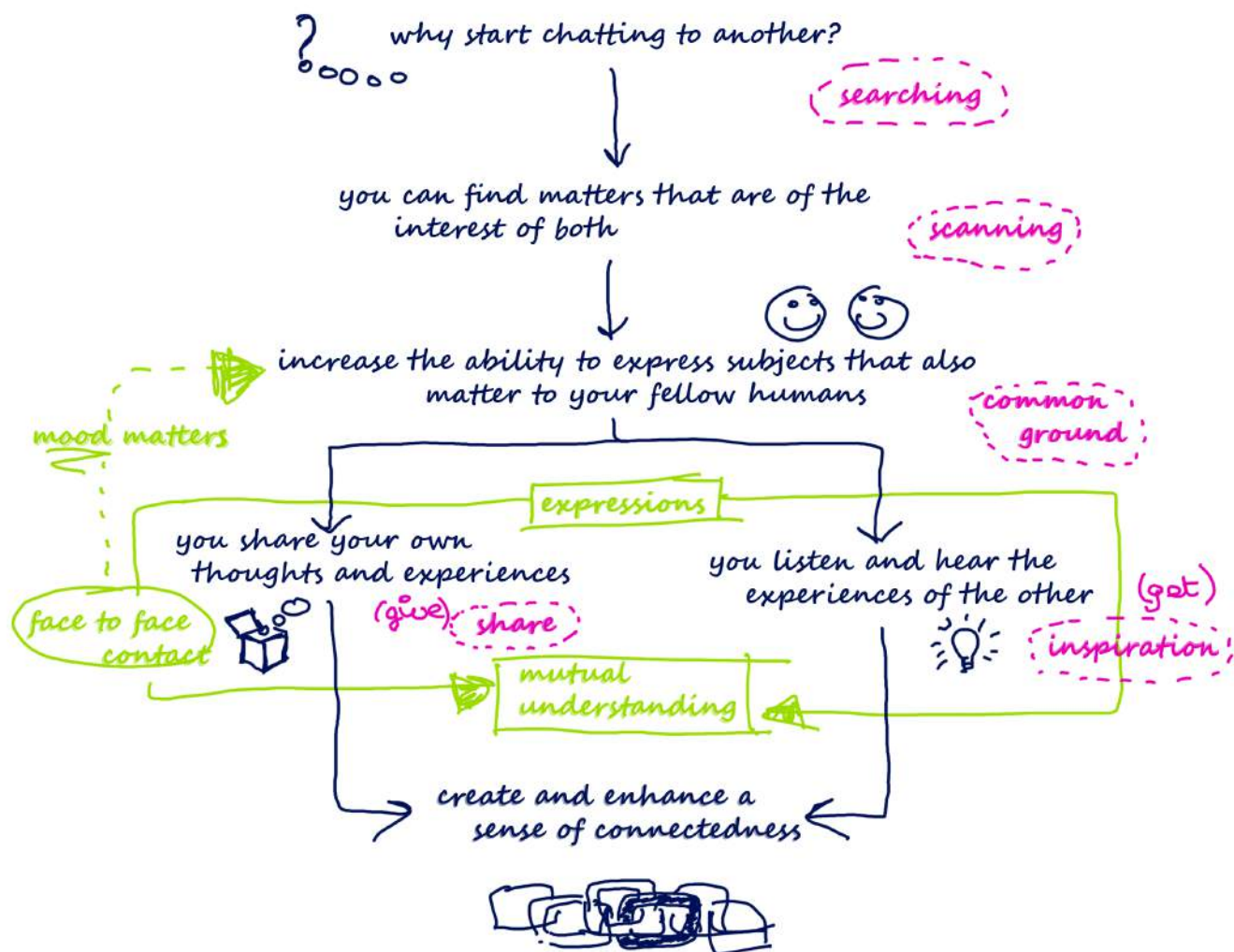
So, why do we chat? By chatting, we can search for factors in life that connects you to another person. It can be considered as a searching process in which we constantly look for subjects that are of mutual interest. By enlisting these topics, we enhance our capability to estimate what the other likes or thinks: You start knowing each other. You share your own experiences with friends and colleagues and, on the other side, you listen to experiences of them. This forms a reciprocal relationship. This can be considered as an exchange of expressions that contributes to mutual understanding: I increasingly understand what your concerns are and where they come from,



and vice versa. In the end, this contributes to a sense of connectedness, in which you share concerns and ambitions. Ultimately, this makes you aware that you are not an isolated body floating around in an empty vacuum. This is also referred to as 'ontological alienation' (Thackara, 2005), which is related to a sense of rootlessness and anxiety; the feeling of not being real and lost in space. Chatting helps you to gain understanding about your position within a community. The community that eventually stands up for its individual members. From a biological perspective, this enhances your chance for survival, which could be the ultimate root cause that explains our social behaviour. Of course, in corporate settings, other forces and concerns also apply.

The role of having face to face contact is deemed to be vital in this process. It enhances our capability to understand the stories and experiences that are expressed by others. We

immediately can analyse the emotion that is behind a verbal message and put it in an understandable context. One can also observe how a verbal message is received by the person you are talking to. This helps us to interpret the messages that are exchanged, consequently contributing to mutual understanding.



The need to feel connected

Not having a sense of connectedness has severe consequences for human beings, especially in professional environments. In scientific contexts it is indicated that a lack of connectedness leads to so-called ontological alienation (Thackara, 2005). This is a sense of rootlessness, resulting in anxiety, the feeling of not being real and lost in space. This increases pressure

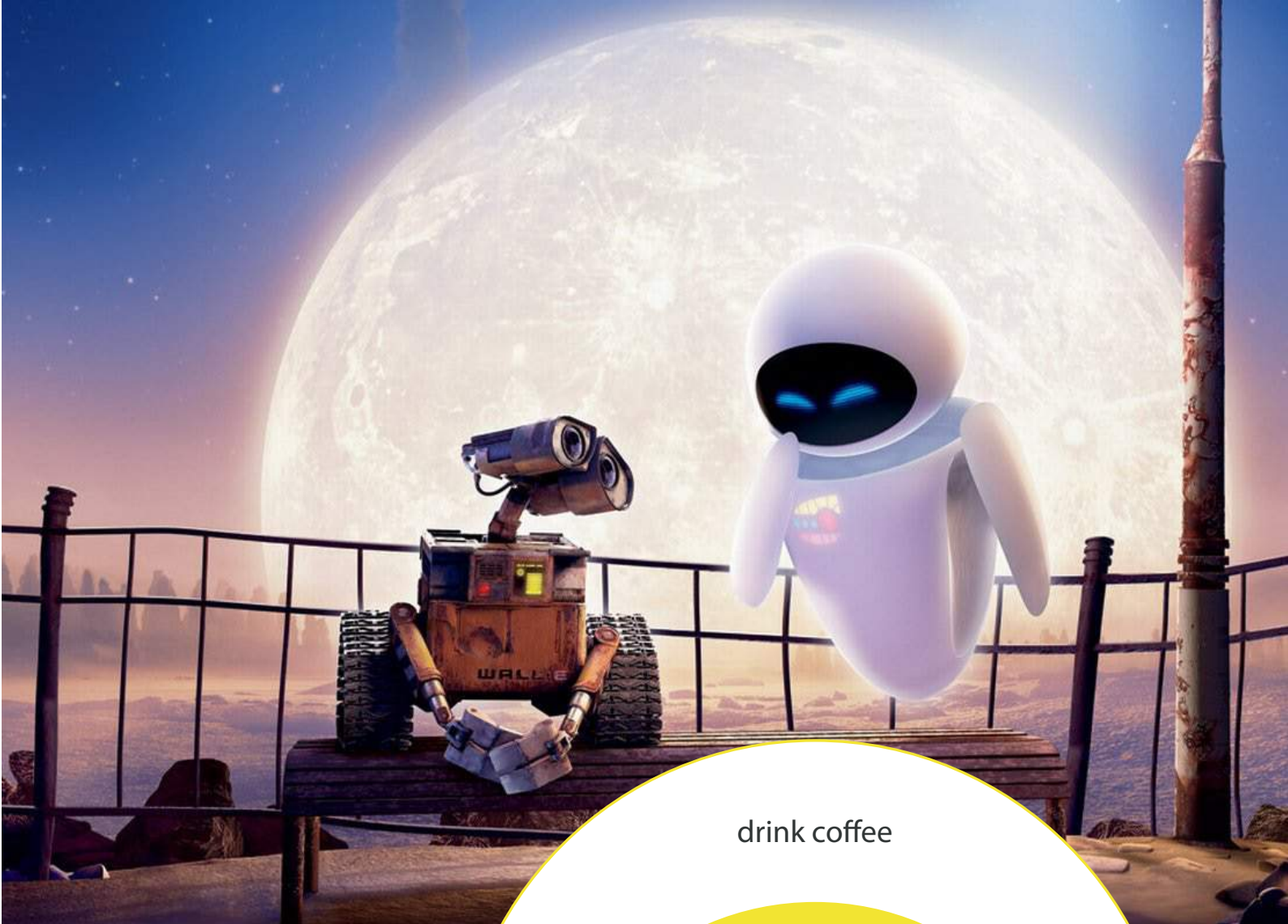
Coffee as a medium

Now we know why we chat, but we still don't exactly know what the role of coffee is in this process. A lot of social rituals are fostered by coffee. This is also valued by people at work. The interviewees indicate that they explicitly search for coffee-moments during the day and are found vital for performing well. By exploring the ritual of coffee and reviewing the interviews, one can distil several functions

Having a sense of connectedness with your environment is vital for performing well.

and decreases well-being and eventually performance. In this sense, having a sense of connectedness with your environment and community is vital for performing well.

that coffee fulfils in the work environment. We will explain some of those in the following sections. First of all, we can see that coffee forms the ultimate excuse to get out of routine



Onion Graphic: Inside the coffee ritual, we can distinguish different layers of values. The core is formed by creating a **sense of connectedness**, which forms the ultimate goal of drinking coffee.

processes. It provides an opportunity to meet with colleagues, in which one is able to express one's feelings. Getting coffee also enables persons to take some time for recharging: Get energy to start a new tough job or to enjoy achievements. Taking a short walk is often part of this.

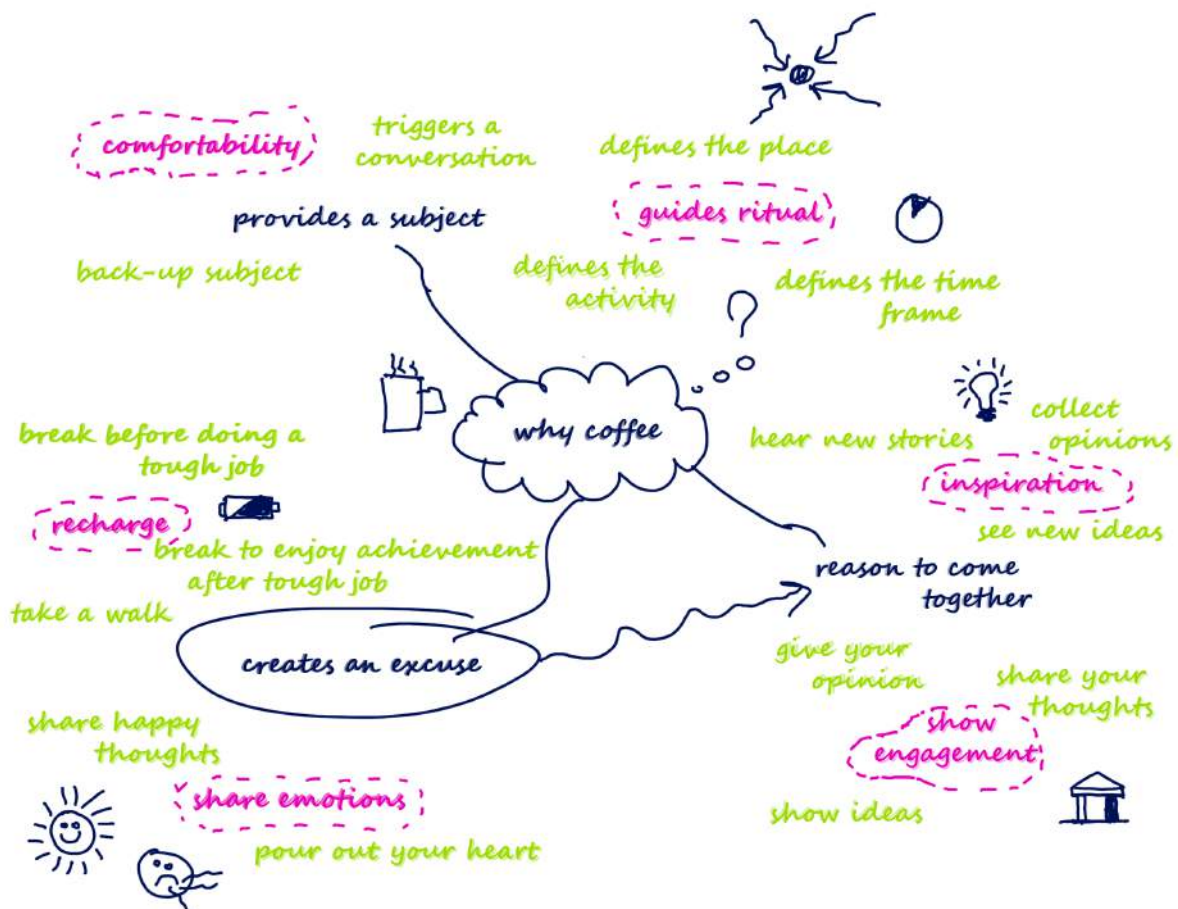
develop solutions upon those. So, what would the improved mission look like? Douwe Egberts can offer the infrastructure, including software and hardware components, that supports dialogue and encounter among people in a work space that contains physically separated areas. By fulfilling this mission, Douwe Egberts

Coffee can be seen as the ultimate widely accepted excuse for having a break and meeting up with colleagues.

Improved Social Cohesion Design Mission

So, considering the root values that people assign to their coffee ritual, what role could Douwe Egberts fulfil? The values have offered new insights and therefore require integration in the Social Cohesion Design Mission. This way, Douwe Egberts will be able to anticipate on root values that people unawaresly have; so here we are able to reveal latent needs and

becomes the central organ that contributes to establishing connectedness among colleagues.



II.II. design objectives

This section can be seen as an ultimate converging step, in which we tried to synthesize all analysis-outcomes into one list of design objectives. This will offer more direction to further concept development.

Ultimate design objectives

Establish feeling of Social Connectedness

Match Moods

The system should enhance community feeling among employees that are part of an organization.

The system should be able to bring people together that are in for doing a coffee.

Overcome Physical Barriers

The system should be able to connect employees that are physically separated.

Object for leisure only

The system - and more specifically the products that the system contains- should embody leisure only. It should reflect having a good time, breaks, relaxation, social time, etc.

Centralize the Brand Douwe Egberts

The system should increase brand awareness by being omnipresent in a subtle way.

Non-obtrusive

The system should be non-obtrusive. This means that operating procedures should not interrupt with existing work flows.

Suitable for multiple OOH Market Segments

The system should be able to be commercialized in multiple Out Of Home (OOH) segments, without drastic system modifications.

II.III concept description

Based on the design objectives, we developed one main scenario that embodies how the system can establish a sense of connectedness among employees at work. All values that are found in the analysis have come together in this concept. Not only sociocultural assets are considered, but also commercial concerns have their place in this development, to ensure that solutions are not only meaningful, but also commercially viable.

Concept Attributes

This concept is based on the idea that Douwe Egberts should offer the infrastructure that offers people a sense of connectedness with their fellow colleagues. Making them part of a true community. This concept establishes this community feeling in a very non-forced way. It exists out of different components: Hardware and software, which will be described below.

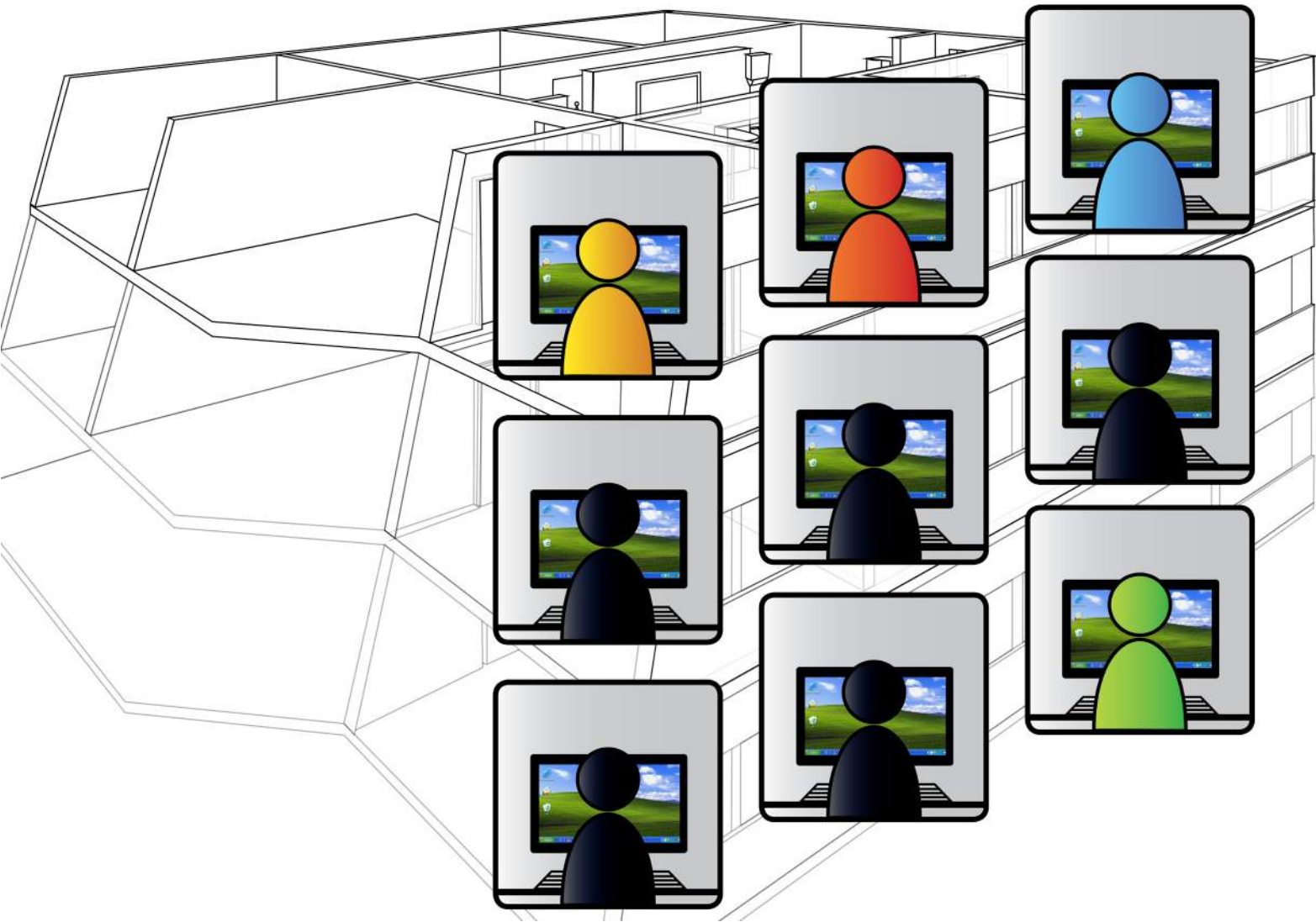
Hardware: The Device & Personal Cards

The product is a device which can be seen as a kind of portal. Every member of the enterprise gets this portal and can place it on his or her desk. Together with the portal, each member also gets a personal Douwe Egberts Company Card. The portal contains LEDs, which signals notifications. By inserting the personal Douwe Egberts Company Card, an employee can set

up a new coffee request or join an existing coffee request. When inserting your card, the device of your colleagues will start glowing. This notifies them that you are in for doing a coffee break. Others are free to join you in the break. If they are accepting the request, they can insert their card in their portal device. Now, they join in the coffee meeting. The request will last for approximately five minutes and will then expire. In this five minutes, colleagues are able to join. After these five minutes, the coffee break will start at a predefined location, which is set on the device. This is visualized on the following pages.

The Software

This concept contains a basic software component that connects all devices together in one network. Because all cards contain a specific user-number, the software can



recognize who has inserted their card and who hasn't. This way, colleagues can check who accepted the meeting and can look for location and time specifications. A more elaborate description is given on the following pages.

system can be used. It will contain a realistic scenario which describes how it should be operated and how it will connect people at work.

Usage Scenario

For more information: In appendix H you can find an elaborate description of how this



Button Glow

The circle around the button will start glowing to indicate that you can neglect an invitation or that you can set up a new coffee request.

Confirm / Neglect Button

This button can be pressed to neglect a coffee request or to set up a new coffee request.

Personal Card

Employees have a personal card which is recognized by the system. By inserting your card, you accept a coffee invitation.

Douwe Egberts timer

The outer side of the logo will start glowing once you are joining a coffee request. It indicates the time that is left till the coffee break starts.

Douwe Egberts Glow

Logo will start fading if you receive a coffee request. It will glow if you are in a coffee meeting and signals when more people are accepting the invitation.

Location Indicator

This symbol indicates on which location the request is set.

Location Options

The outer side of the logo can be twisted to set your location for a coffee meeting.

USB Connection

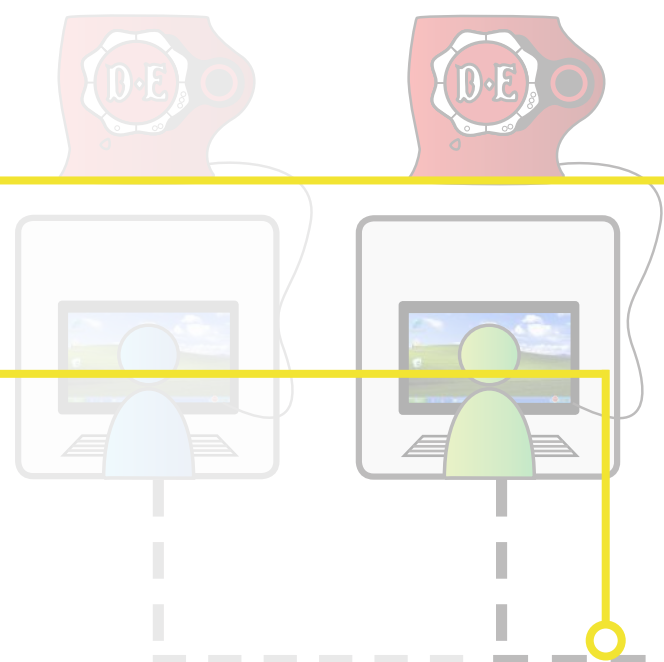
The device is attached to the corporate network with a USB2.0 connection.

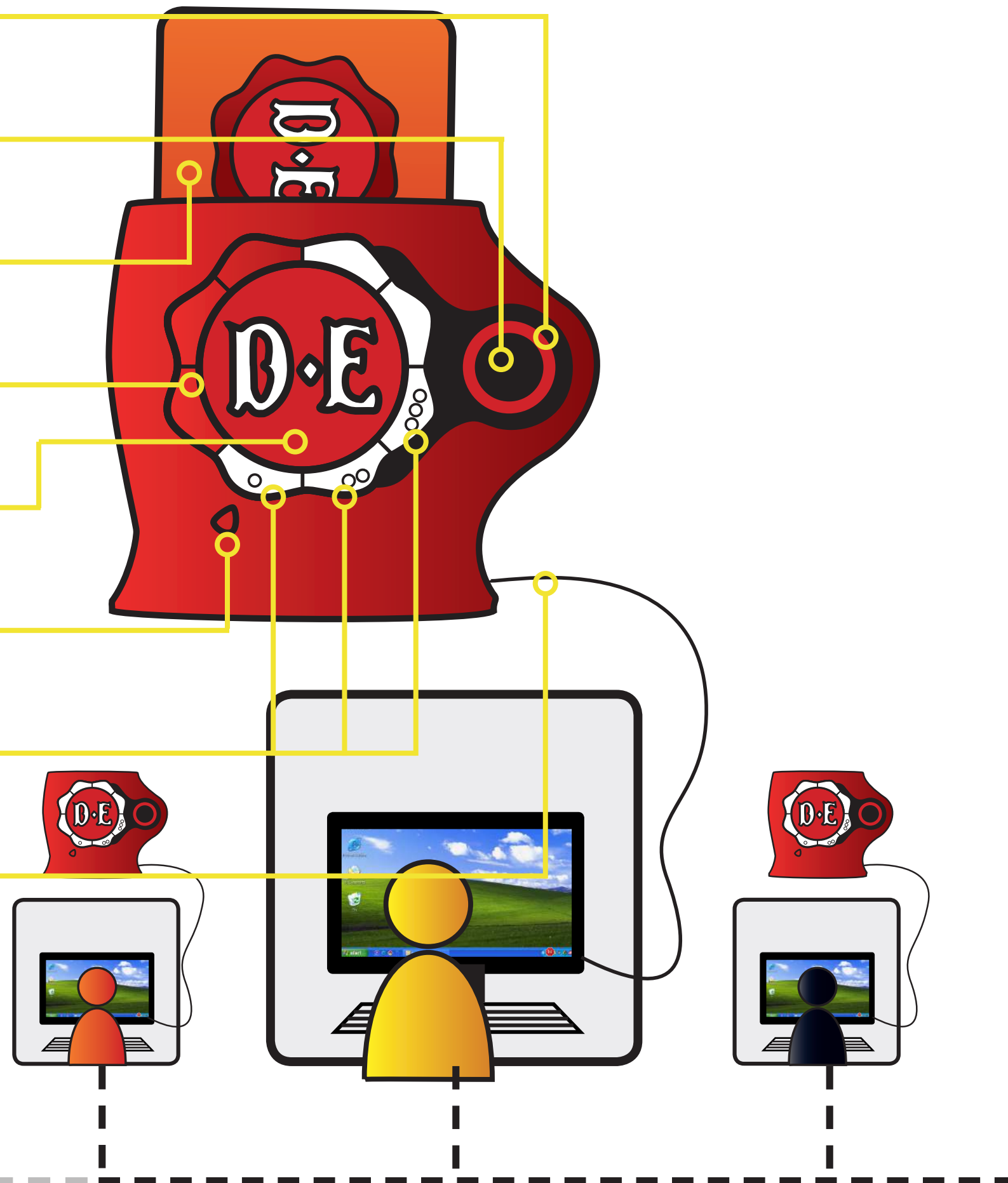
Network

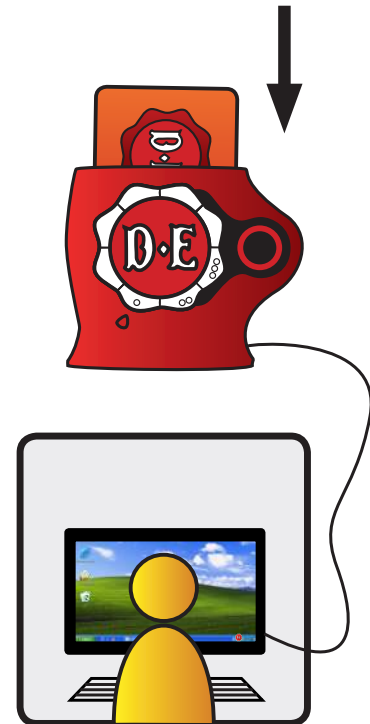
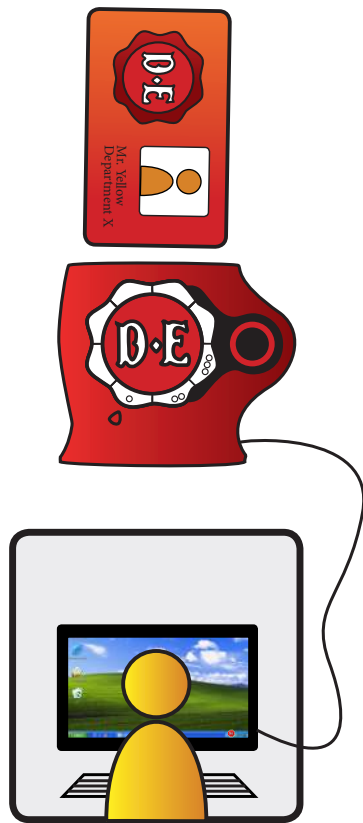
All people that have connected their device to their computer, will be part of the network. They only join a coffee meeting by inserting their personal card.

System Infrastructure

This system connects people at work in a non-obtrusive and non-forced way.





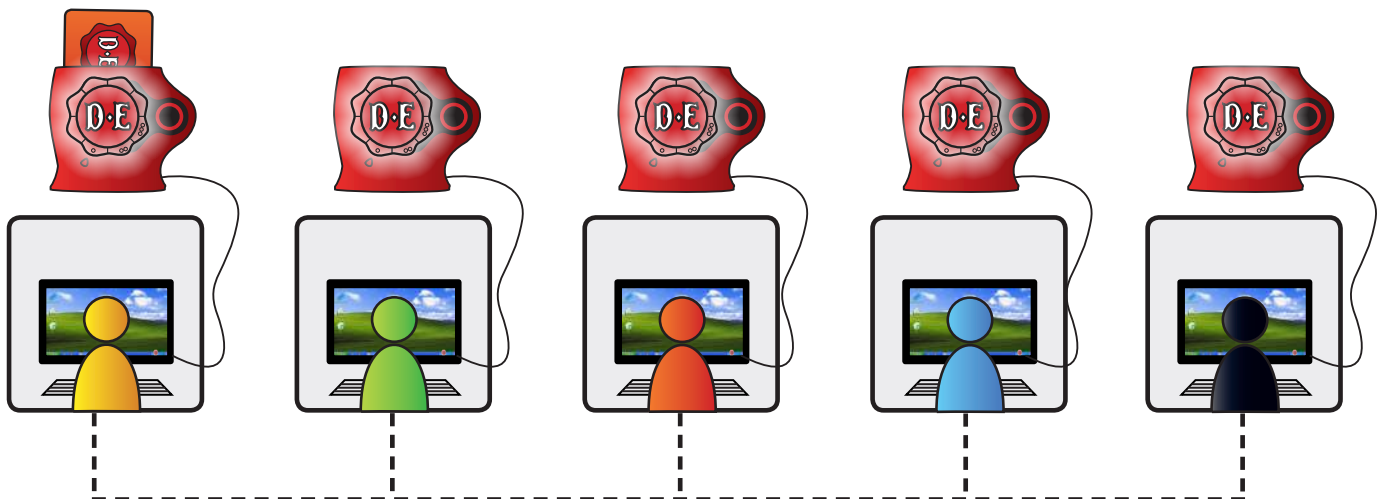


Connect Portal to Computer

The device can be connected to your computer or laptop by a USB-connection. All employees also get a personal Douwe Egberts Company Card.

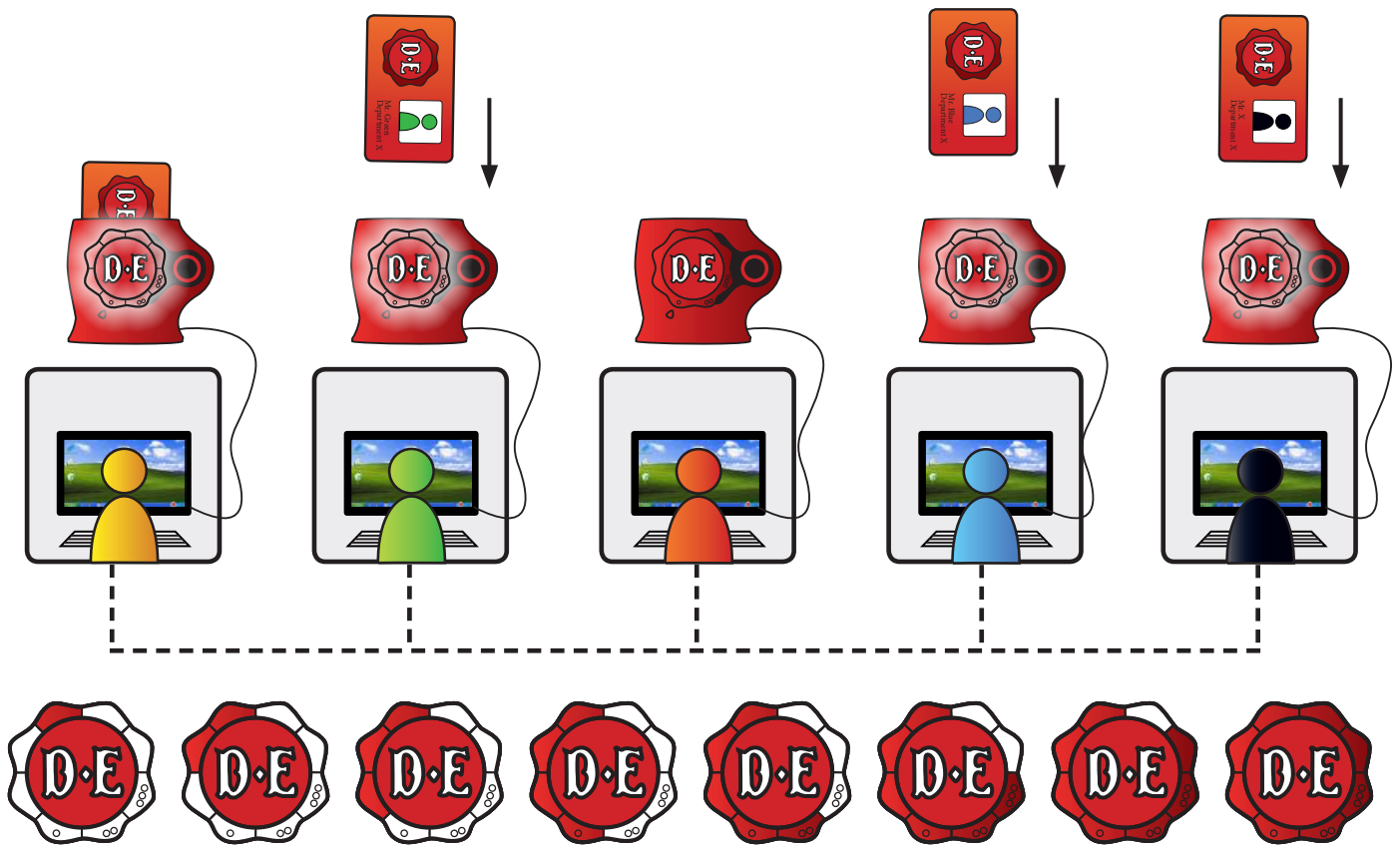
Set up a Coffee Meeting Request

By inserting the Douwe Egberts Company Card, employees can set up a coffee meeting request. Others can now respond to your invitation.



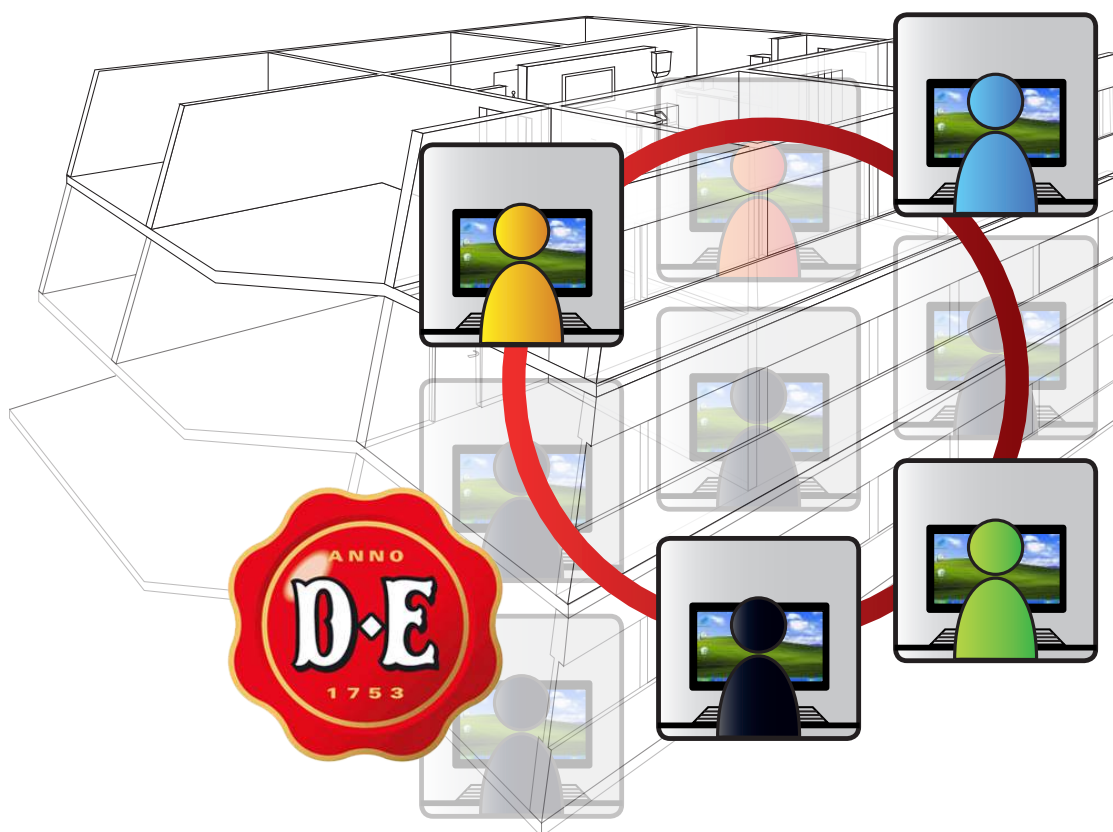
Notification for incoming coffee meeting request

When Mr. Yellow inserts his personal Douwe Egberts Company Card, all connected colleagues get a notification on their portal device. The Douwe Egberts logo on their device will start glowing in a subtle way. Colleagues can now decide to accept or neglect the coffee meeting request. By inserting their card, they accept the invitation and join. By pushing the round button, they neglect the coffee meeting request.



Time to have a Coffee Meeting

The outer circle of the logo indicates how much time there is left till the coffee meeting starts. In the beginning, the outer circle is not glowing, indicating that colleagues have time to join the coffee meeting request. When the outer circle is fully glowing, it is time to meet at the predefined location for a cup of coffee.



II.IV. conclusions integration phase

These conclusions can be considered as the summary of Phase II: Integration Phase. These conclusions are also input for new activities in the following phase: III. Implantation.

Conclusion

By exploring the values, we managed to reveal underlying motives and values that explain the importance of the coffee ritual. By drinking coffee, members within a community are able to meet each other, share thoughts and experiences. By doing so, they create a mutual understanding, which ultimately establishes a sense of connectedness that we all desperately need, also from a biological perspective.

We need to feel a sense of connectedness with our environment to perform well, also at work. Thackara (2005) indicates that having a lack of sense of connectedness will lead to ontological alienation. This leads to anxiety, the feeling of not being real and lost in space. It decreases well-being. Coffee rituals help to establish a sense of connectedness. Coffee can be seen as the ultimate excuse that provides

the opportunity to meet others. Furthermore, it guides the ritual, by offering the location (machine) and supporting activities (making and drinking of coffee). Eventually this value-exploration has led to a set of specific design objectives. Build upon these challenges, we developed a final concept. It is a system-infrastructure that enables members within an organization to set up and join coffee meeting requests.

Next

Next step is to work on the embodiment of the concept and investigate its commercial viability. This means we have to emphasize aesthetics, usability and marketing components.

II. Integration Process Overview



Concept Evaluation



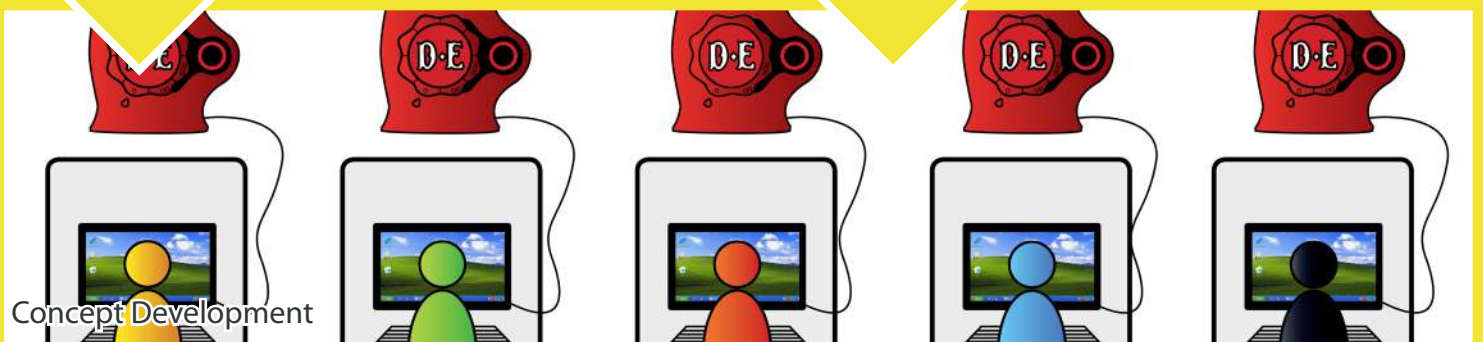
Coffee Ritual



Wall-E Metaphor



Value Scheme



Concept Development

The final stage is dominated by so-called embodiment design. Here we translated our initial idea into a tangible product and service: Syncaffé. We also take a brief look at the commercial viability of our concept. We propose a strategy for Syncaffé that Douwe Egberts can apply to enhance their brand. The implementation part describes programs that support the overall mission, dealing with decisions about revenue strategies, channels of distribution, additional services, promotional media and other relevant marketing programs.

III. implantation

III.I. Syncaffé

Here we present to you: Syncaffé, the service that synchronizes coffee pleasure. We took a look at brand values, the context of use, technology, and synthesized the findings into this final product. We explain the system and offer visuals that show how Syncaffé will look in real contexts.

Syncaffé

This is Syncaffé: Synchronizing coffee pleasure. The name is a combination of synchronization and caffè (which is more or less the Italian word for coffee). It stands for its function: It brings coffee pleasure of different people together by aligning leisure time of members within an enterprise. Synchronization is a very natural activity, as biological processes continuously seek van balance and alignment. Besides this, Syncaffé also has a soft pronunciation, which suits the character of the product: It is a system is accessible and usable for all members within an enterprise to spend their valuable leisure time together with a cup of quality coffee.

The Product

Pictures of the product in real contexts are given on the following pages. As you can see,

the aesthetics are inspired by the shape of a coffee mug, though heavily abstracted. This abstraction prevents it from being comic, but the product remains to have an iconic character, suiting the brand of Douwe Egberts.

Syncaffé contains four important elements: (1) the glowing logo, (2) the glowing outer circle of the logo, (3) the button at the right and (4) the card-reader. Each element has a specific function, which makes this product very easy to use. The glowing parts will give subtle signals, that notify if changes occur in the network (e.g. a colleague sends a request or a colleague who has accepted your request). It will be smoothly glowing, so it does not take attention away from work processes in a dominant way.

Syncaffé has the size of a card-reader and therefore fits easily on everyone's desk. This



version is Douwe Egberts red, but one can imagine that Syncaffé can be launched in more colours that suit the brand. One can even consider to produce Syncaffé in multiple possible material combinations, so that customers can order a Syncaffé that suits their office interior. Nevertheless, additional production costs should be taken into consideration.

Scenario of use

A complete description of usage processes is given in the appendix H. Here you can find an elaborate scenario that explains how Syncaffé is used in a real context. It offers realistic visualizations of how Syncaffé would look like in real offices.





syncaffé

synchronizing coffee pleasure

















III.II. value proposition

Syncaffé has some unique features that will set Douwe Egberts apart from their competition, leading to new values that are inextricably connected to the brand of Douwe Egberts. This differential advantage is also referred to as being the value proposition and will be explained in this section.

Introduction

A marketing strategy requires a core strategy, which is the basis for any company to start competing in the market. This core strategy is based on a set of differential advantages. It forms a critical component because it usually is the basic selling proposition on which further brand activities are constructed (Lehman & Winer, 2005). So, what differential advantages will Syncaffé offer to the brand of Douwe Egberts?

The Value Proposition

Syncaffé is a unique system that increases the quality of employees' leisure time. Consequently, Syncaffé enriches the work environment. The Syncaffé experience enhances the leisure time in several ways. First of all, Syncaffé helps employees to spend their relaxation time together in a more deliberate way. Up till now, employees predominantly consume their coffee in an efficient way: quick and alone. Now, they can have a chat, discuss work, without spending more time on

making the actual appointment. It shifts the perception of coffee at work: From efficiency to quality.

Brand Equity

A brand name can be considered as a valuable asset, especially in the case of Douwe Egberts. This means that managing the reputation of a brand is a strategic job that deserves close attention. Enforcing brand equity offers important advantages to an enterprise. Generally, it will lead to a stronger relationship with the customer, increased brand awareness and enhanced brand loyalty. High brand equity means less price sensitivity. Syncaffé can be considered as a valuable product that suits this mission. We will explain why.

Enhance Status & Image

Syncaffé is a Douwe Egberts System that will run on the employees' background in a non-obtrusive way and supports them to have a break and socialize. It does not interrupt basic work flows.



As such, Syncaffé forms a product that stands for leisure only. This means that Douwe Egberts will be associated with topics that are related to leisure time: Relaxation, being together, having a good time, chatting, joking, etcetera. It is an integral part of joyful experiences in the work environment. These values will enforce the brand Douwe Egberts.

Increase Brand Awareness

Syncaffé positions Douwe Egberts in the middle of business organizations. It can be seen as a glue that brings employees together. In a way, it is ubiquitous and omnipresent. It will increase familiarity with the brand, which gives actors a feeling of confidence. Known things are less risky than unknown things. Hence, it is more likely that Douwe Egberts will be considered and chosen. At work, but also in the supermarket. Ultimately this will lead to more attachment of actors to the brand of Douwe Egberts.

Syncaffé will enable Douwe Egberts to transfer some of the values from the B2C to the B2B market.

Douwe Egberts has a strong set of associations in the B2C mark: A brand that is very accessible, attractive, reliable, and filled with Dutch nostalgia. Up till now, Douwe Egberts is not able to deliver these values in the B2B Market. In this sense, Syncaffé is able to make the brand of Douwe Egberts more cohesive among different market segments.

Improve Perceived Quality

Because of Syncaffé, actors will feel that they are part of a community that is facilitated by Douwe Egberts. Drinking good quality coffee is part of the rituals that these Syncaffé communities perform. Earlier on, before Syncaffé existed, employees drank their coffee alone, quick and efficient. Now, with Syncaffé, people meet up deliberately and take time for drinking quality coffee. So, related to increased brand awareness is that the quality perception of the coffee among the employees will go up.

III.III. market segments & marketing mix

When setting up a marketing strategy, one needs to think of potential customers on which the product can be targeted. Segmentation is required to develop strategies for a group of customers. Here we have identified different market segments that form an opportunity for Douwe Egberts to introduce Syncaffé. These segments provide insights about different kinds of customer behaviour and contexts of use. This makes eventual marketing programs that Douwe Egberts can set up more effective.

Segmentation

It is very inefficient to set up a separate marketing strategy for each customer, but some grouping of customers into segments is very advantageous. By doing so, one can apply strategies that are appropriate for specific types of customers, without losing too much time and resources in developing unique sales strategies.

Segmentation helps to cluster information that applies only for a specific group of customers. Some features that differentiate different segments from each other are segment size (potential sales), segment reachability (which sales channels to apply) and likely segment response (how does the segment react upon market introduction). One additional advantage of applying market segmentation is that it reduces risks. Syncaffé requires one investment and relies on different groups to earn back its investment. As a result, risk is spread among separate markets.

Potential Market Segments

Considering the Syncaffé features, we were able to identify different market segments that are appropriate to enter. For some market segments, we advise to develop slightly different Syncaffé versions.

- (1) Small Enterprise (<50 employees)
- (2) Medium Enterprise (>50 and <250 employees)
- (3) Large Enterprise (>250 employees)
- (4) Hotels
- (5) Hospitals
- (6) Educational Institutions

Syncaffé Versions

It is possible to fine-tune the Syncaffé System to make it more appropriate for specific market segments. As an example, this can be done for Small Enterprises. Because there are less employees and typically less leisure spots (canteens, coffee corners, etc.) compared to larger enterprises, Syncaffé can



be downgraded to a basic infrastructure for this specific market segment. In this example, one can imagine that Syncaffé does not require selection of a specific meeting spot. Moreover, software to see who is joining the meeting can be left out. This reduces product costs.

Hotels

The market segment 'Hotels' deserves some special attention. The community of an enterprise (employees) can be compared to the community that stays at a hotel (guests that have checked in).

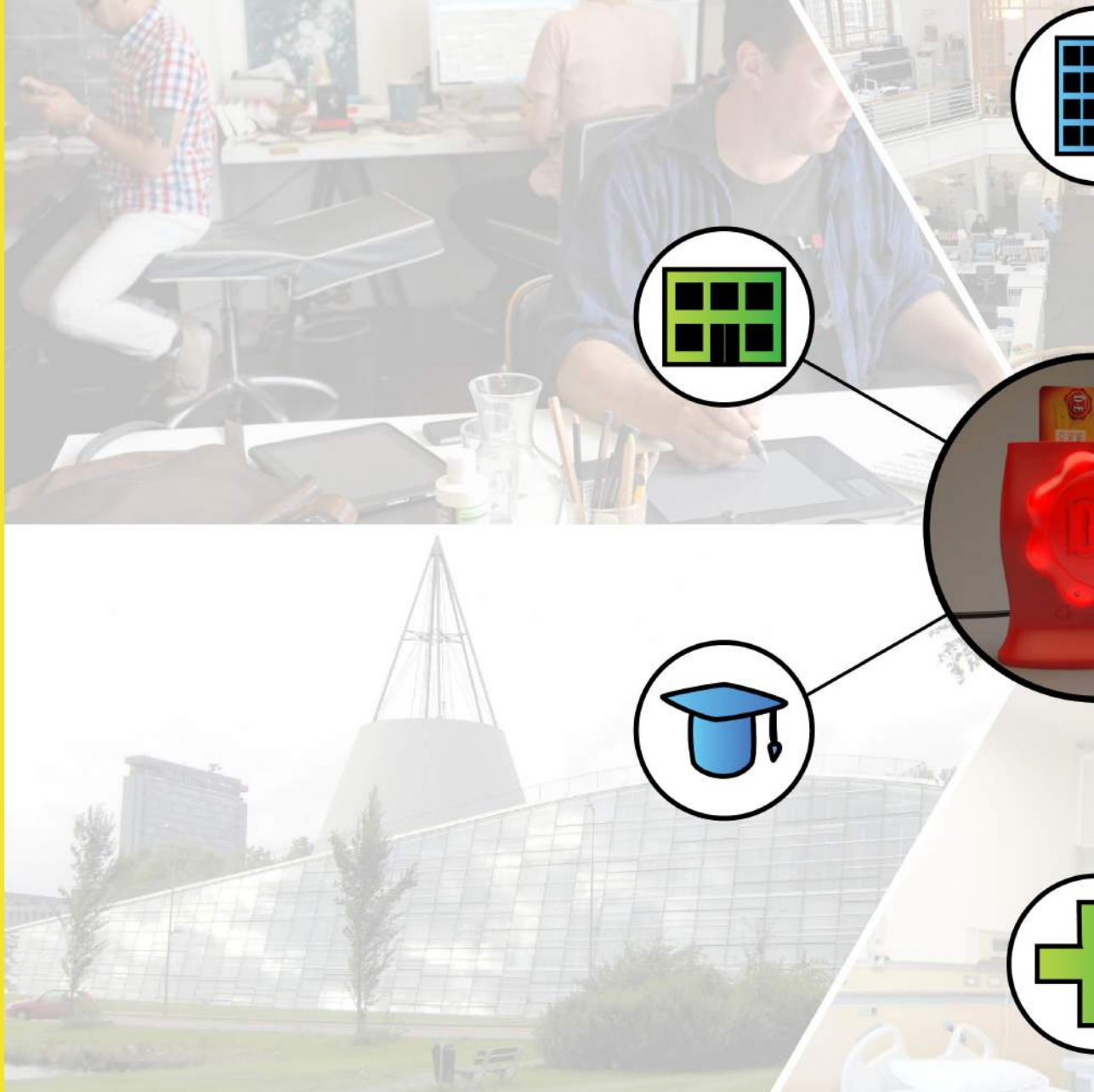
We can imagine that guests that have checked in, get a special Douwe Egberts Coffee card (which can be part of an existing hotel card). This card is uniquely linked to you as a person. At each hotel room there is a Syncaffé device. When people are in for doing a coffee, they can put their card in Syncaffé. Then they 'check in'. Just as in the standard concept, they can see when and where the coffee meeting will be. Because a general hotel room does not contain a computer screen, Syncaffé can

display people that have 'checked in' on a special channel on the television.

By using Syncaffé, hotel guests can meet up with people who have interesting similarities. As an example, hotels guests can meet up with other guests from the same country of origin or guests that are in the same business. One example can illustrate the value of this. People often stay in hotels during international trade fairs. By 'checking in' with Syncaffé, I can look for other Dutch people who also visit the trade fair that is kept in Florida. We can meet up, you already have something in common to talk about, and you can do some preliminary business together.

Introduction to the Marketing Mix

Customers are sensitive for a specific set of attributes. Some are more sensitive to price advantages, some may be more quality sensitive. In this marketing mix we briefly explain some characteristics that may prosper the adoption of Syncaffé. In this section, customers are the



decision making units (DMUs) within enterprises who ultimately decide to adopt Syncaffé, or not.

Price

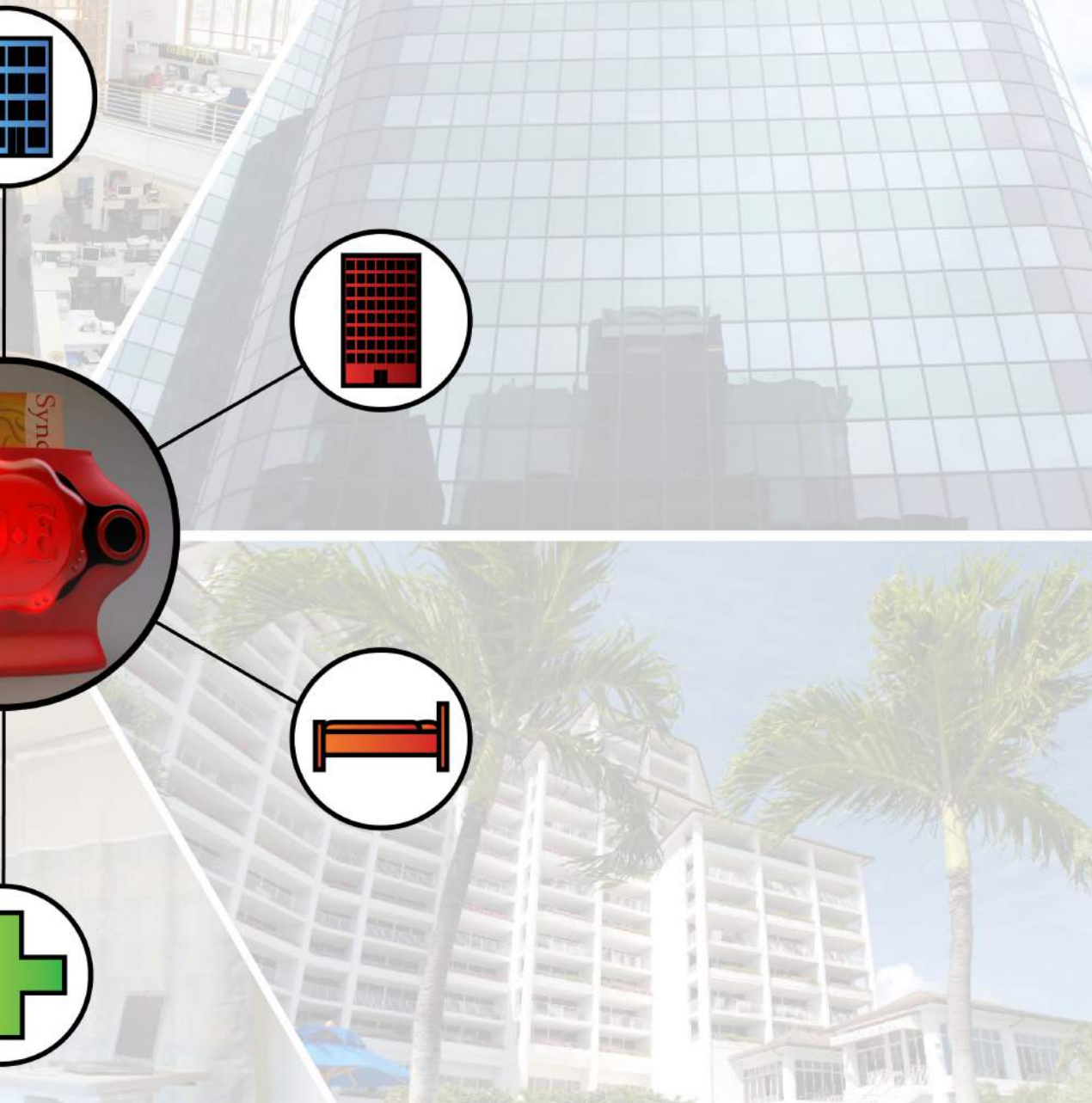
As discussed earlier, Syncaffé will contribute to higher brand equity and, as such, increases brand awareness and loyalty of Douwe Egberts in the market. In other words, Syncaffé will not directly lead to revenue streams, but indirectly Syncaffé will lead to superior brand attachment and increasing sales revenues. To come to this point, Douwe Egberts should aim for high initial adoption rates within all market segments. Generally, a penetration strategy is suitable for reaching this goal (Lehman &

Winer, 2005) (Dwyer & Tanner, 2009).

In a practical sense, it is preferred to offer Syncaffé in addition to existing Douwe Egberts Coffee Systems free of additional charge, or for a minimal monthly fee. When Douwe Egberts decides to ask for a monthly fee, it should offer a free trial period to all enterprises to enhance initial adoption rates. Only then it will lead to satisfactory results.

Promotion

Considering sales management, which selling approach should be employed? Syncaffé can be promoted in combination with existing



Douwe Egberts Coffee Systems. This means that the same sales channels can be exploited, which will be dominated by personal selling. On the other hand, companies can also ask for demonstrations or purchase the system online. Syncaffé devices need to be sent after ordering.

Distribution

Because Syncaffé will be sold in combination with other Douwe Egberts Coffee Systems, they can make use of its existing distribution channels, that are applied for the Coffee Systems. This reduces costs and serves all the market segments that are of interest. For

investigating new distribution channels, it is required to gain more understanding of Douwe Egberts' existing distribution infrastructure.

Product/Service Capabilities

Syncaffé can be considered as a gadget, which is an add-on for the existing Douwe Egberts Coffee Systems. As being a gadget, the physical properties should embody the values that Douwe Egberts stands for. Which means that the Syncaffé should be accessible and affordable for the masses, though be of reliable quality. This means that it is not a typical high-end product. Component prices can be kept low, as long as reliability remains assured.

III.IV conclusions implantation phase

These conclusions can be considered as the summary of Phase III: Implantation Phase. This is the concluding phase of this Social Cohesion Project. We suggest further process activities in the section 'Conclusions and Recommendations'.

Conclusion

Our aim is to give employees at work a sense of connectedness. The feeling that they are part of a community. Syncaffé is the result of synthesizing all the values that we have found in the analysis phases.

Syncaffé offers members of an organization the possibility to express their mood: They can indicate that they are in for doing a coffee by inserting their card. They can also set up coffee meeting request, and invite others to join. This way, members of an organization get a sense of connectedness in a freely, non-forcing, non-obtrusive way.

Syncaffé can be introduced in several market segments. We have suggested six Out of Home (OOH) markets: Small, Medium and Large Enterprises, hotels, hospitals and educational institutions. The same Syncaffé infrastructure can be applied for all market segments, which reduces

costs and risks of investment. Douwe Egberts can decide to produce variations of Syncaffé by developing different versions, considering features, colours and materials.

We suggest new steps for further development of Syncaffé. These are given in the following section under the title 'Recommendations'.

III. Implantation Process Overview



Brand Analysis



Concept Elaboration



Scenario Building



Preliminary Marketing Plan



Final Concept

We conclude this process report with conclusions and recommendations that Douwe Egberts can consider for further development of Syncaffé. Here we evaluate Syncaffé upon the design objectives, which we formulated earlier on in the process.

IV. conclusions & recommendations

Conclusions

Bazaar's design objective was to increase the sense of connectedness among the employees of a work environment. To achieve this goal, we have decided not to force people to go to a certain direction, but instead, creating opportunities to increase the chance of being together and meeting each other. According to our research, interviews and feedback, we focused on some steps that occur before people move to the setting X, digging more into the mechanism and motivations that trigger people getting together. So we have found a gap in that stage which prevents people to arrange a coffee meeting with their friends and colleagues and we had narrow the domain down to that focal point.

In order to do so we have needed a system, based on network communications, which allows people to be aware of the status of other members /colleagues. This system should be specified for sharing and synchronizing leisure / coffee time among the network to prevent interruption and curtailment in their routine workflow. So, the interface of the network should appear in a different discipline rather than usual cell-phone apps or any other web-based software, due to the lack of tangible experiences in these interfaces. According to the research, we know that users will have a deeper and more influential experience through a tangible interface. Our further short interviews with some colleagues confirm this assumption, and showed us that we have succeeded in the theoretical level.

Douwe Egberts indicated that it has found Syncaffé a practical concept and they were enthusiastic to test the concept in a limited procedure. They also liked the advertisement potential of Syncaffé which allows DE to appear on each and every desktops of their clients and consumers.

The other advantage of Syncaffé is that according to its functionality, interaction and the simplicity of technology, it is applicable for a wide range of market segments. Therefore not only the risk of investment would be reduced but also the chance of market penetration will increase.

Further Recommendations

Although Syncaffé has got good feedbacks and comments about practicality and feasibility of the concept, which also fit to our research and findings, but it is necessary to perform user tests under supervision of design experts, to validate the concept. This level should be done with appropriate functional prototypes that allow the participants to examine the concept in a real situation.

A sufficient software team is also a necessary part of the user test. They have to prepare the network and software units of the concept. It is also very important that the interface and interaction of the software to be tested by interaction designers.

The appearance of Syncaffé fits to Bazaar's mission and it also gets positive remarks and feedbacks, but it is valuable that the appearance of the product becomes subject of qualification process, too. Furthermore, Douwe Egberts can look into additional suitable market segments, attune Syncaffé to these markets and develop supporting marketing programs for commercialization.

Acknowledgements

We would like to thank Harrie, Clemens, Tjamme, our fellow colleague-students and all others who have helped us during this project. Syncaffé is made possible by their support and critical feedback. Thank you.

Ultimate design objectives	Syncaffé
Establish feeling of Social Connectedness	Through Syncaffé, members of an organization can keep each other up to date about their working status, by indicating whether they are in for doing a coffee, or not. Real-time notifications about incoming coffee meeting requests and new participating colleagues establishes a sense of connectedness throughout the organization. 
Match Moods	By using Syncaffé, employees can indicate whether they are in for doing a coffee, or not. It can freely be used and is totally non-forced. If people like to meet, they insert their Douwe Egberts Company Card. If people prefer to stay in their working modus, they can easily neglect Syncaffé. 
Overcome Physical Barriers	The software connects employees that are working in separate rooms. They can operate the device individually, connect with each other via the network and eventually meet up with each other in a communal area. Syncaffé can be used in individual spaces, and as such overcomes physical barriers. 
Object for leisure only	Syncaffé is not a platform that facilitates additional work procedures. It does not facilitate elaborate communication. It only enables employees to meet for a coffee break. 
Centralize the Brand Douwe Egberts	Douwe Egberts forms the glue that brings members of an enterprise together. It works on the background and facilitates encounter. The brand will be located on each desk in a sophisticated, lively way. Syncaffé glows like a beating heart. 
Non-obtrusive	Syncaffé does not interfere with existing work procedures. This is linked to the Syncaffé feature that it is an object for leisure only. 
Suitable for multiple OOH Market Segments	The same Syncaffé infrastructure can be applied for multiple market segments. In this report, we suggested that Small, Medium and Large Enterprises are suitable markets to serve. Besides these, we also suggested to have a look at the hotel branch, hospitals and educational institutions. 

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appendix

A. erm analysis

As a starting point, we tried to get an overview of Douwe Egbert's capabilities. This can be done by conducting a so-called ERM analysis, in which relevant external (E) factors and resources (R) are identified, together with an evaluation of the mission statement (M). This analysis contributes in the process of searching for new market- and design opportunities that meet corporate strategy. We have conducted interview sessions and internet research to gain quantitative and qualitative insights in brand performance and brand perception. Consequently, it helps to increase commercial viability in the concept development phase.

Internal Analysis: Resources

When looking at Douwe Egberts' resources, one can distinguish the business to business market (B2B) from the business to consumer market (B2C). Some notable distinctions were found in these two, which are described below. On page 9 and 10 an overview is given of resources that are found relevant for this design process.

and coffee points systems, contribute to the rich Douwe Egberts experience; making the brand stronger. This results in a very strong relationship with the customer.

Considering weaknesses, it is noticeable that the product portfolio in the B2B segment does not meet the brand promises, especially once compared to performances in the B2C market. Employees at work consider machine-

Douwe Egberts has a strong brand equity and is well-known to consumers. Furthermore, it is very capable of fulfilling their brand promise in the B2C segment.

Considering strengths, Douwe Egbert's brand equity strikes the eye. The brand is well known among consumers and, furthermore, it is appreciated by consumers as a reliable brand that is filled with Dutch nostalgia. Douwe Egbert's marketing efforts, like commercials

coffee as a lower quality than the coffee they drink at their homes, where they use filter machines or Senseos; coffee experiences at work remain rather generic and are more associated to efficiency than quality and richness. As we will discuss in the conclusions,

this impression indicates a gap between brand promise and brand perception. Furthermore, the UTZ certification is rather unknown among interviewees, meaning that sustainability is not linked to Douwe Egberts in the customer's mind.

External Analysis: The Environment

By executing an external analysis an attempt is made to reveal Douwe Egberts position in the market and what societal transformations are at hand that might form opportunities on the long term.

Douwe Egberts is market leader in the Dutch coffee trade business, including the Out Of Home (OOH) B2B market. This is highly related to brand performance: Customers think that Douwe Egberts is a more accessible and attractive brand than Nescafé, which gives them a lead from the start.

Important trends are noticeable once thinking about the work environment. The traditional work space is undergoing some transformations: Work spaces tend to become more open, organisational structures are flattened and employees are given more freedom and responsibility regarding time management. This changing work environment also leads to new market opportunities, as employees are asking for new types of interactions with colleagues. Douwe Egberts can anticipate on these behavioural developments.

Other emerging trends are dealing with so-called Social Media. Social Media can be seen as a group of Internet-based applications,

that enable the creation and exchange of User Generated Content. In other words, Social Media particularly refer to platforms where Internet users are allowed to create, share, modify and recommend information to each other. Especially the addition of real-time and location-based services enables anyone with access to Internet to connect with their peers at all places and at any moment of the day. As such, it forms a new platform that allows new types of interaction. Social Media also found its way to corporate settings, where platforms like Yammer allow employees to give status updates, share and recommend information to each other. Douwe Egberts can become part of new rituals that are fostered by Social Media.

Potential threat is that there is less time formally scheduled for having breaks. People can make their own planning and schedule their own meetings. The result is twofold: On one side employees can adjust their work process to personal needs. On the other side, people are not retained in continuously working. This means that, potentially, less time is formally preserved for coffee moments.



In the B2B segment, Douwe Egberts' performances do not meet customer's expectations, as its offerings are perceived by employees as being of a lower quality than they are used to at home.

strengths

- **Strength** - Douwe Egberts is known for its **marketing efforts**; the commercials and materials are designed strong. The **Aroma Lady** and the DE seal are strong images. [1]

B2C

- **Strength** - **Senseo** is the revolution in the experience of coffee.

B2C

- **Strength** - **Consumer binding** is strong with the saving point system and the **Koffie & Kado café** formula. In total 70% of the households saves the **DE saving points** and 2,5 million gifts per year are sold. The Koffie & Kado café is a popular competitor of the well-known Starbucks.[2]

B2C

- **Strength** - The **pull strategy** in the B2B segment is strong and received well by the consumer. The campaign of "**Partij voor de Koffie & Coffee Manager**" are iconic for DE.

B2B

Resources



- **Weakness** - The **push strategy** in the B2B segment is not developed: Unique Brand- and product features are not communicated / clear to the end-consumer.

B2B

- **Weakness**- The **UTZ certification** is rather unknown and not well communicated to the consumer and customer.

B2C & B2B

- **Weakness** - So far, Douwe Egberts did not introduce bean-to-cup coffee techniques or coffee systems.

B2B

- **Weakness**- The **product portfolio** is rather wide and does not match the marketing communication of "**social cohesion**" and "**coffee-moment**" very well.

B2C

weaknesses

opportunities

- **Opportunity** - The **newest innovation** in coffee systems is the system with **fresh beans** and fresh milk supply.

B2B

- **Opportunity** - The consumer believes that Douwe Egberts is a **more accessible and attractive brand than Nescafé**. [4]

B2C

- **Opportunity** - Douwe Egberts is **market leader** in coffees (45%).[5]

B2B

- **Opportunity** - The changing work environment provides new opportunities for the B2B market.

B2B

- **Opportunity** - The **most popular A-brand** for consumers of 2008 is Douwe Egberts; results of the research towards brand image in A-brands. [3]

B2C

Environment



- **Threat** - Less and less time is preserved for coffee-moments in the future.

B2B & B2C

threats



Aligning the Mission Statement

Douwe Egberts in the OOH market (B2B) has formulated the following corporate mission:

“By offering a rich coffee and tea experience we pay continuously effort to catch the hearts of our customers and consumers.”

into a success for the Out Of Home market (B2B market). The figure above shows that Douwe Egberts' in the B2B market can be considered as an unconsciously competent organization: The resources are present and potentially can meet customer demands and emerging trends, but more needs to be done to tap the full potential. The interpretation and execution

DECS suffers under different interpretations of their corporate mission, resulting in severe quality differences regarding performance and experience of coffee at home, at work and on the go.

A conclusion of the first analyses is that in the Netherlands Douwe Egberts did not succeed yet to translate the success of the correct execution of their mission in the home market

of their mission statement is not aligned with the environment and resources of Douwe Egberts. The orchestration of the touch points doesn't seem to lead to fulfilment of brand

promise in the eye of the customer. This is partially caused by the mission statement itself. Although it is very inspiring and ambitious, one can argue that it leaves severe room for ambiguity. Because, what is a rich coffee and tea experience? Considering customers, is coffee the essential core of having a value-adding moment at work? Or are there other factors that determine when a moment can be considered as being 'rich' or not? Although Douwe Egberts strives for designing the ultimate coffee experience, one needs to argue whether this offering is also valued by the end-consumer and perceived as top-quality, or not.

Considering market size, we know that the B2B market in the Netherlands covers 43% of the total coffee-sales [8] and there are large opportunities for optimizing the branding of Douwe Egberts in the B2B market. Two opportunities are very apparent in this stage of the design process: Douwe Egberts can do more to equalize the quality perception between their B2C and B2B performance, and Douwe Egberts can enforce social gatherings and become an integral part of socialization processes at work. Especially the latter one deals with social cohesion. Inspiration from Douwe Egberts' B2C segment should not be left aside.

B. meeting at Douwe Egberts



The need to search for a new meaning

At Thursday 28th of April we had the opportunity to visit the Experience Center of Douwe Egberts. Here we got valuable insights in the underlying strategy, product portfolio, and running New Product Development processes of Douwe Egberts. Some remarkable aspects are worth mentioning down here. Most striking is the focus of Douwe Egberts in the development of new machines, which is predominantly filled with incremental technical improvements that deal with the user interface and style. Here, we would like to refer to Roberto Verganti, who describes strategies for reaching meaningful innovation. The visual is given on the previous page. What this visit makes clear is that New Product Development is stuck in old interpretations of their value network, which blocks understanding and the shaping of future breakthrough meanings. Discussions have been about user interface, buttons, form, color, style, etc. The accent seems to be on incremental innovation. This is quite dangerous from a commercial perspective: As Verganti explains, one can argue that this interpretation of design is rather conservative

and opens the field to competitors. User interfaces and styles are very easy to catch up by competing parties and will never lead to a sustainable competitive advantage.

So, then the question rises: What is the real meaning that explains why people could love coffee at work? Again, it is not very plausible that the answer can be found in researching user interfaces or attributes that deal with style. The answer needs to be found in other aspects that have deeper roots: People's values, norms, beliefs and aspirations. These also evolve and are influenced by emerging trends.

As a result, we need to research not the 'use', but 'life'. People use coffee, but what role does it fulfill in their context? Furthermore, we should not talk about 'users', but about 'persons'. Users only form part of the coffee experience, as there are more stakeholders involved. Moreover, we should not only think about the 'pragmatic', but go beyond, by also thinking about the reason why people do things in a certain context, which is both utilitarian as emotional.



C. scale model setting X





D. actor investigation methods

We went in dialogue with students, researchers, workers. We discussed their work environment, what they value, what they concern, what they like, what they don't like. Through this dialogue we dig into the underlying motives and values that people have at work; which moments they foster and why. Gaining depth in a qualitative way. Ultimately, these values and concerns form the basis for sound concept development.

Introduction

In the attempt to design a new service or product that will weave into the social fabric of a corporate culture, we want to investigate how persons behave at work, what they value and what they concern. By applying the Q-method, we were able to get into a dialogue with actors, as such uncovering values that they think are important for performing well and feeling comfortable in the work environment.

Q-Method

The Q-method is a type of factor analysis that is provided by the faculty of Industrial Design Engineering. It can be applied to search for joint variations in responses. In other words, it can reveal different types of stereotypes that exist within one customer segment, having a particular set of values and concerns. The Q-method is executed with several

interviewees, which includes researchers, students and employees. Because of the background of the interviewees, insights are very viable for our design project.

Like shown in the picture at the right, the Q-method provides the interviewee with 21 statements about values and concerns that could exist in the work environment. The interviewee were able to prioritize these statements, varying to 'fully agree' (+3) to 'fully disagree' (-3). The statements deal with the three dimensions that deal with the concept of social cohesion: Sense of Belonging, Face to Face Contact and Social Capital.

Qualitative Method

The Q-analysis adds value in two ways. First of all, we used the statements as a trigger for discussion in the interview. It helped interviewees to think of subjects that are less



apparent; so it contributes to getting the discussion going and supported interviewees in their thinking processes.

Our greatest concern in this project is gaining understanding of human behaviour and the reasoning behind it, including emotions and personal values.

Quantitative Method

The other advantage of the Q-method is formed by the quantitative analysis that comes out of the research. It potentially can give an overview of different stereotypes that exist within the sample of interviewees, which have a preference for a specific set of statements.

“Statistics are like bikinis. What they reveal is highly suggestive, but what they conceal is vital.”

Aaron Levenstein, professor emeritus at Baruch College

Qualitative analysis just does that: It helps to dig deeper. Another advantage is that qualitative research does not require large samples, like those of quantitative methods. Consequently, we conducted a qualitative analysis in the form of interview sessions and affinity mapping.

This might help to narrow down the scope within customer orientation, contributing to the design process by focussing on specific needs and values that exist within one customer segment. Nevertheless, our outcomes were so fragmented and ambiguous (partially caused by the small amount of interviews that were

conducted), that quantitative outcomes hardly contributed to gaining insights about the actors. Some stereotypes were only backed up by one interviewee, so the question rises: Are we dealing with a relevant stereotype or an outcast? As such, relying upon the quantitative outcomes of the Q-analysis is highly risky.

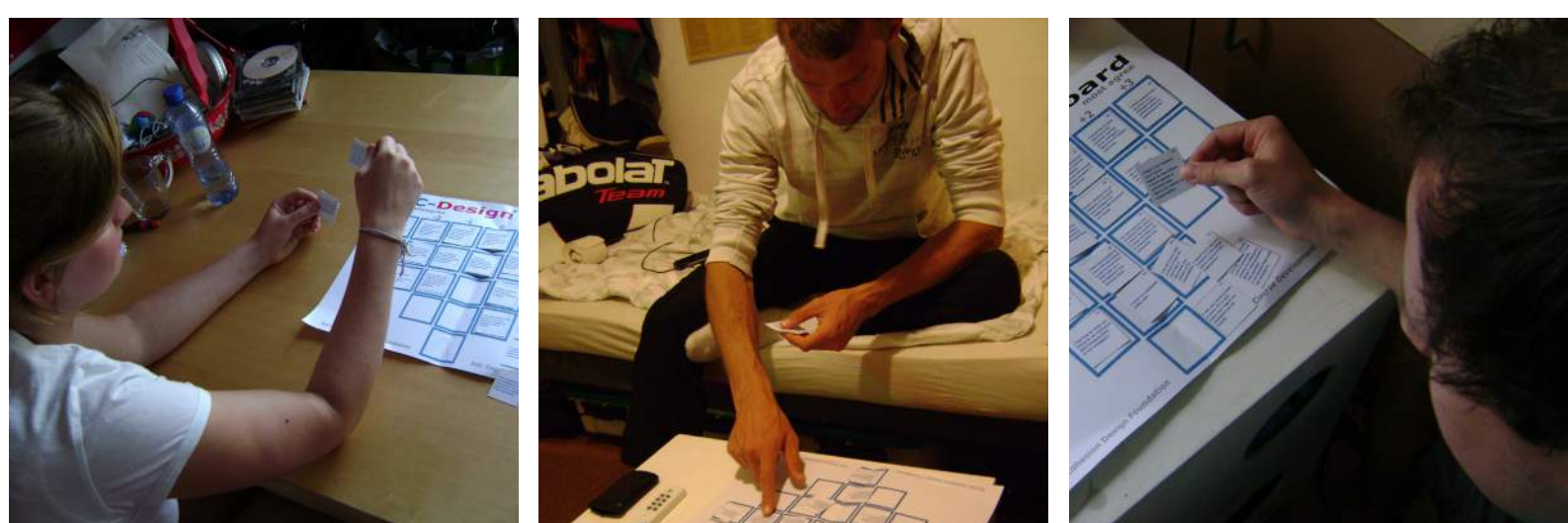
in a qualitative sense. We first selected the interesting quotes from the interviews and clustered those on themes. Later on these clusters were translated into relevant values, ultimately leading to design opportunities that are described in the chapters.

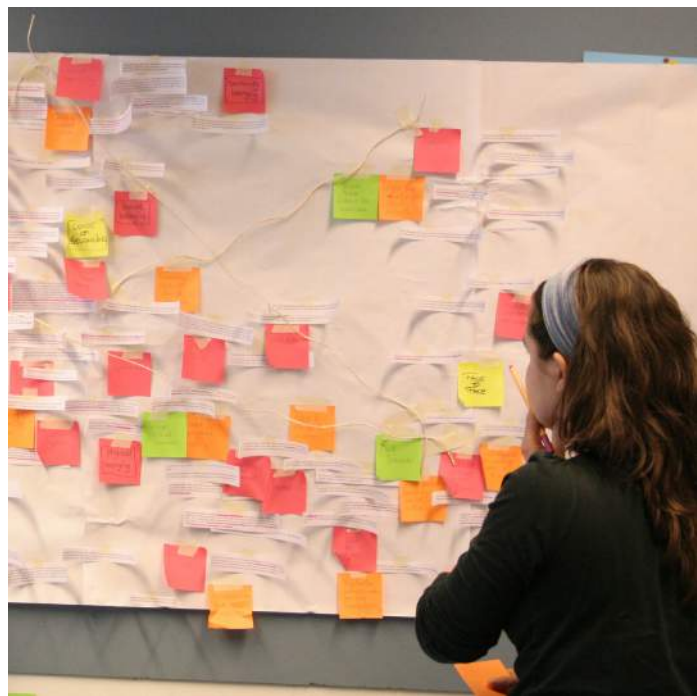
Interviews Sessions

In total we conducted 6 interviews in a semi-structured way. This means that we developed questions up front, but these were not applied stringently; one is able to gain depth when one feels that new insights appear or further understanding is required. First, questions about the work environment were asked, in order to understand the background of the interviewees; this helps to put pronouncements in perspective. This was followed up by the scheme of the Q-method: interviewees were given time to prioritize the statements and were asked to think aloud. Afterwards, the statements and priorities are discussed, so interviewees were able to explain their choices. As such, were able to pinpoint the underlying reasons and motives for behaviour and thoughts about the work environment.

Affinity Wall

The affinity wall is a commonly used tool for revealing underlying patterns in data





E. subscenario preliminary concepts

Sub-scenario 1: "Matching Moods"

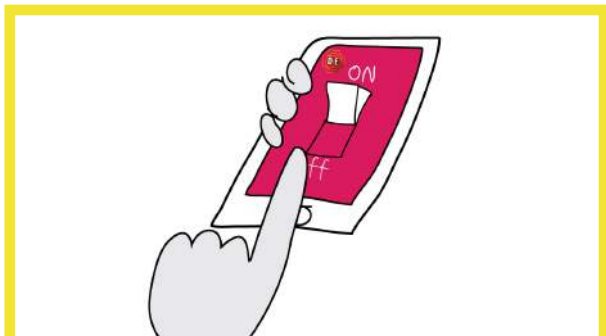
The concept consists of a mobile application which is designed for announcing your mood, if you are ready to have a coffee break or not. By switching on the key, other members of the network will be announced about 1 capacity of interaction on their phones. They only see the numbers which are the representation of the people that are willing to have a coffee break without revealing their name. Only when one decides to go for a coffee, he or she will find out who is in for a coffee. This aspect adds a subtle thrill that is rewarded by fellow colleagues and researchers. So, people that have the app can decide whenever he or she thinks that the appropriate number

of colleagues are ready to have a break and invite those for a coffee. There is also a good underlying opportunity for creating brand loyalty in this concept. Furthermore, there is the possibility for Douwe Egberts to keep track of users' consumption pattern. This data can be useful in different ways, e.g. the numbers and the time schedules that people get coffee can give insights in coffee rituals that people go through. The company can offer some incentives for more usage of products this way, e.g. the more a person gets coffee, the more score she / he gets.

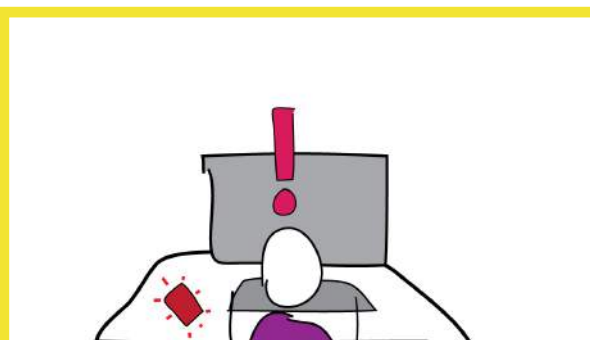
Underlying values: Sense of connectedness, need for face to face interaction, establish common ground, express working mood.



1. You sit behind your computer at work



2. If you fancy a coffee-break, you turn on the app



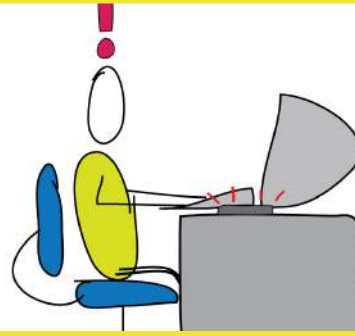
3. Colleagues get a notification on their smartphone



4. You can see how many colleagues are also fancying a coffee-break, but you don't see their names



5. When one thinks that the time is right, he can send out an invitation to the others



6. The other gets an invitation on his smartphone



7. You go to the coffee spot and see who also fancied a coffee break

Sub-scenario 2: Create together

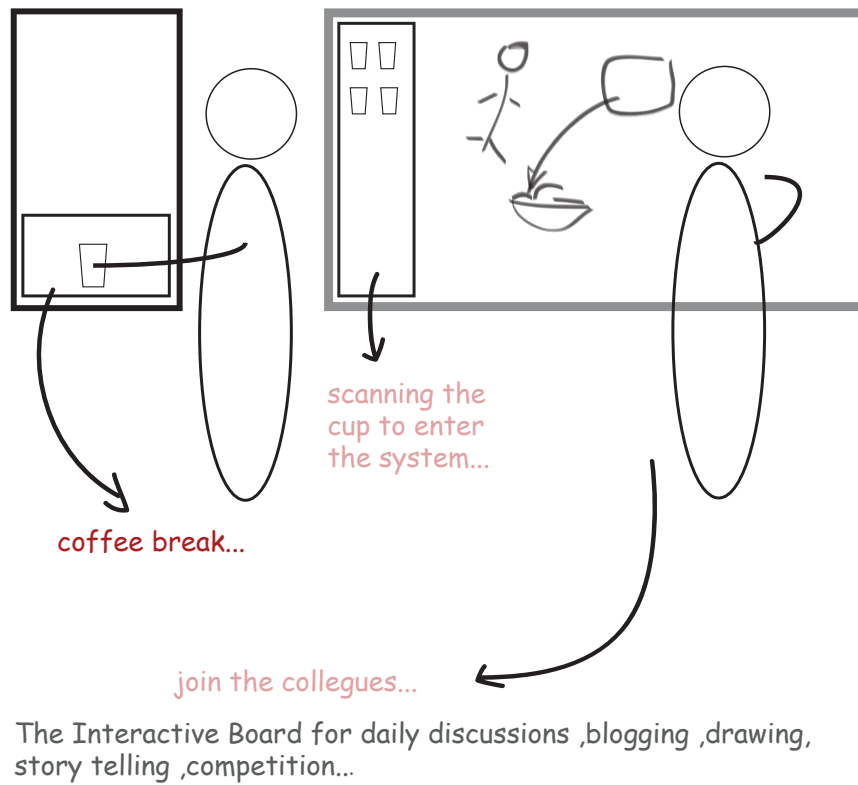
The starting point for this scenario is to keep people physically active and make them understand each other better by sharing the ideas. The scenario is based on an interactive board that is placed around the coffee machine. The aim is to create a free tangible platform for people to reflect, share, discuss their ideas during the coffee breaks and also have fun together.

The board is on a wall and has a wireless connection with the coffee machine. The board has different zones like 'puzzle', 'mind-map', 'see', 'talk', 'tell'. Every part works under different 'coffee' conditions (not less than 2 coffee). So you can also choose which zone you want to join while you are getting your coffee. For example, you can see the situation (how many people are there) of every zone when you

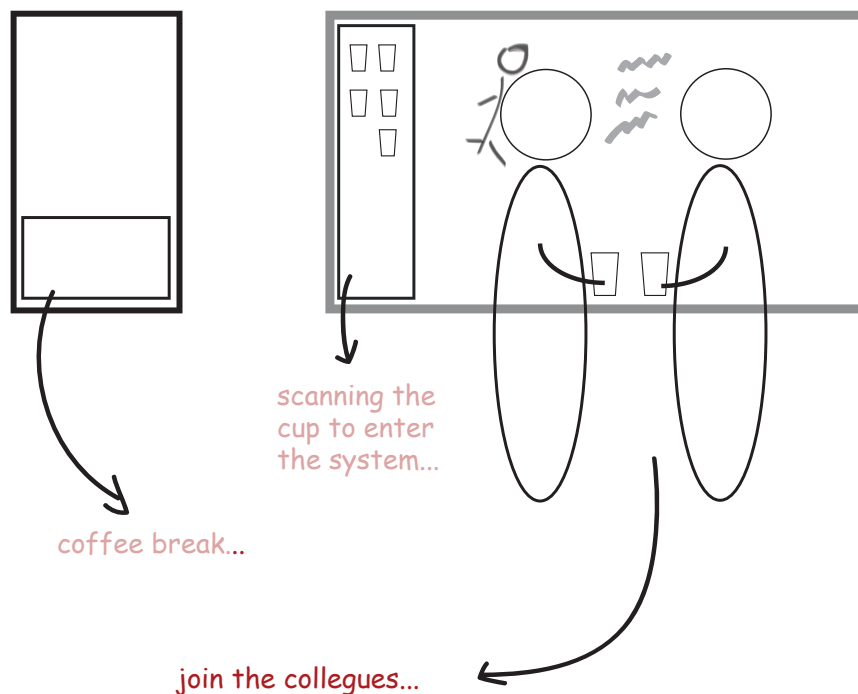
take your coffee and immediately let people know there will be one more participant to the zone in a few minutes. Another activity is to complete a specific mind-map during a day.

The idea is to make people look from different perspectives by completing a mind map on a predefined subject. The actors can decide on a subject and start with a simple idea by drawing on the board. Each one can join to mind mapping as they get a cup of coffee. After completing the mind map people will see how it progressed and evaluate the different point of views to their ideas. This can be shared with others.

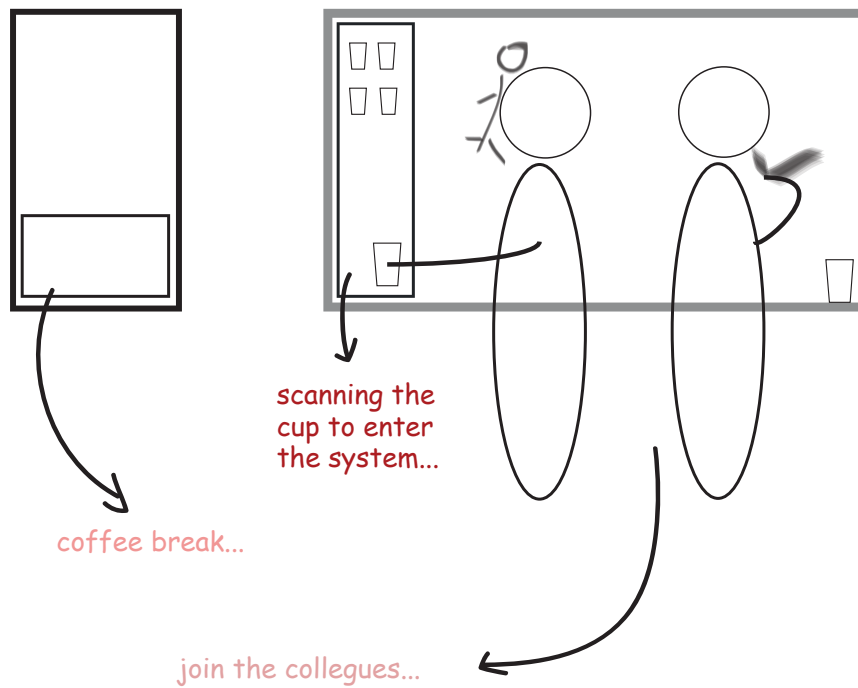
Underlying values: Get inspiration from others, need for face to face interaction, need for physical activity, establish common ground



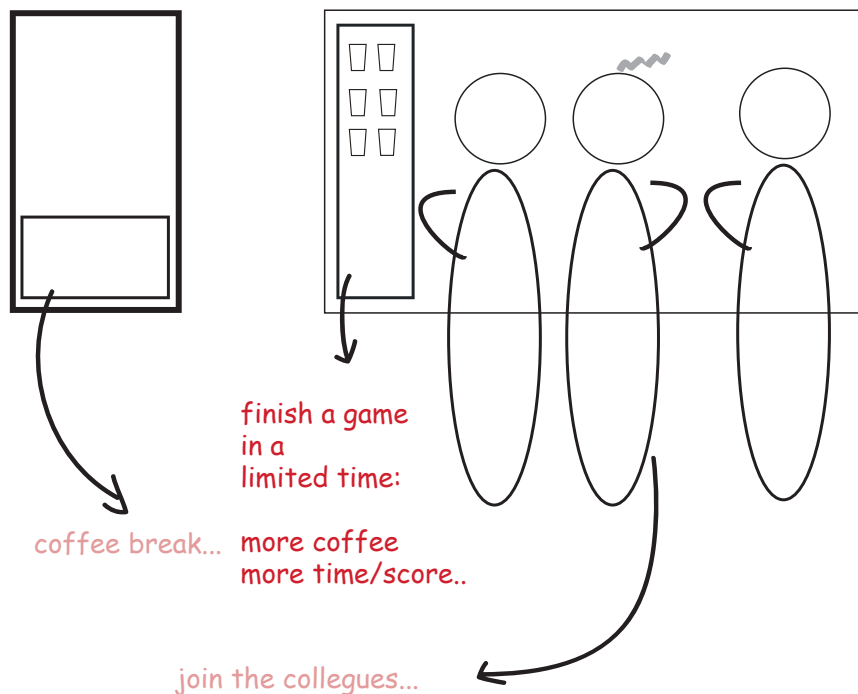
1. You take a coffee brake
2. You scan your cup to the system
3. You get a notification of the system



4. System recognizes you (and your cup) and allows you to participate in table activities
5. The system can offer different options depending upon the number of coffee drinkers



6. By scanning the cup, the system recognizes that a new person wants to participate at the table and provides a number of possible activities.



7. Eventual results, like mind maps, can be discussed and shared with colleagues

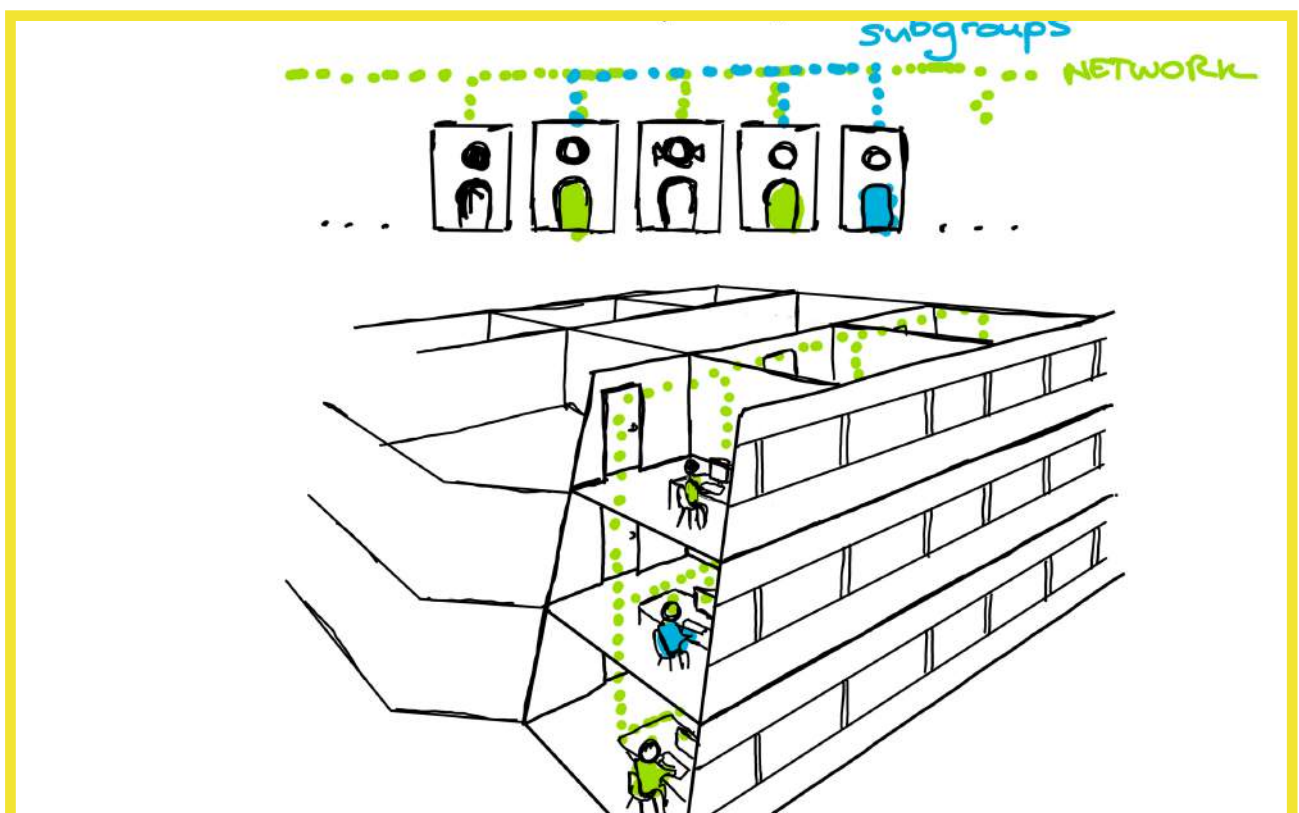
Sub-scenario 3: Share & Inspire

Sub-scenario 3 deals with two values which it attempts to connect. On one side people feel the need to celebrate accomplishments, even the small ones. On the other side, people like to be inspired by the work, interests, activities of others. Here we see an opportunity: By enabling employees to present their work or other subjects that are of interest (or just funny), this can form a platform of inspiration for others. As such, you can gain knowledge and inspiration from your colleagues.

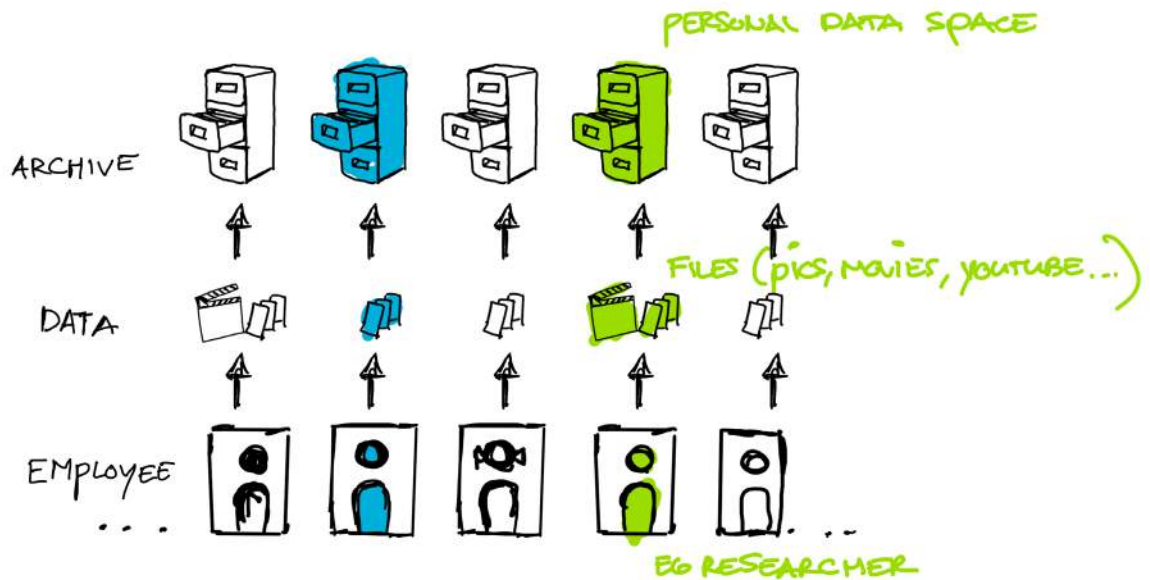
This system allows you to put digital data, that you would like to share with others, in your personal network space, in this case the Douwe Egberts Expression Folder. You can connect to colleagues and invite them for a coffee, propose

a meeting and then show what you want to share with others. This can be widespread: Informal Youtube movies just for fun or more profession-related, like a presentation in which you can discuss your idea.

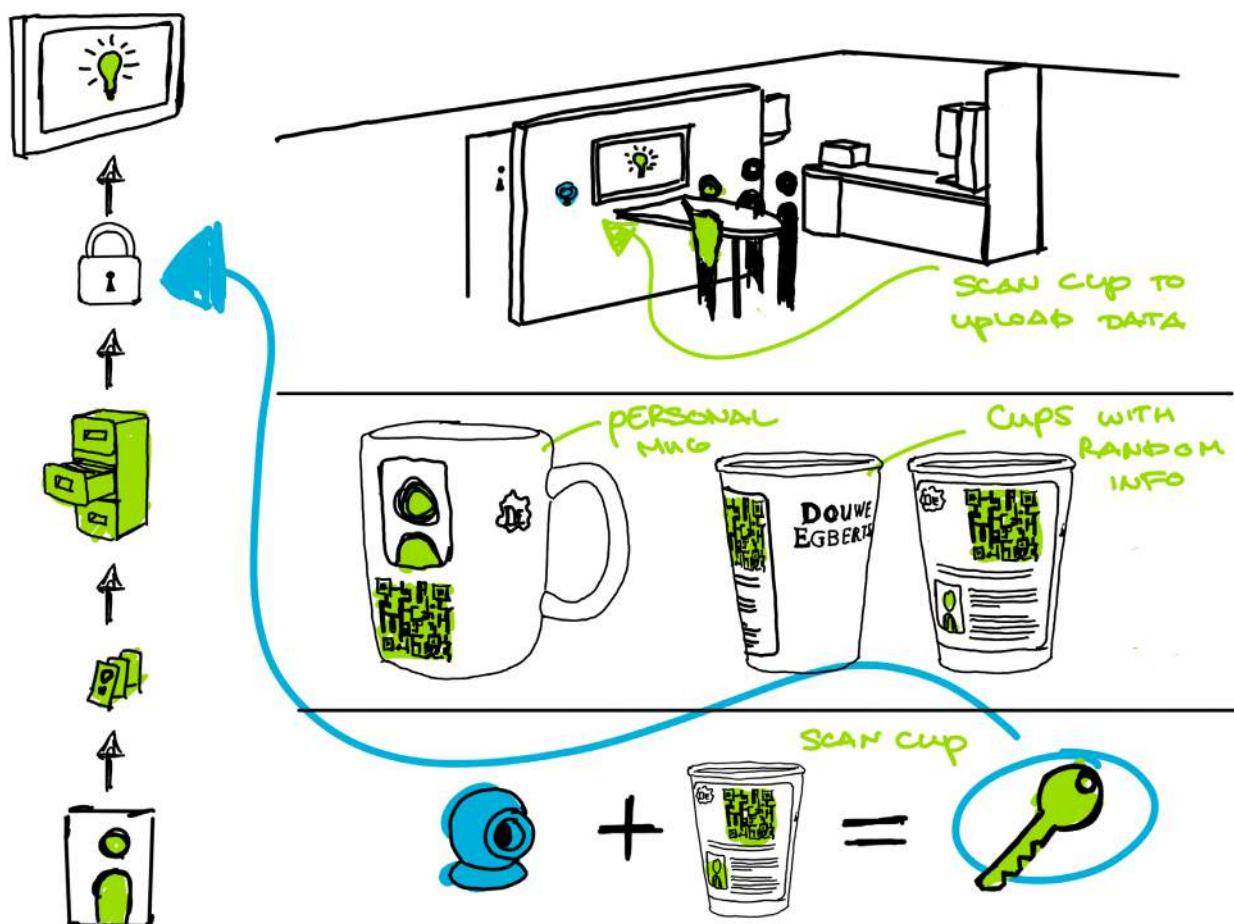
Underlying values: Get inspiration from others, feel confident about establishment, sense of connectedness, give and receive feedback, establish common ground.



1. Employees, working in separate work offices, can join Douwe Egberts' corporate network
2. You are able to set up subgroups within the network



3. Within a network, you select media that you would like to share with colleagues.
4. You put the media in Douwe Egberts' Expression Folder, where it will be archived



5. When you want to discuss your media, you invite your colleagues via the social network
6. At the coffee space, you get your mug or cup with personal tag and scan it
7. The system recognizes your tag and automatically uploads media in your Expression Folder
8. Share, discuss, enjoy media that is offered by you or by your colleagues

F. Exploring Values: Wall-E Metaphor



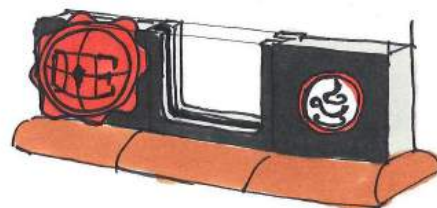
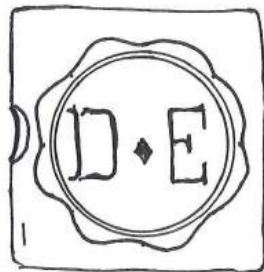
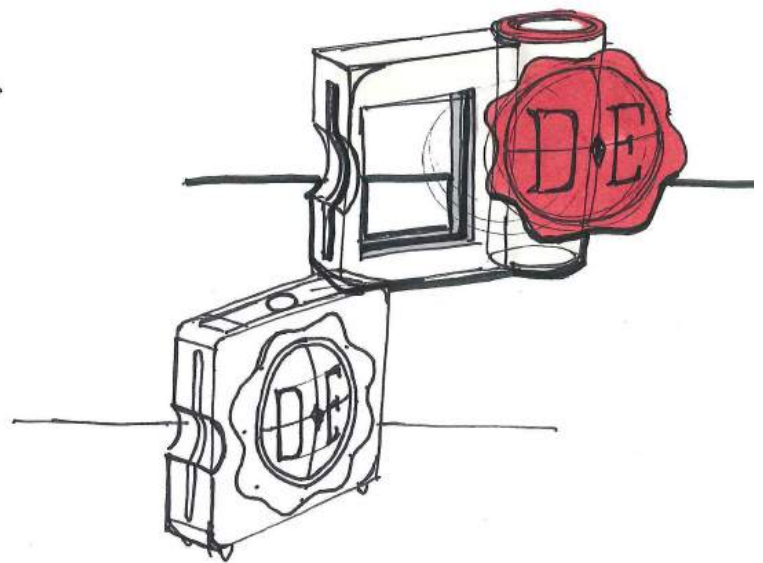
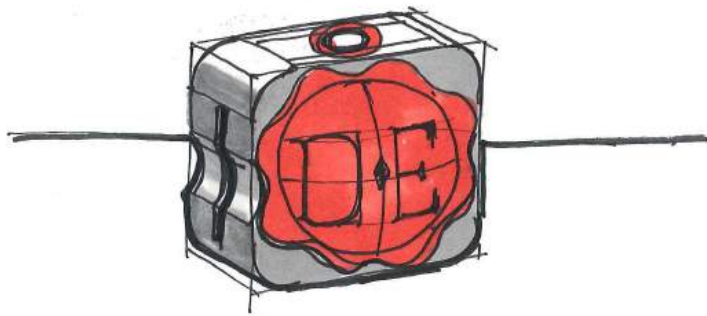
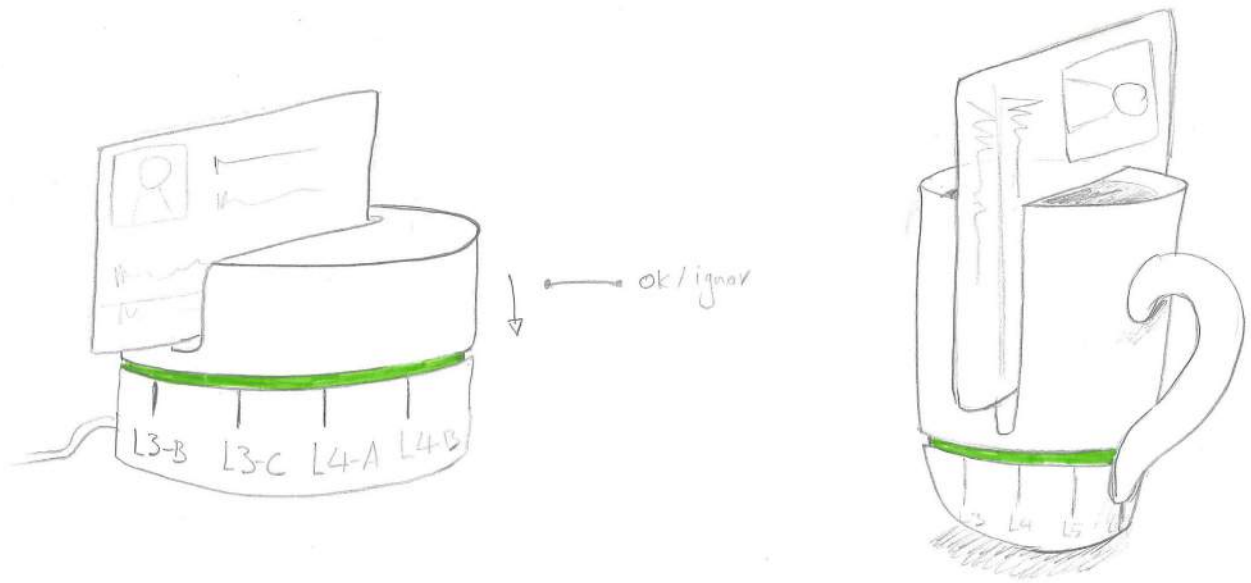
Wall-E can be considered as the embodiment of a person that is desperately looking for someone to spend his time with. As such, Wall-E forms the ultimate metaphor for investigating the underlying reasons for socializing and related rituals. For those who don't know the story of Wall-E:

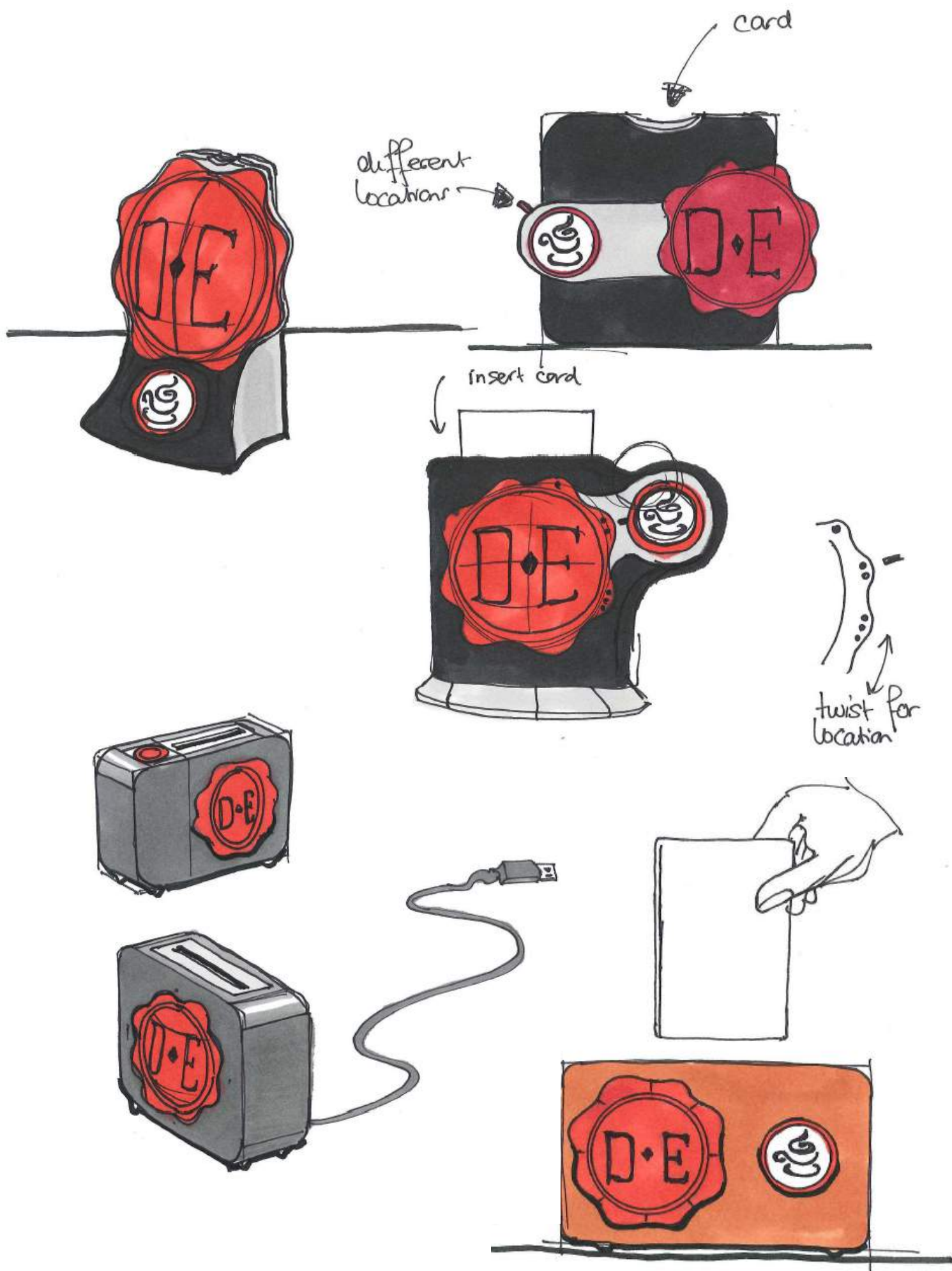
In the year 2805, the earth is uninhabitable. Seven hundred years after mass consumerism turned earth into one giant garbage dump. Giving up on restoring the ecosystem, earth's population decides to abandon earth. They leave behind an army of trash compactor robots called "WALL-E" (Waste Allocation Load Lifter, Earth class) to clean up the planet. After five years, however, the planet was deemed too toxic to sustain life, forcing humanity to remain in space. In the beginning of the story only one WALL-E unit remains and has developed sentience. More and more he starts to express his need for having other persons to spend his life with. Then, out of space, comes robot EVE.

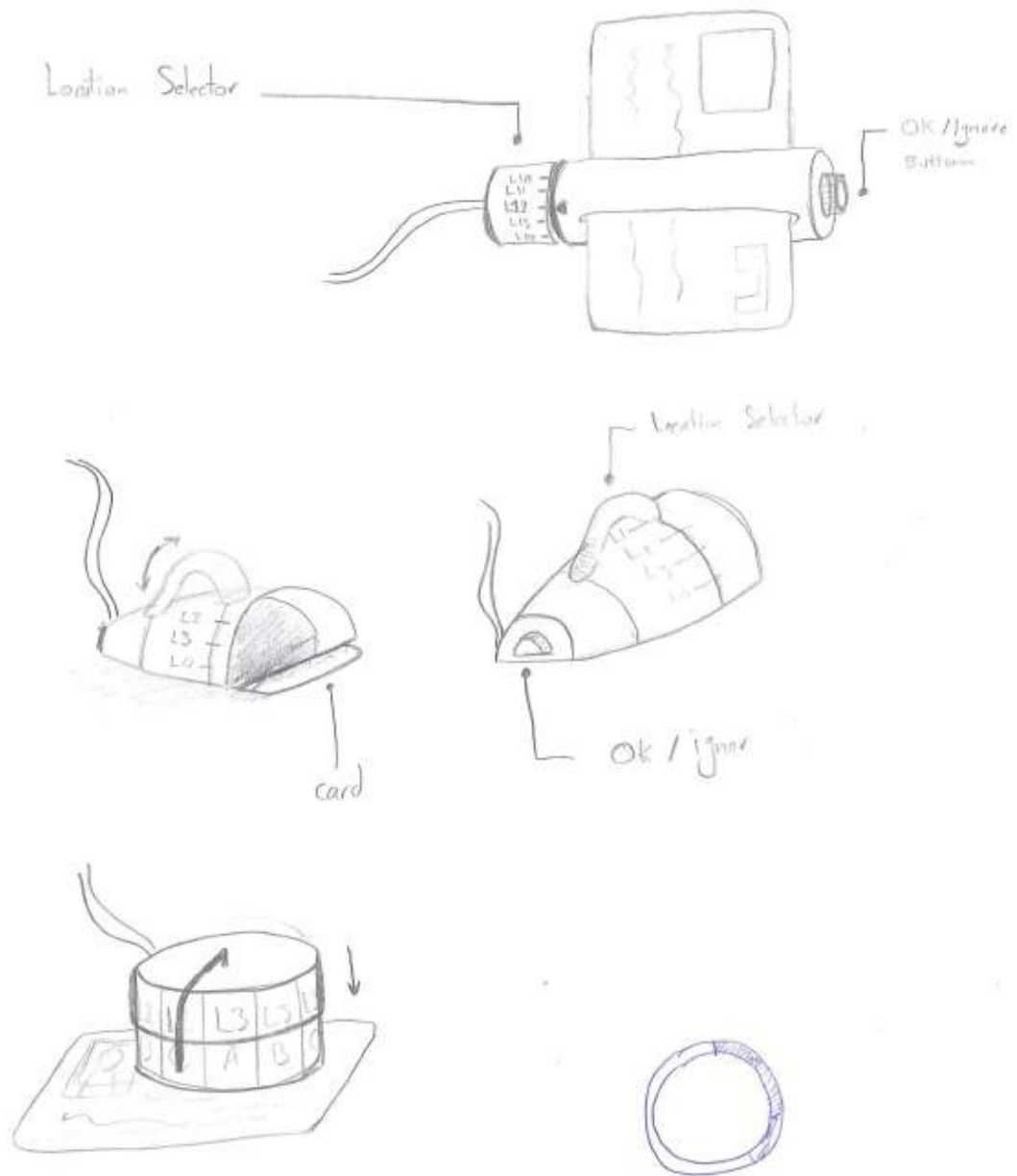
Meaningfull Metaphors

Talking about values incorporates the risk of remaining too abstract. Values that are defined in a too abstract way are very hard to translate into design features and complex to integrate in the design process. As such, we have tried to look for usefull metaphors that help us to make the subject of social rituals discussable and tangible. Here Wall-E comes into play: A robot, which has developed consciousness, that spends his time alone on planet earth. The story is explained briefly in the right column. Considering Wall-E's context and experience, we found that this is the ultimate metaphor to capture underlying values that might explain our social behavior.

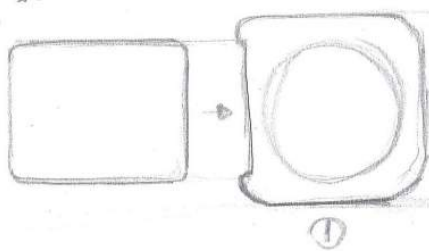
G. form study Syncaffé



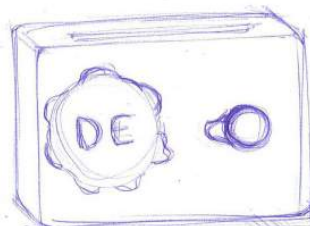
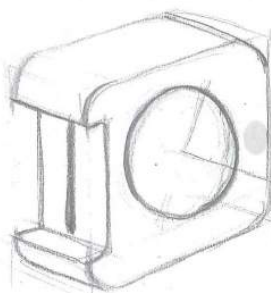




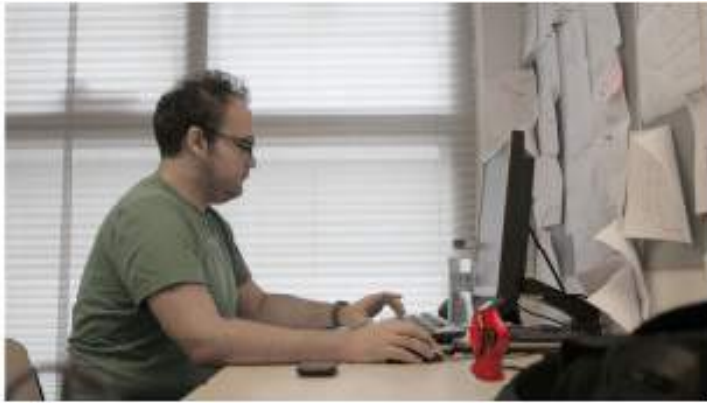
#1



LOGO APPEARS ON THE
BUTTON WHEN YOU
CONNECTED



H. scenario Syncaffé



1. It's an ordinary day at work.



2. Here, we see Samad.



3. He looks around to release the pressure of work, after a tough job.



4. Here it is!
My Syncaffé!



5. He takes out his Douwe Egberts Company Card and inserts it in the Syncaffé.



6. By inserting the card, he is logging in to the network to set up a coffee request.



7. By twisting the outer side of the logo, Samad can set a specific location for the meeting.



8. Then he presses the button for creating the request.



9. Now the request is sent out throughout the network. Colleagues get a subtle notification on their Syncaffé.



10. It seems that Bart is in difficult conversation right now.



11. Nur sees the notification and she is curious to see who has sent the notification.



12. She wants to be sure that her ex is not in the request. She inserts her card and logs into the network.



13. Here she can see that Samad has set up the request, together with the location and the time.

Nur: Hmm, why not.
I should take a break!



14. Then Nur presses the button to confirm the request.



15. Samad gets a signal and sees that Nur is attending his request.

Now, Samad waits till request time is over. He will see the countdown on his device.



16. Bart is finished with his conversation and is left frustrated.



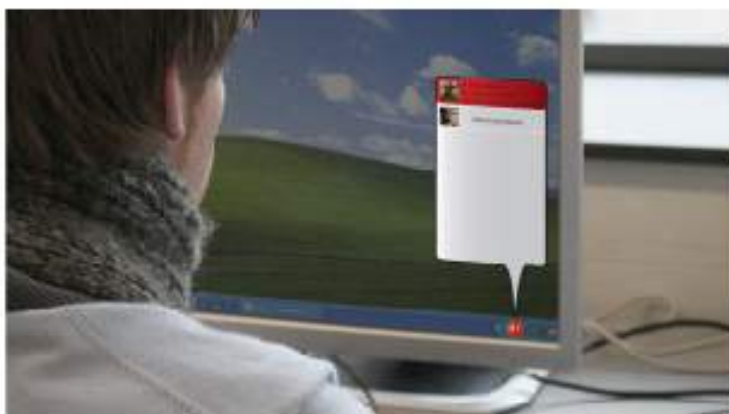
17. Bart: Ahh, I really need a break right now!



18. He suddenly sees his Syncaffé.



19. He inserts his card when its fully glowing, which means that the coffee request is about to expire.



20. He checks the location and quickly confirms.



21. Meanwhile Mr Ex, also sees the notification,



22. He sees Nur is already attended to the request.



23. Mr ex: I don't think so!
Let's create my own request.



24. He selects another coffee corner,
and send the new request to the
network.



25. The new request form Mr ex appears, waiting for others to be responded.



26. They take their card out and ...



27. ... join each other in the coffee meeting.



28.
Syncaffé,
synchronizing coffee pleasure...
everywhere!

I. Q-Data

PQMethod2.11 clemens
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PAGE 1

Apr 27 11

Correlation Matrix Between Sorts

SORTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1 1A	100	39	23	38	55	31	15	6	23	-5	-5	40	-28	50	16	-3	4
2 2A	39	100	44	61	44	14	49	47	44	50	43	-7	-6	64	37	46	24
3 3A	23	44	100	34	19	5	29	36	35	46	48	37	21	65	27	24	-5
4 4A	38	61	34	100	15	-15	66	47	55	28	27	40	-27	54	56	49	32
5 5A	55	44	19	15	100	43	15	0	37	13	20	1	10	37	4	9	18
6 6A	31	14	5	-15	43	100	6	14	16	-1	1	-10	31	34	-5	-7	21
7 7B	15	49	29	66	15	6	100	78	56	28	58	7	-10	60	59	27	51
8 8B	6	47	36	47	0	14	78	100	52	58	73	-3	12	57	59	43	32
9 9B	23	44	35	55	37	16	56	52	100	38	42	13	10	58	42	44	33
10 10B	-5	50	46	28	13	-1	28	58	38	100	67	1	4	37	35	66	11
11 11B	-5	43	48	27	20	1	58	73	42	67	100	-7	23	39	63	40	42
12 12C	40	-7	37	40	1	-10	7	-3	13	1	-7	100	3	29	22	9	-3
13 13C	-28	-6	21	-27	10	31	-10	12	10	4	23	3	100	15	-3	-12	2
14 14C	50	64	65	54	37	34	60	57	58	37	39	29	15	100	35	16	21
15 15D	16	37	27	56	4	-5	59	59	42	35	63	22	-3	35	100	53	26
16 16D	-3	46	24	49	9	-7	27	43	44	66	40	9	-12	16	53	100	-9
17 17D	4	24	-5	32	18	21	51	32	33	11	42	-3	2	21	26	-9	100

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Unrotated Factor Matrix

SORTS	Factors		
	1	2	3
1 1A	0.3490	0.5209	-0.1932
2 2A	0.7200	0.0127	-0.1170
3 3A	0.5843	0.2389	-0.2012
4 4A	0.6771	-0.1157	-0.4057
5 5A	0.3983	0.4428	0.1383
6 6A	0.2044	0.4043	0.4619
7 7B	0.7245	-0.3326	0.1110
8 8B	0.7488	-0.3778	0.1216
9 9B	0.7308	-0.0333	0.0743
10 10B	0.5710	-0.2018	-0.0598
11 11B	0.6963	-0.3302	0.1726
12 12C	0.1979	0.1409	-0.4370
13 13C	0.0517	0.1353	0.3664
14 14C	0.8287	0.4167	-0.0031
15 15D	0.6311	-0.3787	-0.1056
16 16D	0.4650	-0.3481	-0.3677
17 17D	0.3485	-0.1521	0.4357

Eigenvalues 5.5356 1.6052 1.2160
% expl.Var. 33 9 7

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Cumulative Communalities Matrix

Factors 1 Thru
1 2 3

SORTS

1 1A	0.1218	0.3932	0.4305
2 2A	0.5184	0.5185	0.5322
3 3A	0.3415	0.3985	0.4390
4 4A	0.4584	0.4718	0.6364
5 5A	0.1587	0.3547	0.3739
6 6A	0.0418	0.2052	0.4186
7 7B	0.5250	0.6356	0.6479
8 8B	0.5607	0.7034	0.7182
9 9B	0.5340	0.5351	0.5407
10 10B	0.3261	0.3668	0.3704
11 11B	0.4848	0.5938	0.6236
12 12C	0.0392	0.0590	0.2500
13 13C	0.0027	0.0210	0.1552
14 14C	0.6867	0.8603	0.8603
15 15D	0.3983	0.5418	0.5529
16 16D	0.2163	0.3374	0.4727
17 17D	0.1214	0.1446	0.3344

cum% expl.Var. 33 42 49

QANGLES File Not Found - Apparently VARIMAX Was Used

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Factor Matrix with an X Indicating a Defining Sort

Loadings

QSORT	1	2	3
1 1A	-0.0160	0.6559X	-0.0082
2 2A	0.5794X	0.4414	-0.0411
3 3A	0.3348	0.5672X	-0.0718
4 4A	0.5923X	0.3979	-0.3567
5 5A	0.0946	0.5289X	0.2919
6 6A	-0.0188	0.3005	0.5726X
7 7B	0.7932X	0.1091	0.0821
8 8B	0.8393X	0.0841	0.0820
9 9B	0.6291X	0.3576	0.1303
10 10B	0.5799X	0.1746	-0.0595
11 11B	0.7734X	0.0781	0.1390
12 12C	0.0507	0.3427	-0.3605
13 13C	-0.0032	0.0319	0.3927X
14 14C	0.4539	0.7863X	0.1897
15 15D	0.7243X	0.0820	-0.1466
16 16D	0.5490X	0.0876	-0.4044
17 17D	0.4076	-0.0487	0.4074X

% expl.Var. 27 14 7

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Free Distribution Data Results

QSORT	MEAN	ST.DEV.
1 1A	0.043	1.692
2 2A	0.130	1.866
3 3A	0.435	1.830

4 4A	0.217	1.536
5 5A	0.130	1.817
6 6A	-0.130	1.817
7 7B	-0.261	1.839
8 8B	0.000	1.907
9 9B	0.609	1.828
10 10B	0.435	1.805
11 11B	0.261	1.936
12 12C	0.000	1.758
13 13C	0.000	1.758
14 14C	0.000	1.758
15 15D	-0.478	1.563
16 16D	0.000	1.758
17 17D	0.304	1.636

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Rank Statement Totals with Each Factor

No. Statement	Factors			
	No.	1	2	3
1 1.I find it pleasant that I can drop in at a colleague	1	1.78	1	1.13
2 2.I know my colleagues pretty well.	2	0.47	12	0.45
3 3.I like to tell about my work at home or to friends.	3	1.23	2	0.53
4 4.I would like to know more about the personal interes	4	0.55	9	-0.34
5 5.I do not have a clear picture of how my work fits in	5	-1.22	21	-1.52
6 6.I feel there should be more informal events at my de	6	-0.71	18	0.29
7 7.When my colleague has been absnt for more than 1 da	7	0.90	4	-0.18
8 8.When I am sick I find it pleasant when colleagues ca	8	-0.15	13	1.16
9 9.When I receive a lot of feedback on my work and from	9	0.77	7	1.80
10 10.Personal, face to face contact is crucial for my we	10	0.50	11	1.46
11 11.I think that we can work much more efficient when w	11	0.79	6	0.30
12 12.I would like to be more involved in the overall pol	12	-0.66	16	0.79
13 13.I prefer E-mail contact to face to face contact bec	13	-0.80	19	-1.59
14 14.I have more social contacts at work then in my priv	14	-0.40	14	-0.90
15 15.I see myself first of all as a professional who doe	15	-0.48	15	-0.60
16 16.I prefer working at home because I feel less contro	16	-1.76	22	-1.20
17 17.I feel very much at ease at work. It's a cosy place	17	0.59	8	0.84
18 18.It's very easy to take initiatives with others to s	18	-0.70	17	0.86
19 19.I feel I am treated very much equal to the others.I	19	0.89	5	-1.01
20 20.In my office I feel a bit like a prisoner locked up	20	-2.03	23	-1.53
21 21.My department is quite isolated from the others.I h	21	-1.02	20	-0.07
22 22.I feel like the institute is a big 'family' and I f	22	0.93	3	-0.15
23 23.I feel free to invite my family to my workplace and	23	0.52	10	-0.52

Correlations Between Factor Scores

	1	2	3
1	1.0000	0.5283	0.2031
2	0.5283	1.0000	0.3345
3	0.2031	0.3345	1.0000

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Normalized Factor Scores -- For Factor 1

No. Statement

No. Z-SCORES

1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.781
3	3.I like to tell about my work at home or to friends. They k	3	1.233
22	22.I feel like the institute is a big 'family' and I find a	22	0.935
7	7.When my colleague has been absent for more than 1 day I as	7	0.901
19	19.I feel I am treated very much equal to the others.I don't	19	0.890
11	11.I think that we can work much more efficient when we have	11	0.787
9	9.When I receive a lot of feedback on my work and from colle	9	0.768
17	17.I feel very much at ease at work. It's a cosy place and i	17	0.585
4	4.I would like to know more about the personal interests of	4	0.548
23	23.I feel free to invite my family to my workplace and intro	23	0.524
10	10.Personal, face to face contact is crucial for my wellbein	10	0.500
2	2.I know my colleagues pretty well.	2	0.473
8	8.When I am sick I find it pleasant when colleagues call me	8	-0.150
14	14.I have more social contacts at work then in my private li	14	-0.400
15	15.I see myself first of all as a professional who does his	15	-0.476
12	12.I would like to be more involved in the overall policy ma	12	-0.656
18	18.It's very easy to take initiatives with others to start n	18	-0.703
6	6.I feel there should be more informal events at my departme	6	-0.707
13	13.I prefer E-mail contact to face to face contact because i	13	-0.803
21	21.My department is quite isolated from the others.I have ha	21	-1.021
5	5.I do not have a clear picture of how my work fits in the o	5	-1.218
16	16.I prefer working at home because I feel less controlled b	16	-1.759
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-2.033

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Normalized Factor Scores -- For Factor 2

No. Statement

No. Z-SCORES

9	9.When I receive a lot of feedback on my work and from colle	9	1.801
10	10.Personal, face to face contact is crucial for my wellbein	10	1.465
8	8.When I am sick I find it pleasant when colleagues call me	8	1.164
1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.128
18	18.It's very easy to take initiatives with others to start n	18	0.865
17	17.I feel very much at ease at work. It's a cosy place and i	17	0.837
12	12.I would like to be more involved in the overall policy ma	12	0.790
3	3.I like to tell about my work at home or to friends. They k	3	0.525
2	2.I know my colleagues pretty well.	2	0.452
11	11.I think that we can work much more efficient when we have	11	0.296
6	6.I feel there should be more informal events at my departme	6	0.292
21	21.My department is quite isolated from the others.I have ha	21	-0.072
22	22.I feel like the institute is a big 'family' and I find a	22	-0.148
7	7.When my colleague has been absent for more than 1 day I as	7	-0.182
4	4.I would like to know more about the personal interests of	4	-0.338
23	23.I feel free to invite my family to my workplace and intro	23	-0.516
15	15.I see myself first of all as a professional who does his	15	-0.604
14	14.I have more social contacts at work then in my private li	14	-0.903
19	19.I feel I am treated very much equal to the others.I don't	19	-1.008
16	16.I prefer working at home because I feel less controlled b	16	-1.204
5	5.I do not have a clear picture of how my work fits in the o	5	-1.517
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-1.531
13	13.I prefer E-mail contact to face to face contact because i	13	-1.589

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Normalized Factor Scores -- For Factor 3

No.	Statement	No.	Z-SCORES
20	20.In my office I feel a bit like a prisoner locked up in hi	20	1.971
1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.232
10	10.Personal, face to face contact is crucial for my wellbein	10	1.186
7	7.When my colleague has been absent for more than 1 day I as	7	1.112
11	11.I think that we can work much more efficient when we have	11	1.024
12	12.I would like to be more involved in the overall policy ma	12	0.951
15	15.I see myself first of all as a professional who does his	15	0.628
2	2.I know my colleagues pretty well.	2	0.554
9	9.When I receive a lot of feedback on my work and from colle	9	0.480
3	3.I like to tell about my work at home or to friends. They k	3	0.105
21	21.My department is quite isolated from the others.I have ha	21	-0.004
16	16.I prefer working at home because I feel less controlled b	16	-0.151
19	19.I feel I am treated very much equal to the others.I don't	19	-0.158
4	4.I would like to know more about the personal interests of	4	-0.265
17	17.I feel very much at ease at work. It's a cosy place and i	17	-0.420
8	8.When I am sick I find it pleasant when colleagues call me	8	-0.439
18	18.It's very easy to take initiatives with others to start n	18	-0.467
23	23.I feel free to invite my family to my workplace and intro	23	-0.608
22	22.I feel like the institute is a big 'family' and I find a	22	-0.809
14	14.I have more social contacts at work then in my private li	14	-0.896
6	6.I feel there should be more informal events at my departme	6	-1.413
5	5.I do not have a clear picture of how my work fits in the o	5	-1.756
13	13.I prefer E-mail contact to face to face contact because i	13	-1.856

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Descending Array of Differences Between Factors 1 and 2

No.	Statement	No.	Type 1	Type 2	Difference
19	19.I feel I am treated very much equal to the others.I don't	19	0.890	-1.008	1.898
7	7.When my colleague has been absent for more than 1 day I as	7	0.901	-0.182	1.083
22	22.I feel like the institute is a big 'family' and I find a	22	0.935	-0.148	1.083
23	23.I feel free to invite my family to my workplace and intro	23	0.524	-0.516	1.040
4	4.I would like to know more about the personal interests of	4	0.548	-0.338	0.887
13	13.I prefer E-mail contact to face to face contact because i	13	-0.803	-1.589	0.786
3	3.I like to tell about my work at home or to friends. They k	3	1.233	0.525	0.707
1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.781	1.128	0.653
14	14.I have more social contacts at work then in my private li	14	-0.400	-0.903	0.504
11	11.I think that we can work much more efficient when we have	11	0.787	0.296	0.491
5	5.I do not have a clear picture of how my work fits in the o	5	-1.218	-1.517	0.299
15	15.I see myself first of all as a professional who does his	15	-0.476	-0.604	0.128
2	2.I know my colleagues pretty well.	2	0.473	0.452	0.021
17	17.I feel very much at ease at work. It's a cosy place and i	17	0.585	0.837	-0.251
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-2.033	-1.531	-0.502
16	16.I prefer working at home because I feel less controlled b	16	-1.759	-1.204	-0.554
21	21.My department is quite isolated from the others.I have ha	21	-1.021	-0.072	-0.949
10	10.Personal, face to face contact is crucial for my wellbein	10	0.500	1.465	-0.964
6	6.I feel there should be more informal events at my departme	6	-0.707	0.292	-0.999
9	9.When I receive a lot of feedback on my work and from colle	9	0.768	1.801	-1.033
8	8.When I am sick I find it pleasant when colleagues call me	8	-0.150	1.164	-1.313
12	12.I would like to be more involved in the overall policy ma	12	-0.656	0.790	-1.447
18	18.It's very easy to take initiatives with others to start n	18	-0.703	0.865	-1.568

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Descending Array of Differences Between Factors 1 and 3

No.	Statement	No.	Type 1	Type 3	Difference
22	22.I feel like the institute is a big 'family' and I find a	22	0.935	-0.809	1.744
23	23.I feel free to invite my family to my workplace and intro	23	0.524	-0.608	1.133
3	3.I like to tell about my work at home or to friends. They k	3	1.233	0.105	1.128
13	13.I prefer E-mail contact to face to face contact because i	13	-0.803	-1.856	1.054
19	19.I feel I am treated very much equal to the others.I don't	19	0.890	-0.158	1.047
17	17.I feel very much at ease at work. It's a cosy place and i	17	0.585	-0.420	1.005
4	4.I would like to know more about the personal interests of	4	0.548	-0.265	0.813
6	6.I feel there should be more informal events at my departme	6	-0.707	-1.413	0.706
1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.781	1.232	0.549
5	5.I do not have a clear picture of how my work fits in the o	5	-1.218	-1.756	0.537
14	14.I have more social contacts at work then in my private li	14	-0.400	-0.896	0.497
8	8.When I am sick I find it pleasant when colleagues call me	8	-0.150	-0.439	0.290
9	9.When I receive a lot of feedback on my work and from colle	9	0.768	0.480	0.287
2	2.I know my colleagues pretty well.	2	0.473	0.554	-0.081
7	7.When my colleague has been absent for more than 1 day I as	7	0.901	1.112	-0.211
18	18.It's very easy to take initiatives with others to start n	18	-0.703	-0.467	-0.236
11	11.I think that we can work much more efficient when we have	11	0.787	1.024	-0.237
10	10.Personal, face to face contact is crucial for my wellbein	10	0.500	1.186	-0.686
21	21.My department is quite isolated from the others.I have ha	21	-1.021	-0.004	-1.017
15	15.I see myself first of all as a professional who does his	15	-0.476	0.628	-1.104
12	12.I would like to be more involved in the overall policy ma	12	-0.656	0.951	-1.607
16	16.I prefer working at home because I feel less controlled b	16	-1.759	-0.151	-1.607
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-2.033	1.971	-4.004

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Descending Array of Differences Between Factors 2 and 3

No.	Statement	No.	Type 2	Type 3	Difference
6	6.I feel there should be more informal events at my departme	6	0.292	-1.413	1.705
8	8.When I am sick I find it pleasant when colleagues call me	8	1.164	-0.439	1.603
18	18.It's very easy to take initiatives with others to start n	18	0.865	-0.467	1.331
9	9.When I receive a lot of feedback on my work and from colle	9	1.801	0.480	1.321
17	17.I feel very much at ease at work. It's a cosy place and i	17	0.837	-0.420	1.257
22	22.I feel like the institute is a big 'family' and I find a	22	-0.148	-0.809	0.661
3	3.I like to tell about my work at home or to friends. They k	3	0.525	0.105	0.420
10	10.Personal, face to face contact is crucial for my wellbein	10	1.465	1.186	0.279
13	13.I prefer E-mail contact to face to face contact because i	13	-1.589	-1.856	0.268
5	5.I do not have a clear picture of how my work fits in the o	5	-1.517	-1.756	0.238
23	23.I feel free to invite my family to my workplace and intro	23	-0.516	-0.608	0.093
14	14.I have more social contacts at work then in my private li	14	-0.903	-0.896	-0.007
21	21.My department is quite isolated from the others.I have ha	21	-0.072	-0.004	-0.068
4	4.I would like to know more about the personal interests of	4	-0.338	-0.265	-0.073
2	2.I know my colleagues pretty well.	2	0.452	0.554	-0.102
1	1.I find it pleasant that I can drop in at a colleagues offi	1	1.128	1.232	-0.105
12	12.I would like to be more involved in the overall policy ma	12	0.790	0.951	-0.160
11	11.I think that we can work much more efficient when we have	11	0.296	1.024	-0.728
19	19.I feel I am treated very much equal to the others.I don't	19	-1.008	-0.158	-0.851
16	16.I prefer working at home because I feel less controlled b	16	-1.204	-0.151	-1.053
15	15.I see myself first of all as a professional who does his	15	-0.604	0.628	-1.232
7	7.When my colleague has been absent for more than 1 day I as	7	-0.182	1.112	-1.294
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-1.531	1.971	-3.503

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Factor Q-Sort Values for Each Statement

Factor Arrays

No.	Statement	No.	1	2	3
1	1.I find it pleasant that I can drop in at a colleagues offi	1	3	2	3
2	2.I know my colleagues pretty well.	2	0	1	1
3	3.I like to tell about my work at home or to friends. They k	3	3	1	0
4	4.I would like to know more about the personal interests of	4	1	-1	0
5	5.I do not have a clear picture of how my work fits in the o	5	-2	-2	-3
6	6.I feel there should be more informal events at my departme	6	-1	0	-2
7	7.When my colleague has been absent for more than 1 day I as	7	2	0	2
8	8.When I am sick I find it pleasant when colleagues call me	8	0	2	-1
9	9.When I receive a lot of feedback on my work and from colle	9	1	3	1
10	10.Personal, face to face contact is crucial for my wellbein	10	0	3	2
11	11.I think that we can work much more efficient when we have	11	1	0	2
12	12.I would like to be more involved in the overall policy ma	12	-1	1	1
13	13.I prefer E-mail contact to face to face contact because i	13	-2	-3	-3
14	14.I have more social contacts at work then in my private li	14	0	-1	-2
15	15.I see myself first of all as a professional who does his	15	-1	-1	1
16	16.I prefer working at home because I feel less controlled b	16	-3	-2	0
17	17.I feel very much at ease at work. It's a cosy place and i	17	1	1	-1
18	18.It's very easy to take initiatives with others to start n	18	-1	2	-1
19	19.I feel I am treated very much equal to the others.I don't	19	2	-2	0
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-3	-3	3
21	21.My department is quite isolated from the others.I have ha	21	-2	0	0
22	22.I feel like the institute is a big 'family' and I find a	22	2	0	-2
23	23.I feel free to invite my family to my workplace and intro	23	0	-1	-1

Variance = 2.957 St. Dev. = 1.719

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Factor Q-Sort Values for Statements sorted by Consensus vs. Disagreement (Variance across normalized Factor Scores)

Factor Arrays

No.	Statement	No.	1	2	3
2	2.I know my colleagues pretty well.	2	0	1	1
5	5.I do not have a clear picture of how my work fits in the o	5	-2	-2	-3
14	14.I have more social contacts at work then in my private li	14	0	-1	-2
1	1.I find it pleasant that I can drop in at a colleagues offi	1	3	2	3
11	11.I think that we can work much more efficient when we have	11	1	0	2
4	4.I would like to know more about the personal interests of	4	1	-1	0
10	10.Personal, face to face contact is crucial for my wellbein	10	0	3	2
13	13.I prefer E-mail contact to face to face contact because i	13	-2	-3	-3
21	21.My department is quite isolated from the others.I have ha	21	-2	0	0
3	3.I like to tell about my work at home or to friends. They k	3	3	1	0
23	23.I feel free to invite my family to my workplace and intro	23	0	-1	-1
17	17.I feel very much at ease at work. It's a cosy place and i	17	1	1	-1
15	15.I see myself first of all as a professional who does his	15	-1	-1	1
7	7.When my colleague has been absent for more than 1 day I as	7	2	0	2
9	9.When I receive a lot of feedback on my work and from colle	9	1	3	1
16	16.I prefer working at home because I feel less controlled b	16	-3	-2	0
18	18.It's very easy to take initiatives with others to start n	18	-1	2	-1
8	8.When I am sick I find it pleasant when colleagues call me	8	0	2	-1
6	6.I feel there should be more informal events at my departme	6	-1	0	-2
22	22.I feel like the institute is a big 'family' and I find a	22	2	0	-2
12	12.I would like to be more involved in the overall policy ma	12	-1	1	1
19	19.I feel I am treated very much equal to the others.I don't	19	2	-2	0
20	20.In my office I feel a bit like a prisoner locked up in hi	20	-3	-3	3

Factor Characteristics

Factors

	1	2	3
No. of Defining Variables	9	4	3
Average Rel. Coef.	0.800	0.800	0.800
Composite Reliability	0.973	0.941	0.923
S.E. of Factor Scores	0.164	0.243	0.277

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Standard Errors for Differences in Normalized Factor Scores

(Diagonal Entries Are S.E. Within Factors)

Factors	1	2	3
1	0.232	0.293	0.322
2	0.293	0.343	0.368
3	0.322	0.368	0.392

Distinguishing Statements for Factor 1

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value and the Normalized Score are Shown.

Factors

No. Statement	1	2	3
No.	RNK SCORE	RNK SCORE	RNK SCORE
3 3.I like to tell about my work at home or to friends. They k	3	3 1.23	1 0.53 0 0.10
22 22.I feel like the institute is a big 'family' and I find a	22	2 0.93*	0 -0.15 -2 -0.81
19 19.I feel I am treated very much equal to the others.I don't	19	2 0.89*	-2 -1.01 0 -0.16
4 4.I would like to know more about the personal interests of	4	1 0.55	-1 -0.34 0 -0.26
23 23.I feel free to invite my family to my workplace and intro	23	0 0.52*	-1 -0.52 -1 -0.61
10 10.Personal, face to face contact is crucial for my wellbein	10	0 0.50	3 1.46 2 1.19
12 12.I would like to be more involved in the overall policy ma	12	-1 -0.66*	1 0.79 1 0.95
6 6.I feel there should be more informal events at my departme	6	-1 -0.71	0 0.29 -2 -1.41
13 13.I prefer E-mail contact to face to face contact because i	13	-2 -0.80*	-3 -1.59 -3 -1.86
21 21.My department is quite isolated from the others.I have ha	21	-2 -1.02*	0 -0.07 0 0.00

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Distinguishing Statements for Factor 2

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value and the Normalized Score are Shown.

Factors

No. Statement	1	2	3
No. RNK SCORE RNK SCORE RNK SCORE			
9 9.When I receive a lot of feedback on my work and from colle	9	1 0.77	3 1.80* 1 0.48
8 8.When I am sick I find it pleasant when colleagues call me	8	0 -0.15	2 1.16* -1 -0.44
18 18.It's very easy to take initiatives with others to start n	18	-1 -0.70	2 0.86* -1 -0.47
6 6.I feel there should be more informal events at my departme	6	-1 -0.71	0 0.29* -2 -1.41
7 7.When my colleague has been absent for more than 1 day I as	7	2 0.90	0 -0.18* 2 1.11
19 19.I feel I am treated very much equal to the others.I don't	19	2 0.89	-2 -1.01 0 -0.16

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Distinguishing Statements for Factor 3

(P < .05 ; Asterisk (*) Indicates Significance at P < .01)

Both the Factor Q-Sort Value and the Normalized Score are Shown.

Factors

No. Statement	1	2	3
No. RNK SCORE RNK SCORE RNK SCORE			
20 20.In my office I feel a bit like a prisoner locked up in hi	20	-3 -2.03	-3 -1.53 3 1.97*
15 15.I see myself first of all as a professional who does his	15	-1 -0.48	-1 -0.60 1 0.63*
16 16.I prefer working at home because I feel less controlled b	16	-3 -1.76	-2 -1.20 0 -0.15*
19 19.I feel I am treated very much equal to the others.I don't	19	2 0.89	-2 -1.01 0 -0.16
17 17.I feel very much at ease at work. It's a cosy place and i	17	1 0.59	1 0.84 -1 -0.42*
6 6.I feel there should be more informal events at my departme	6	-1 -0.71	0 0.29 -2 -1.41

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Consensus Statements -- Those That Do Not Distinguish Between ANY Pair of Factors.

All Listed Statements are Non-Significant at P>.01, and Those Flagged With an * are also Non-Significant at P>.05.

Factors

No. Statement	1	2	3
No. RNK SCORE RNK SCORE RNK SCORE			
1 1.I find it pleasant that I can drop in at a colleagues off	1	3 1.78	2 1.13 3 1.23
2* 2.I know my colleagues pretty well.	2	0 0.47	1 0.45 1 0.55
5* 5.I do not have a clear picture of how my work fits in the o	5	-2 -1.22	-2 -1.52 -3 -1.76
11 11.I think that we can work much more efficient when we have	11	1 0.79	0 0.30 2 1.02
14* 14.I have more social contacts at work then in my private li	14	0 -0.40	-1 -0.90 -2 -0.90

QANALYZE was completet at 14:27:19