

# COMMUNICATION IN INTERNATIONAL MARKETING

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**Fitnест**

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# Product A: Debriefing and Infographic

## Product A1: Debriefing

### Introduction

Fitnest is a Dutch online retailer that sells office furniture, mainly ergonomic desks, and chairs. The company tries to bring a world-class quality product to its customers. Fitnest's addressable market is based in European Economic Area, more specifically in Germany, Austria, Belgium, France, Luxemburg and Netherlands itself. Company's values are simply lied in environment customized specifically for knowledge workers, the goal of Fitnest is to healthy working habits.



Figure 1: (fitnest.eu, 2021)

### Case study

Being a new competitor in the market, Fitnest addressed that it lacks clear communication with its target audience. By having an identified target group (25–34-year-old knowledge workers), company believes that it is important to raise the awareness of the company values, which is:

***“... we want to appeal to people who see value in community, support and company availability...”***

In order to give a communication advice to Fitnest, the team of four researchers has conducted a qualitative research, market and target group analysis. The results of researchers work which will be presented in this paper.

# Findings

## Market situation

Fitnest is in the market sector of furniture where they are specializing in ergonomic products. By ergonomic products, they aim to ease the discomfort of sitting down and body posture.

Within the business, their strength is most visible to the value they add towards what they sell. They explain why their products are necessary and why is it a good idea to buy them. Besides that, they also make use of their distribution channels effectively. For example, upon searching stand desks on google their SEO position appears to be very high up the results.

On the other hand, Fitnest's website does not appeal to a consumer's eye. This is particularly important especially when they are mainly focused on providing their products to specific consumers or a specific target group.

Although stand desks were only discovered a little bit more than 10 years ago (BMJ, 2014), its apparent innovations have reached a very big market. Harvard Health Publishing have written an article about how can stand desks help our overall health. This not only include physical but also mental well-being. However, having such a specific niche in the market and focusing on such a small market segment, there might be some challenges when it comes to making consumers aware of the uses and the reason behind investing on stand desks.

## Characteristics of products or services

Fitnest's standing desks fulfill their customers' needs by improving consumer's working habits. By making sitting all day long, old news. They fulfill not only a customer's physical health needs but also their mental health according to Finch, Tomiyama and Ward, (2017) greater sitting time is closely tied to psychological health outcomes, such as depressive symptoms and anxiety.

A press release by KTVN (2021) mentions that the global standing desk market was valued at USD 6147.7 in 2020 and they see this market growing even more by the end of 2027.

## Differentiating characteristics of Fitnest

Firstly, compared to competitors, Fitnest has gained quite a lot of positive feedback when it comes to quality and logistics (Trustpilot, 2021). This gives them a very nice competitive edge when gaining trust from new customers who are not aware of their brand yet. Besides that, Fitnest's location also gives them an advantage being that The Netherlands appears to be one of the top three countries that have the world's best shipping ports which makes logistics easier.

However, looking at competitor's distribution channels, their competitors have a more appealing and organized website which gives a more professional image to the viewers. Apart from that, their competitors also have a wider variety of products which gives more choices or options to their consumers. This also make the turnover of other competitors bigger due to wholesale retails.

## What does the product and brand stand for?

Their current image shows that they are focused on is being unique, adding value to craftsmanship and promote healthier working environments. They add value to their products in a way that they want to be seen as a community, supporting each other and a company available to their consumer's needs.

## What should the product/ service/ brand stand for? (desired positioning)

The ultimate goal that Fitnest want is to create a new work behavior – they want to **improve consumers mood, productivity and alertness.**

## How does the brand speak and behave? (tone-of-voice)

Their tone-of-voice is very informative. They put a lot of valid information about healthcare to raise their potential customer's awareness about the urgency of the proper stand-working.

## Problem analysis

The most concerned problem is that the potential customers are still lack of awareness about the concept of the standing desk (what is it, what its benefits, why should they use a standing desk, why is it that much expensive, which brand that sells a good one...). Relating to the biggest Competitor - FULLY Europe, they are more focus on B2B so that they aim at a wide range of sales. Besides, Fitnest spends most of money focusing on remarketing and advertising, which is more about sales than Fitnest's target - brand awareness.

## Client's marketing strategy

The client has already used social media marketing and online advertising, but maybe it's good to consider other digital channels out there, so that he can match the channel used by the target group.

## Client's marketing activities

Fitnest has implemented SEO, social media marketing (ads on Facebook and Instagram), content marketing (website, blog about standing desks on their websites, and a newsletter).

The client can further focus on building a community that together develop a new behavior for a healthy lifestyle. For example, Instagram (4.12%) takes only the 5<sup>th</sup> place out of 6 social media channels primarily used in Luxembourg. According to GlobalStats (2021), Facebook remains the 1<sup>st</sup> option, Instagram is on the 2<sup>nd</sup> place (15.38%), Twitter- on 3<sup>rd</sup> place (14.83%), Tumblr- 7.35% and YouTube - after Instagram - 3.76%.

It could be wise for the client to think about Earned Media and PR, be it partnerships, word of mouth or paying to influencer, because the free publicity they carry credibility and increase awareness of the brand. (Woschnick, 2021). Moreover, a 2020 study by Econsultancy on influencer marketing shows that '61% of consumers, within the age of 18 and 34, have been persuaded to make a purchase decision by digital influencers. (Benseddik, 2020)

## Client's communication goals (of the current campaign)

The main communication goal is raising brand awareness among the target group in the European economic area. According to Brand Fabrik, 'pinpointing what make your company different, and using those differences to show the inherent value of your company'. (Fabrik, n.d.) Thus, it can instil affinity and loyalty in the target group.

## Description of target group (who are we talking to?)

Target group: Knowledge workers between 25 to 34 years old who are working in Europe area.

## Arguments for choice of target group

We chose this target group, because as Team Lapaas states: 'the youth market ...have buying power influencing the spending of their family members'. (Lapaas, 2020)

Also, the talks aroused by other young clients of the company will instil preferences into their peers. Thus, one of the Cialdini principles- 'Social proof' will take place and broader audience can be reached.

The younger generations 'grew up with the internet on their fingertips by continuously adapting new changes', which means that they will pass their knowledge and open-mindedness for this innovative product to not only peers, but to parents, relatives, and once they graduate – to

colleagues. As the Team Lapaas admits, 'they will continue to use your brand for a longer period and recommend your brand through word of mouth'.

Additional reason behind this target is that 'hanging out' where the target is- i.e., social media, is much cheaper than the ordinary advertising.

And last, but not least, because of their intense media consumption (e.g., TV content, movies, games, and the myriads of possibilities on the Internet), youth is 'the most accessible generation in history' (Lapaas, 2020).

## Objectives of this campaign

The campaign had set three main objectives in order to succeed to raise brand awareness. The first objective is to develop **the voice of the brand** to the specific target group, for instance, advertising on blogs that talk about technologies and tech-accessories, bringing discussion subjects on the social media pages that talk about high-tech issues.

Secondly, the campaign is focused on **bringing the "Fitnest" community together** and growing it by engaging with the target group on social media. The desired response of this campaign is to raise an understanding of the "Fitnest" vision to the target group.

## Description of promise to the target group?

What's the 'single minded' message which needs to be communicated to achieve the desired response? Be factual and focus on the single-minded promise. Make it as credible as possible.

The campaign should be working towards one idea that **doing office job can be healthy if using the right furniture**. The promise of the campaign is to inflict the healthier lifestyle idea to people who spend most of their time working on the office desks.

## Proof of the promise?

Using Fitnest tables is beneficial because it creates new working habits, which will make big differences. For instance, the research shows that combining sitting and standing times when working is beneficial because it burns more calories than sitting. Combining those two activities reduces chances of having a back pain. Moreover, it has a good impact on brain activity and productivity. People who used standing desks were 45 per cent more productive than those who did not (Texas A&M University, 2016)

## Tone-of-voice for the campaign?

Within the brand personality you could focus on a specific aspect or tone of voice relevant to this campaign. (E.g because it's Valentine's Day, we're extra gentle). The core brand personality may not be compromised.

As the brand is more focused on very specific target group (people who work within high-tech office environments, mostly 25-34 years old). We believe that in order to reach such a persona the brand has to sell very personalised products, designed specifically for each of the clients rather than the masses. Since the company is not big, it can also bring the focus more on each client and carry a good CRM program after the purchase is being made. It would bring customer's loyalty and increase chances of developing a community. The tone of voice should be professional, formal and objective to reach the right client.

# Product A2: Market Scan and Infographic

## PESTLE Analysis of Germany, the Netherlands, France and Luxemburg

### Politics

#### Germany

Germany has an extremely high tax rates on private business, especially on labor power. It means that tax rate depends on the number of employees company owns. Moreover, it is important to mention, that individual tax rates are much higher than, for instance, environmental taxes that are put on businesses (19.1 per cent higher). Nevertheless, according to the Climate Action Program 2030 The Federal Government (2019) the tax rates are going to increase specifically for the transportation of goods, which might affect 'Fitness' when shipping goods. Overall, Germany scores as the third country that puts highest taxes on corporate bodies (with only few France and Portugal, being higher). It does not create a competitive environment to start or develop a business (Asen, 2019)

#### Luxemburg

When talking about the revenue in the furniture market in the country, "In the Furniture market, 15% of total revenue will be generated through online sales by 2021. The market's largest segment is the segment Living-Room & Dining-Room Furniture with a market volume of US\$131m in 2021" (Statista, 2021) .

This implies that the product could be searched for, and the best way to be sold is online.

Personal tax revenues in BENELUX indicate that "the personal income tax rate in Belgium reached 53.8 percent", while in Luxemburg- 43.6% and in the Netherlands 52.5 (Statista , 2019).

In terms of company profit tax rates Belgium scores 33%, Luxemburg- 29.2%, and the Netherlands – 25% (Statista, 2021).

The VAT rate in Luxemburg (17%) is lower than the VAT rate in the Netherlands (21%) and Belgium (21%) (Statista , 2019).

The corporate dividend tax rate in Luxemburg (15%) equals that of the Netherlands (15%), but is lower than that in Belgium (21%) (Statista, 2021).

These low indicators reveal that the product will gain awareness faster and could be purchased more frequently in Luxemburg than the other Benelux members.

## Netherlands

The corporate income tax rate depends on the taxable amount.

1. If the taxable amount is € 245,000 or less, the corporate income tax rate is 15%.
2. If the taxable amount is more than € 245,000, the corporate income tax rate is € 36,750 plus 25% for the taxable amount exceeding € 245,000.

(Government of the Netherlands, nd)

Competition policy: The Dutch government considers permanent market dominance by digital platforms undesirable. It makes it difficult for new companies to enter the market, restricts the online competitiveness for businesses and consumer's freedom of choice. (Government of the Netherlands, 2019). In August 2019, State Secretary for Economic Affairs and Climate Policy of The Netherlands set out three measures to tackle this issue:

- Give competition authorities power to tackle online market dominance earlier
- Make transaction value part of merger thresholds
- Change competition policy at EU level

Export restriction: Producer responsibility: If you manufacture in or import into the Netherlands packed or packaging products, you are responsible for managing the packaging until the waste phase (business.gov.nl, 2021)

## France

Although, politically, the European Union might have the same laws and agreements between member countries, we can still differentiate France from other countries when it comes to looking at the standard corporate income tax rate which is 26.5%, which will be decrease to 25% by 2022, according to Expatica (Sergon, 2021). This is information that can help Fitnest understand their consumer's financial situation.

Besides that, the European commercial policy which main goal is of the EU's trade policy. Making trading opportunities for EU companies by removing trade barriers such as tariffs and quotas (European Union, n.d.). With this, Fitnest can guarantee an easier and cheaper way of shipping their products to their customers.

Ranking 10th on study portal's list of best places to study in Europe (Vioreanu, 2020), France is indeed one of the European countries whose politics are organized with having a ministry of education. By 2019, the ministry of Education of France funded their higher education with 16 billion euros and besides that, having other members of the community also help out with the

funding, households are the second biggest funders that year. Followed by household, local authorities and companies. (Statista Research Department, 2021)

## Economy

### Germany

The statistical data on Trading Economics (nd) states that Germany's inflation rate reaches the highest point in 30 years, since 1993 (3.9 per cent comparing to, for instance, 1.3 per cent in January the same year). According to the webpage, prices of various sectors have been increasing because of the lowered rates in prices of the fuel and other products in 2020. Moreover, unemployment rates in Germany is slowly increasing compared to 2019 and 2020, which can be a result of COVID-19 pandemic or might signalize about the upcoming economic collapse (statista.com, 2021).

### Luxemburg

"European policymaking in Luxembourg is characterized by a pragmatic and informal policy style. The comparatively limited size of the national bureaucracy allows for an ease of internal communication and coordination" (Robert Harmsen, 2020).

In 2018, foreigners made up 48% of the resident population of the country. The country's labor force is further heavily dependent on cross-border workers from the three surrounding countries. 50% coming from France and 25% coming from each of Belgium and Germany" (Robert Harmsen, 2020). This internationality also pertains to the students, i.e. our target group.

According to Statista (Statista, 2021) "In 2020, Luxembourg's gross domestic product amounted to around 73.21 billion U.S. dollars." It raised to 84.8 billion dollars in 2021 and is expected to increase in the recent years as well (2022-> 90.45 and reaching 95.34 in 2023).

"Harmonized consumer prices dropped 0.40% in July over the previous month, swinging from the 0.30% rise logged in June." In 2022 the inflation is most probably going to average 1.7%. "Inflation will remain modestly higher than the euro zone average of 1.4% in 2021-22." claimed analysts at the EIU (Focus Economics , 2021). These arguments reveal there's a high chance of successful distribution of the products.

### Netherlands

Inflation rates: Increasing in the past 5 years: 1.38% in 2017, 1.70% in 2018, 2.63% in 2019, 1.28% in 2020 and 1.81% in 2021 (inflation.eu, nd).

GDP Trends: Increase 2.36% in 2018 and 1.68% in 2019 but dramatically decrease in 2020 (-3.8%). In June 2021, increase for about 3.5% (statista.com, 2021).

Unemployment: From 2016 to 2019, the unemployment rate decrease from 6.01% to 3.38% but remarkably increase to 4.09% in 2020 (statista.com, 2021).

## France

France is among the top six of the countries with the largest gross domestic product worldwide (Silver, 2020). This means that France have been very productive when meeting their demand and supply. Knowing this, Fitnest will be able to know which countries have the most economic growth and which won't fall into recession. Also, highlighting the inflation of 2020 which was 0.53% and expected estimation of 1.08% by the end of 2021 makes this relevant due to the advantages of inflation (O'Neill, 2021). "Most economists consider the actual definition of inflation to be slightly different. Inflation is a function of the supply and demand for money, meaning that producing relatively more dollars causes each dollar to become less valuable, forcing the general price level to rise." (Boyle, 2021) This means more dollars produced, more spending from consumers that will occur.

In another aspect, the rate of students who were employed after graduating in 2020 is 74.9% and ranks 28<sup>th</sup> out of 40 countries (Eurostat, 2021). Furthermore, there are more than 3.500 institutes of higher education in France. And nearly 3000 of these institutes offer studies such as medicine, audio-visual, communication, journalism, fashion and design, agronomy, political science, etc. which will later power the economy of employment in France. (Campus France, n.d.)

## Socio-cultural

### Germany

A press released by the Statistische Bundesamt (2019) claims the levels of higher education in both women and men increased by 5 per cent in the last 3 years. In the year of 2017 nearly 502 000 students have gained a Bachelor's degree which of 53 133 were Mathematics and Natural Sciences students it is the highest number comparing to other subjects. Nonetheless, there was a rapid decrease in number of Bachelor graduates in 2019 (254 142 students) (statista.com, 2021). In addition, since the living costs in the big German cities are quite high, citizens are encouraged to use economical living amenities, for instance use cycle instead of car or shop at the second hand stores. Also, a millennium generation leads its way to the different lifestyle that is getting "trendy" in German society. A "hipster" culture is reaching its heights in the biggest German cities like Berlin, Munich, or Frankfurt. The best way to illustrate hipster culture is by this quote: *"Hipsters think plates are very old-fashioned. They prefer to eat from plants, tiles and first*

*generation iPads. This tofu self-identifying cross-species is being served on a spring-loaded folder that contains the script of a short film about a skateboarding shoelace designer.” (Walker, 2017)*

There are 466,701, they include lawyers, tax consultants, business consultants and engineers  
Invalid source specified.

## Luxembourg

“The population” between 15-19 years is 33,331. The people aged 20-24 years are 38,540 and those aged 25-29 are 47,673. Larger is, however, the group of 30-34y. old- 49,151.” (statista.com , 2020).

To reach audience, and spread brand awareness, we had a look at information about the students who might be interested and further purchase the desks.

Level of education: “On average, 62% of all upper secondary students enroll in VET programs in Luxembourg, a higher proportion than the OECD average of 42%. In 2019, 55% of 25-34 year-olds had a tertiary degree in Luxembourg compared to 45% on average across OECD countries.” (OECD, n.d.)

“The proportion of 25-64 year-olds who attained a doctoral or equivalent tertiary education degree is one of the highest among countries with available data. (2 %, rank 3/36 , 2019)

The percentage of first-time graduates in vocational programs at upper secondary level is one of the highest among OECD and partner countries with available data. (60.3 %, rank 7/36 , 2018)” (Statista , 2019)

When it comes to the target group, we founded that 80.5 is the percentage of employemnet rates of recent graduates (Eurostat, 2021), who can opt for 6 different Universities within the country. (Commission, Study in Europe, n.d.)

Data from the Organization for Economic Cooperation and Development shows Luxembourg’s self-employment rate is 8.7%. (Expatica, 2021)

## Netherlands

In 2020, the population was about 17.407.585 (including 13.186.880 persons with a Dutch background and 4.220.705 persons with a migration background) (statista.com, 2021).

Level of education: Overall, 38% of Dutch adults (25-64 year-olds) have a tertiary education. tertiary educational attainment among younger adults has increased in the Netherlands in the past decade, and the share of 25-34 year-olds with tertiary education increased by 8 percentage points between 2008 and 2018 to 48% (OECD, 2019).

Lifestyles: Sometrends:

- Society: Almost everything and everyone online. 84 percent of internet users looked up information on goods and services online in 2018.
- Looking up for health information: In 2018, 67 percent of Dutch people aged 12 and up were looking for information on health and lifestyle, versus less than half in 2012 (cbs.nl, 2019)

According to dutchnews.nl (2020), two-thirds of Dutch-based knowledge-intensive workers have top-tier jobs, as managers or technicians. Also, the Netherlands has the highest proportion of self-employed knowledge workers, making up 20 per cent of the total.

## France

People from the ages of 15-34 and considered Gen Z and millennials and are considered as the biggest population age groups in the population in France (Statista Research Department, 2021). Taking up 67.4 million of the population to be exact. The significance of this is that Fitness's target audience are in the industry where they have active lifestyles and are concerned about their health. "...and research shows that they care more about health benefits and other perks than Baby Boomers and Generation X" (Harvard Pilgrim Health Care, n.d.) With this said, there are more opportunities of introducing Fitness's products now for the coming generations ahead.

Furthermore, mentioned on study portals (Vioreanu, 2020), studying in France is living "La Vie en rose", surrounded by art and culture with having Paris as the French capital concentrating in art collecting and museums. since it is the study in France has been very attached to their tradition in minimising textbook-based learning which makes practical projects and assignments a more focused on learning style.

As self-employment is getting more common in France, Prime Minister Macron announced in September 2021 that there will be more benefits and protection for them according to connexion (York, 2021). Looking at the self-employment rate in France, there's been an increase from 11.65% in 2018 to 12.13% in 2019 (International Labour Organization, 2021)

# Technology

## Germany

A 2.9 per cent of all GDP is yearly spent in Research and Development sector, which makes more than 100 million US Dollars yearly (109 562 6M). 74.2 million dollars of the budget goes to Business sector following with much less in government and educational sectors (16.2 and 19.4). most of the research makes male, which is 72 per cent comparing to 28 per cent of women. German stands at 8<sup>th</sup> place in the world as biggest investor in GGP sector (How much does your country invest in R&D, 2021). One of the leading Germany's business insiders Science

Business.com argues that Germany has a slow technology transfer system and it needs a complete overhaul. The pandemic situation clearly showed the lack of speed that is needed in high-tech sector. For instance, the way of developing a vaccine to injecting it to citizens of Germany took much more than it was hoped. Moreover, the source states that there is no sovereignty in freedom of transferring technological ideas to business and eventually customers, which presents a monopoly based business culture (BBC News, 2021)

## Luxemburg

“Research and development expenditure (% of GDP) in Luxembourg was reported at 1.2356 % in 2018, according to the World Bank collection of development indicators” (Bank, n.d.)

“Luxembourg ranks 10th out of 28 EU Member States in the Digital Economy and Society Index (DESI) 2020, lower than in the previous year. Based on data prior to the pandemic, significant progress is observed on digital public services, rising two positions in the ranking, mainly thanks to digital public services for business and pre-filled online forms of public services. “ (Government, n.d.)

## Netherlands

R & D: Expenditure on research & development (R&D) in the Netherlands has been between 1.64% and 2.18% of gross domestic product (GDP) for more than fifty years, which means that the desire to move towards an R&D intensity of 2.5% of GDP is not a matter of industry and government investing. (Rathenau Instituut, 2021)

Technology transfers: In 2018, the Dutch government launched the Dutch Digitalization Strategy, which aimed to boost the Netherlands ambition to become Europe’s digital leader. The strategy takes a two-pronged approach of accelerating digitalization in sectors like healthcare, mobility energy and agrifood, and strengthening the foundation of digitalization in cybersecurity, privacy, digital skills and fair competition.

Obsolescence rate: According to a study in 2015 conducted in some countries in Europe with nearly 3 000 participants, demonstrated, through a simulated online shopping site, that labels advertising the expected lifespan of products influenced the purchasing decisions of consumers. In the "Belgium – Netherlands" zone, the number of products sold increased by 12.4 percentage points, from 27.8% for those without label to 40.2% for those with the longer lifetime label - meaning an increase of 45% in absolute terms. (European Economic and Social Committee, 2016)

## France

France is known to be 6<sup>th</sup> world economy in terms of domestic expenditure on research and development (OECD, 2021)

Another trend in the French market is, the Technology Transfer Accelerator Offices or SATT which help develop and commercialized research results to create new and innovative products. (Reseau SATT, n.d.) To name some main sectors represented, we can include a couple of supported projects in the fields of (European Commission, n.d.):

- ICT and nanotechnologies
- Materials, processes and chemistry
- Health and medical devices
- Natural ressources, environment and agro-sciences
- Social sciences

In 2019, expected obsolescence rate of mobile phones in 2021 is 26% (Statista Research Department, 2021)

Financial technology or FinTech rate in 2019 for France is 35% (Statista Research Department, 2020). FinTech are organizations which creates innovative services for financial solutions. A popular example is PayPal. (Statista Research Department, 2020)

Furthermore, “France leads top 25 in science and technology rankings in Europe”. (University World News, 2017)

## Legislation

### Germany

Germany is the home of Europe’s largest economy, nevertheless, doing a business in Germany is hard because of the complicated legal system and big expenses. In general, the more company owns employees the greater taxes come to pay. To avoid taxes companies are trying to employ freelancers instead of having its own employees. However, German Federal Ministry for Economic Affairs (nd) supports small enterprises to encourage society to invest in digital sector. Moreover, the minimum hourly wage is 8.8 euro and it applies to all employees in all sectors. Employers in Germany are responsible for setting a safe and healthy working environment (L&E Global, 2020)

Moreover, in Germany independent workers are entitled to tax deductions regarding home office supplies, such as phones, computers or furniture. For instance, expenses that did not exceed 250 € net is deducted immediately, the same applies for low value purchases, not over than 800 € net (Rechts- und Steuerberatung Schmid, n.d.).

### Luxemburg

“Any files, applications and correspondence with, or submissions to, the Luxembourg Stock Exchange shall be made in one of the official languages of Luxembourg or in English at the choice of the instigator”. “An application for admission shall be filed with the Luxembourg Stock Exchange in the form specified by this entity” (Anonymous, 2020)

“The country deploys the EU laws. The authorities in the country must make sure the regulations directives are properly applied.” (Commission, n.d.).

Freelance workers can deduct the costs of running their business when filing their tax returns in Luxembourg. This includes any expenses incurred directly for business-related activities, such as the cost of renting property, buying stock, and travel expenses. Self-employed workers and freelancers are also entitled to a credit of €300 a year on their income tax bills. (expatica.com, 2021)

## Netherlands

Companies law: Depending on the particular activities and the preferred manner of managing a business, investors can choose between a private (BV) and public company with limited liability (NV), or a limited and a general partnership. The law does not recognize partnerships as legal persons.

According to the Government information for entrepreneurs (nd.), the costs for running a Dutch bv are:

- €50 registration fee for the KVK Commercial Register (one-time fee)
- €0.01 starting capital
- Notary’s fee (varies; could be anything between €500 and €1,000)
- Bookkeeping / accounting fee (varies; usually between €600 and €1,800 per year)

Like any business, bvs have to keep records, produce annual accounts and deposit them with the KVK. Which data you have to submit depends on the company size. If you own at least 5% of your company's shares, then you have a 'substantial interest' (aanmerkelijk belang) and are referred to as a 'director and major shareholder' (*directeur-groootaandeelhouder*, DGA). As a DGA, you'll have to pay income tax, Dutch dividend tax, Paying yourself a salary from your BV or to pay out a dividend. Your BV will also have to pay corporation tax (*vennootschapsbelasting*, VPB) over its profits. If the BV has an annual turnover of up to €20,000, you can make use of the small businesses scheme (KOR). (business.gov.nl, 2021)

Employment law: Under Dutch employment law, blue-collar and white-collar employees enjoy equal protection. In principle, Dutch employment contracts are not required to be in writing and can thus also be concluded verbally. The Dutch Civil Act obligates employers to ensure a working environment. This Act prohibits discrimination on grounds such as race, religion and belief,

political affiliations, gender, pregnancy, sexual orientation, nationality and civil status. Remarkably, there are rules relating to sexual harassment (Martin, S., & Boardbent, J., 2021).

Licensing law: In the Netherlands there is no specific legislation regulating license agreements. This means that license agreements under Dutch law are subject to the general provisions of Dutch contract law. License agreements are likely to touch upon other areas of law such as intellectual property law and competition law (including EU competition law)

This means that a license agreement can be concluded orally, or for example, through an exchange of documents (Groot, 2021)

In the Netherlands, if you pay VAT on the business purchases, it can be deducted as a reimbursement. That is called pre-tax (*voorbelasting*). (iamexpat.nl, n.d)

## France

The French Consumer Act: "...to restore the balance of power between consumers and businesses, as well as giving consumers purchasing power and providing them with the means to be well-informed before consuming" (gouvernement, 2014). This act provides fair power and balance for the consumer and the business. It gives consumers longer time to think about their purchase, optional paid services and create do not call telemarketing lists to name a few.

Aside from that, The Toubon law which was passed in 1994 was revisited by Culture minister Franck Riester by banning all foreign language from official documents, commercials and advertisements. (The Local, 2019)

Self-employed people are eligible for tax deductions when it comes to expenses for their companies such as buying equipment or any other professional purchases. (info-financiere.fr, 2020)

## Environment

### Germany

Recent climate change issue has brought changes in environmental laws that affect businesses. Even though environmental law was introduced in 1994, the statutes have not put many obligations on business practices. Recent years have put even more pressure on businesses in terms of environmental laws. Every company that has a significant impact on the environment (i.e., power stations, chemical plants) must conduct an environmental assessment before the permit to do business is issued. Every company in Germany has to meet the environmental requirements otherwise the government has a right to put the criminal penalties or even shut down business. Moreover, the country is seeking to minimize greenhouse gas emission by 55% in 2030 (ICLG.com, 2021).

## Luxemburg

“The 2020 Environmental Performance Index (EPI) considers Luxembourg as the world’s 2nd most sustainable country in its analysis of sustainability around the world.

Among the subcategories in this field, it ranks 1<sup>st</sup> in the world for pollution emissions, 6<sup>th</sup> for water resources and 7<sup>th</sup> for climate change.”

In terms of environmental health, the country is in 7<sup>th</sup> place. (Luxemburg Trade and Invest, 2020).

## Netherlands

Waste disposal: Waste separation is mandatory. This means you must separate all your waste. The Dutch National Waste Management Plan (*Landelijk Afvalbeheerplan, LAP3,*) has been drawn up to make sure as many products and materials as possible may be reused, which consist of Hazardous waste and Non-hazardous waste. (business.gov.nl, 2021)

Energy consumption: The main priority of Dutch energy policy is transitioning to a low-carbon energy system. The 2019 Climate Act sets legally binding targets to reduce greenhouse gas emissions (GHG) emissions by 49% by 2030 and by 95% by 2050 and for 100% of electricity to come from renewables by 2050. (IEA, nd)

Environmental law: Recycling and waste management are priority topics for the EU. The coming years there will be a shift towards extended producer responsibility and recycling of waste. (business.gov.nl, 2021)

## France

“According to the source, climate change and air pollution have been mentioned as two of the three most important environmental issues in France in 2018. On the other hand, emissions and soil erosion appear to be two problems which do not have the same impact on public opinion in France.” (Statista Research Department, 2021)

“The outbreak of COVID-19 in 2020 caused carbon dioxide emissions in France to plummet 16 percent to 250.9 million metric tons. This was the lowest annual emissions of CO2 in France for more than 50 years” (Statista Research Department, 2021).

Besides these environmental projects, La Poste, one of their major shipping and delivery services is not the world’s leading fleet of electric vehicles (Le groupe la poste, 2019).

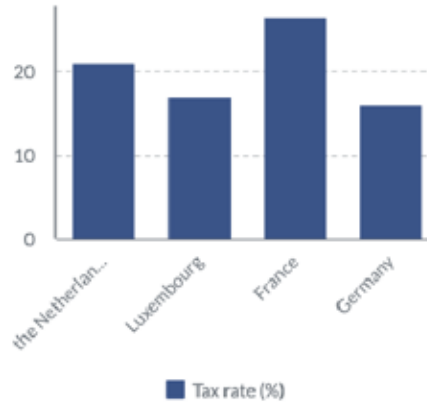
# PESTLE MODEL

## Fitnest

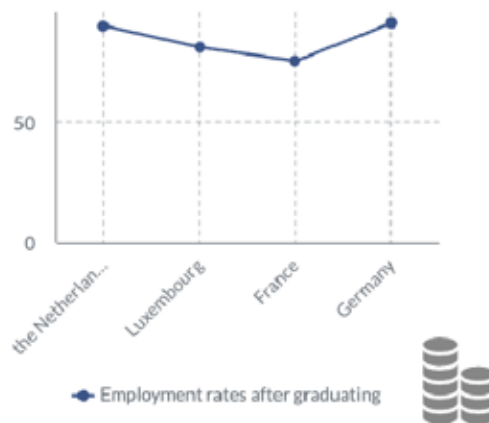
Market environment: the Netherlands, France, Germany, and Luxembourg.  
Target group: Knowledge workers (aged: 25-35)

### POLITICAL

The market allows goods and services to be traded freely across borders within the EU. To make this easier for businesses - and avoid competitive distortions between them - EU countries have agreed to align their rules for taxing goods and services. The main goal of the EU's trade policy is to increase trading opportunities for European companies by removing trade barriers such as tariffs and quotas and by guaranteeing fair competition.



### ECONOMIC



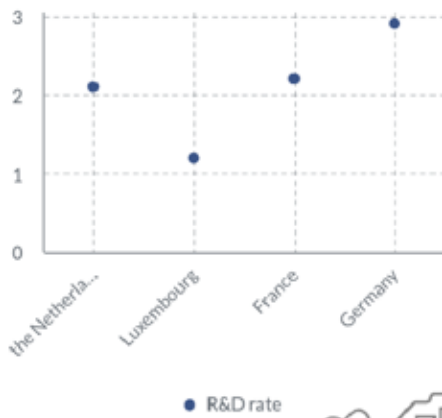
### SOCIO-CULTURAL

Active Internet Users



	Population	Population by age group 25-35
The Netherlands	17.134.782	2.241.068
Luxembourg	625.987	97.051
France	65.449.208	7.539.750
Germany	83.783.045	10.572.333

## TECHNOLOGICAL



● R&D rate



 <p><b>The Netherlands</b> Launched the Dutch Digitalization Strategy, which aimed to boost the Netherlands ambition to become Europe's digital leader.</p>	 <p><b>Luxembourg</b> ranks 10th out of 28 EU Member States in the Digital Economy and Society Index (DESI) 2020.</p>
 <p><b>France</b> Examples of technology transfer can be found across virtually every scientific and industrial area</p>	 <p><b>Germany</b> Slow tech transfer system, little freedom and sovereignty because most of the business is either abroad or are huge monopoly-based companies.</p>

## LEGAL

 <p><b>The Netherlands</b> Under Dutch employment law, blue-collar and white-collar employees enjoy equal protection, prohibits discrimination on grounds</p>	 <p><b>Luxembourg</b> An application for admission shall be filed with the Luxembourg Stock Exchange in the form specified by this entity.</p>
 <p><b>France</b> Examples of technology transfer can be found across virtually every scientific and industrial area</p>	 <p><b>Germany</b> Doing business in Germany is very expensive. Many laws and costs business's owners have to meet to build a company</p>



## ENVIRONMENTAL

 <p><b>The Netherlands</b> The main priority is transitioning to a low-carbon energy system. Extended producer responsibility and recycling of waste</p>	 <p><b>Luxembourg</b> The world's 2nd most sustainable country 1st in the world for pollution emissions, 6th for water resources and 7th for climate change.</p>
 <p><b>France</b> Climate change and air pollution are two most important environmental issues. Emissions and soil erosion do not have the same impact on public opinion in France</p>	 <p><b>Germany</b> If company makes a significant effect on environment and does not meet the requirements, government fines companies or even shuts them down</p>



# Product B: Product and Target group Analysis

## Product B1: SWOT Analysis

### Product and Competitor Analysis

Proposition / Product	Fitnest	Fully Europe (direct)	Autonomous.ai (direct)	Gaiam (indirect)
<b>Core</b>	<ul style="list-style-type: none"> <li>Helping with body posture</li> <li>Create a healthy working behavior</li> <li>A surface to work on</li> </ul>	<ul style="list-style-type: none"> <li>Feel good in your body and do your most inspired work</li> <li>Sustainable and customizable</li> <li>Create a healthy supportive workplace</li> <li>To make most of your space</li> </ul>	<ul style="list-style-type: none"> <li>Committed to making every working day better</li> <li>Innovative solutions for the ever-changing future of work</li> <li>Focus on working more efficient</li> </ul>	<ul style="list-style-type: none"> <li>Keeping fit at home</li> <li>Body and mind improvement</li> <li>Making fitness, yoga and meditation accessible to everyone</li> </ul>
<b>Embodied</b>	<ul style="list-style-type: none"> <li>Whisper quiet motor</li> <li>Products available in multiple colors</li> <li>Suitable for personal preferences</li> <li>Fast moving speed</li> <li>A variety of products</li> </ul>	<ul style="list-style-type: none"> <li>Wide variety of products; systems, dividers and accessories</li> <li>Multiple brands available</li> <li>Reasonable price due to direct selling</li> <li>Showroom in location</li> <li>Features about product inspirations and information</li> </ul>	<ul style="list-style-type: none"> <li>Durable and minimalistic designs</li> <li>Software solutions for modern hybrid work offices</li> <li>Customizable memory settings</li> <li>Customers are categorized according to what they do</li> <li>Quality of products is</li> </ul>	<ul style="list-style-type: none"> <li>Different sizes (products) that fits customer's needs</li> <li>Affordable products</li> <li>Appearance on different platforms (amazon, eBay, bol.com)</li> </ul>

	World-class quality certification	Available in multiple colors	constructed with MDF Quality certified by BIFMA and EMC	
<b>Augmented</b>	<ul style="list-style-type: none"> <li>1–5-year warranty depending on which product</li> <li>Easy setup (pre-assembled)</li> <li>Next day deliver or short-wait delivery</li> <li>Free delivery in France, Netherlands, Austria, Germany, Belgium and Luxembourg.</li> <li>Sustainable commitment</li> <li>Customer service assistance</li> <li>No hassle return</li> <li>Company updates</li> <li>Blog: tips for creativity</li> </ul>	<ul style="list-style-type: none"> <li>Use customer experience to guide business</li> <li>Discount on first order</li> <li>Fast shipping and free delivery in EU</li> <li>Make-it-right warranty support</li> <li>15-year warranty</li> <li>Installation and personal advice service</li> <li>Payment in terms</li> <li>Customer service and sales team readily available on the website</li> <li>EIDJ team for employees and communities</li> <li>Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Free Shipping globally except Cyprus, Russia and Andorra</li> <li>Referral scheme</li> <li>Order tracking on website</li> <li>Blog: Tips to work smarter</li> <li>Community to connect with on the website</li> <li>1–7-year warranty</li> </ul>	<ul style="list-style-type: none"> <li>Lifetime warranty on certain products</li> <li>Low maintenance needed</li> <li>Easy to clean</li> <li>E-gift cards</li> <li>30 days return policy</li> <li>Large distribution network around the world</li> <li>Shipping free for orders over €50</li> </ul>

Figure 3: Product and Competitor Analysis

# SWOT Analysis



Figure 4: SWOT Analysis

# Confrontation Matrix

		Opportunities			Threats			
		Working habits have changed due to pandemic which makes people work more independently	People are more concerned about their physical and mental well-being	Increase use of technology in the workplace	Competitive market (Substitute products in the markets)	Growing demand of sustainable products	Growing competition from Asia	
<b>Strength</b>	Reviews of the company are positive				3		3	6
	Good understanding about consumers	5	5	1	5	5		21
	Reasonable price for quality			3		1		4
<b>Weaknesses</b>	Do not have a community yet		1					1
	The website lacks information	1		5	1	3	1	11
	Social media not that active	3	3				5	6
		9	9	9	9	9	9	

Figure 5: Confrontation Matrix

## HCW (How can we) Questions

How can we leverage a good understanding about customers to maximize the changing of working habits?

**Strategy 1:** Be a thought leader by improving their communication on social media pages and webpage (blogging/ SEO/ product descriptions) and adding more value to their service (personalize them) by helping their clients to improve their working habits.

How can we counter client's lack of information on their website through exploiting increase use of technology in the workplace?

**Strategy 2:** Focus on create useful and interesting content on the website about their products being used together with new technology trends.

How can we leverage good understanding about customers to minimize the substitution of products in the market? (How can Fitnest stand out among the other competitors so that it can minimize the threat?)

**Strategy 3:** Show the advantages to the consumers the benefits of having a standing desk compared to a normal desk.

How can we counter the client's lack of information on their website and grow the demand of sustainable products?

**Strategy 4:** Improve website by branding **Fitnest as a sustainable option** to invest in.

## Strategic Options

	Feasible	Acceptable	Suitable	Total
Strategy 1	5	4	5	14
Strategy 2	4	4	4	12
Strategy 3	3	2	5	10
Strategy 4	2	3	1	6

Figure 6: FAS Analysis

## Strategic Options Conclusion

**Strategy 1:** Be a thought leader by improving their communication on social media pages and webpage (blogging/ SEO/ product descriptions) and adding more value to their service (personalize them) by helping their clients clearly understand their core value (creation of healthy behavior).

By improving Fitness's communication methods, they will be able to gradually become a thought leader. This is through gaining attention from the audience through providing information, highlighting their products' core values and building a USP which shows value to their service by helping their clients' needs.

# Product B2: Infographic Target group

## Perceptual mapping

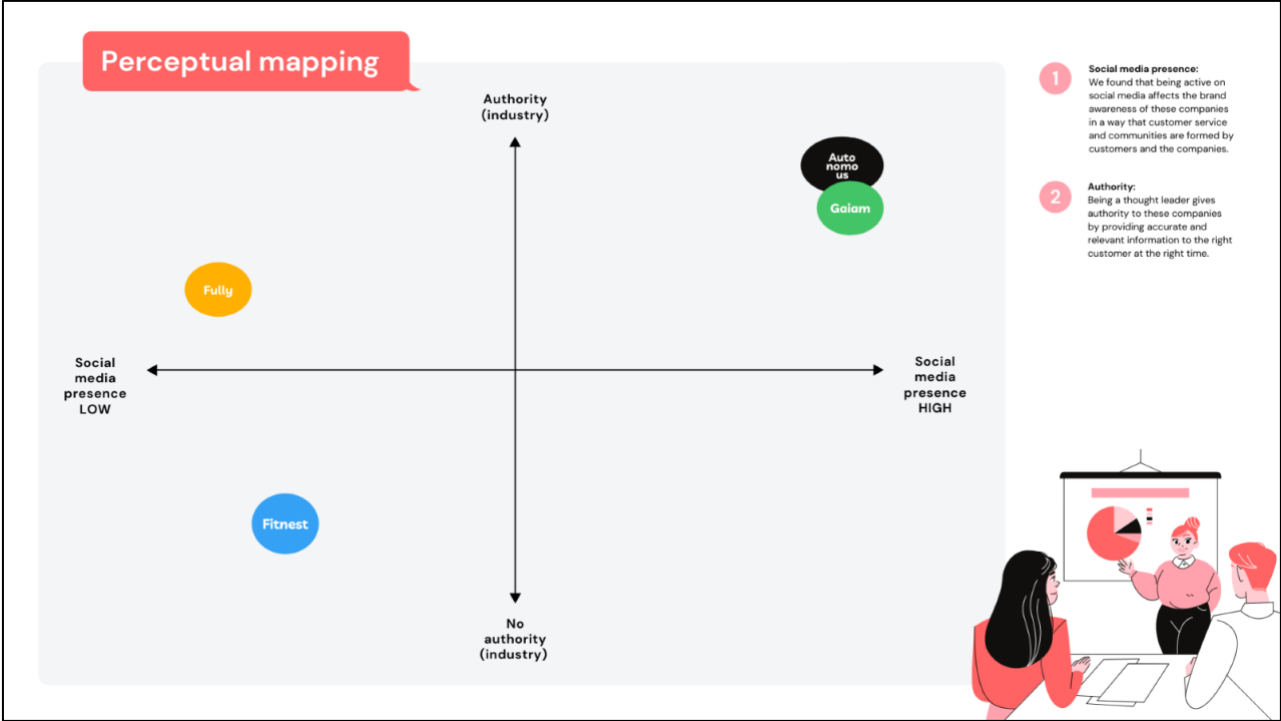


Figure 7: Perceptual Mapping

## Consumer criteria

### Profile

#### Demographic

The European union expands to 4 million km2 and has more than 446 million inhabitants. They are also known to be the world’s third largest population next to India and China. Furthermore, by surface area, France is known to be the biggest country and Malta as the smallest (European Union, nd). Looking closely at the data gathered by the European Union, Germany has the biggest population among other countries with an estimate of more than 85 million residents.

Besides that, we have also found on Statista (2021) that in 2020, 64.14% of the European union population are from the ages of 15-64 years old. Digging deeper into that, only 40.3% had

completed their tertiary level, which is a level of education after high school in 2019 (Eurostat, 2021) . This population is a mix of male and female, aged 25-34.

Socio-economic

**Employment distribution by occupational group in the EU**  
(Q4 2020, in % of total employment)

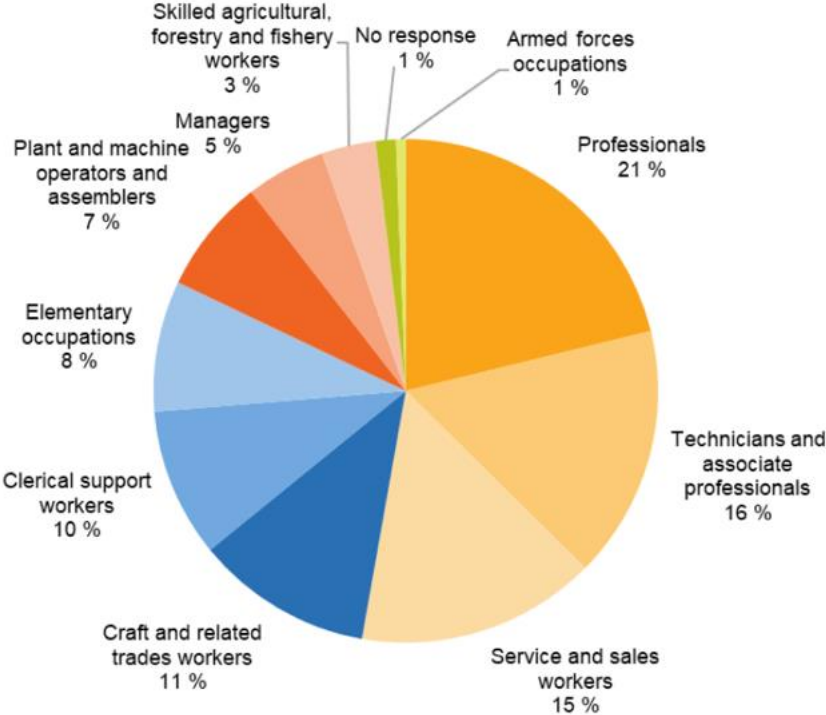


Figure 8: Employment distribution by occupational group in the EU (Eurostat, 2021)

# Psychological

## Lifestyle

- The rise of Internet usage: In 2019, 79% of the population in EU use regularly the Internet (statista.com, 2021).
- More concern about health: In 2017, the EU Commission launched the campaign 'Tartu Call for a Healthy Lifestyle', which mostly to address rising obesity in the EU and promote physical activity.
- Digital trends in shopping: In Deloitte State of the Global Consumer Survey in 2021, the data shows that consumers are now confident to engage with person-to-person services and shop-in-store therefore announces cautions (Deloitte, 2021).
- 'A sustainable Europe': Over 40 years, Europe has put in place some of the world's highest environmental standards and ambitious climate policies, and championed the Paris Agreement. The Commission is now launching a forward-looking debate on sustainable development, as part of the broader reflection opened by the White Paper on the Future of Europe in March 2017 (European Commission, 2019).

## Personality

- European citizens had high scores on Openness and Agreeableness (Schoen, 2007).
- Persons high on Openness are more likely to support the widening of the EU because they are imaginative, curious and tolerant. (Bakker & Vreese, 2015)
- In terms of decision makings, European's imaginativeness and open-mindedness increase the likelihood to consider alternatives.
- The trend of automatization of services has triggered "a change in the set of skills that are required from workers, by putting stronger focus on problem-solving skills, creativity, socioemotional skills, functional literacy and technical skills related to the use of digital technologies" (Jandric & Randelović, 2018)

## Perceptions of the world

- They tend to analyze the world and be attentive to every detail. Because working within the IT sector, those people are good with numbers and are more likely to see the world through logical perspective rather than creative (exasol.com, 2018). Because of the education level, this target group is more likely to be middle-upper- or upper-class individuals, so they most

likely to read more about the product and do product analysis before the purchase (European Commission, 2018).

- They are more likely to see the world as a 'rule-following' environment.

## Attitudes

- They are more likely to be problem solvers because of the analytical skills.
- They are usually tough-minded people, which means they are not easily persuaded, more likely to be critical towards things, however, more goal oriented and committed to the end-result (Kirwan, Lounsbury, & Gibson, 2014)

## Motives and Benefits

- 'Bye back pain' said one of Fitnest clients- a full stack developer. This implies that his sought benefit was staying healthy while being engaged with the digital devices for long time (appreciated the standup reminder).
- "As workers want to remain healthy and *pain free*, and employers want and need a **healthy** workforce, it appears that there is a pervasive trend of avoiding sitting as often as possible" (Mula, 2018).
- A study provided by Research Gate's journal Archives of Occupational Health concludes that ergonomics has a certain impact on the **productivity** of the workers.
- They also state that the **efficiency, innovation, and motivation** of the users of ergonomic products increases. All this eventually adds up to **job satisfaction**. Enhanced productivity and efficiency ultimately result in **better time-management and mood**. This, in turn, leads to **better work-life balance** (Kort, 2016).
- "...I have been working from home full time. Sitting all the time was making me go stir crazy and thus I decided to improve my home office." is one of the other reviews on the website. This means that *movement as well as diversification* led to **better thinking patterns** and **awareness** at the workplace", and customers find it important (fitnest.com, nd)

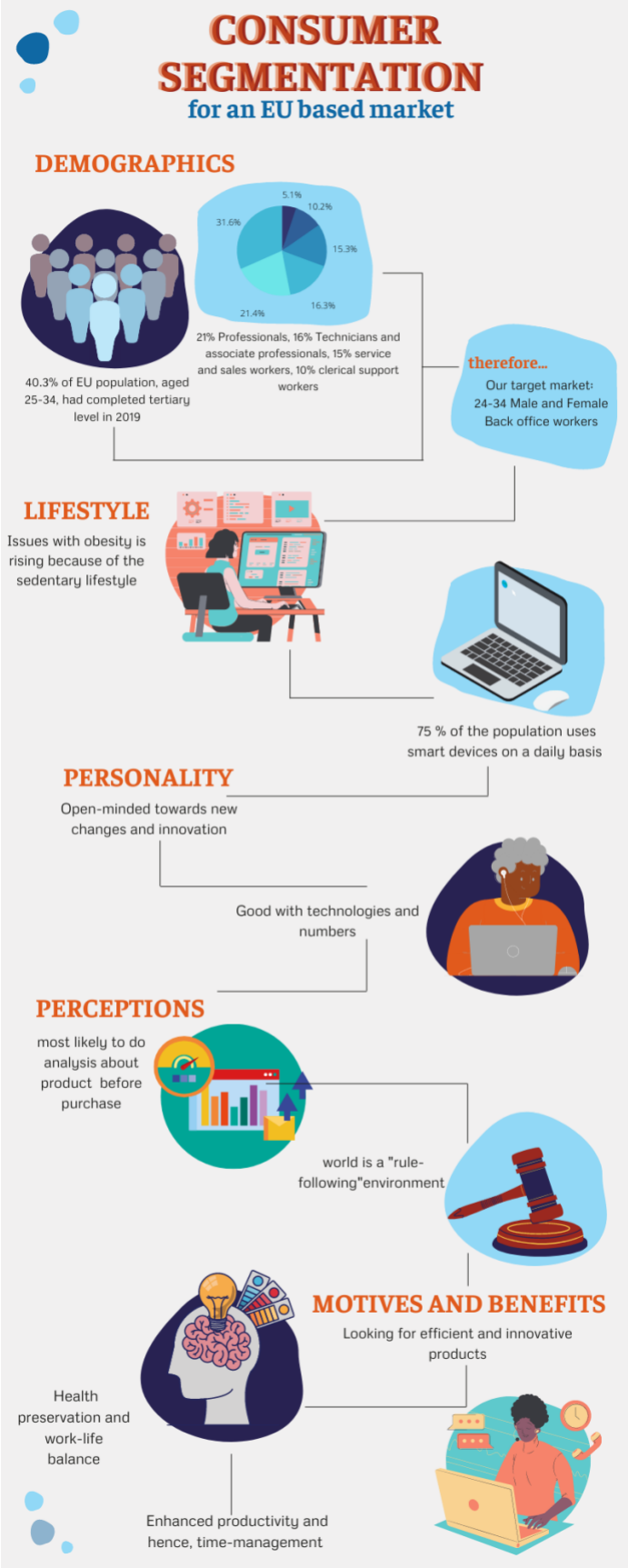


Figure 9: Consumer Segmentation Infographic

# Product C: Field Research Report

## Research Objective

The main goal of this research is to provide advice for the client's ('Fitnest') communication problem. Since the client is seeking to raise brand awareness among knowledge workers within the EU, the researchers have collected the most optimal primary data to address target population's insights and opinions on work-lifestyle-health matters. Several research objectives have been raised to successfully carry out the advice report. Firstly, the use of qualitative analysis is based on the data, collected from the most accurate target population (25-34-year-old). Secondly, to gather the first-hand experience, researchers used respondents only within the EU economic area (Lithuania, the Netherlands, Germany), in the age group described above. Moreover, all respondents met the 'occupation' criteria which are knowledge workers. Thirdly, to examine the in-depth meaning of respondent's answers, researchers focused on three main topics, which are as follows: 'Working Environment', 'Lifestyle' and 'Purchasing Behavior'.

## Research Design

### Methodology

According to Saunders, Lewis, and Thornhill (2007), qualitative research is carried out when researchers try to find out more meaningful side of the research, instead of a 'yes or no' answers. In contrast with the quantitative research, qualitative data is rather more flexible in its nature, it allows the observer to speculate different meanings behind respondent's answers. In our case, this type of method has been chosen because of the more philosophical, not numerical based topic. Since the goal of this project is to find out the deeper meaning of people's insights and opinions about their work-life-health balance, researchers believe that this method will be most suitable to gather the results. Additionally, carrying qualitative research can be very contextual, for instance, when collecting data in real life, an observer is able to analyze not only the words of the interviewee but a meaning behind them: the facial expressions, body language and even the tone of voice (Gray, 2018).

Nevertheless, in many cases, same data can be analyzed in several different ways and bring different results. This depends on the character of researcher and whether he reflects on the data collection process. For example, there are two different types of data collection: epistemological form is concerned with the knowledge of the topic itself rather than researcher's personal beliefs. In other words, it focuses on what is known to be true rather than personal predictions (Pillai & Kaushal, 2020). Contrary, a 'personal' way of reflecting on data describes

whether researcher is aware of his own influence on a research design. For instance, in this project researchers are going to reflect on how personal beliefs, opinions and values could have influenced the data collection process.

In practical terms, four interviews were conducted for half an hour each. Two of them took place online, and the other two- offline. All of them were conducted at different locations and through various devices, but there wasn't obstruction, and the interviews went smoothly.

## Validity and Reliability

While carrying this research out, multiple approaches in gathering of data were used to ensure the validity and reliability of the findings. Upon preparing for this research, an interview guide was constructed together by four researchers using information from preparations which involved a PESTLE, SWOT and target group analysis; where multiple research articles, authors and sources were cited. The first version of this interview guide was later reviewed and approved by a professional researcher and therefore used for the interviews (see appendix 1).

Besides that, raw recordings of the interviews can be found in appendix 5, which was also reviewed and submitted to a research professional for feedback and proof of the encounter.

Moreover, the confounding variables are controlled for, as the respondents are all from the target group agreed upon by the researchers, which are people from the age of 25-34 and working in professionals which makes a stronger case of internal validity (Gray, 2018). An exception from them is the second respondent with the age of 23. Although there is a negligible small difference of 2 years between him and the persona, his input is still taken into consideration, because this will not have a drastic impact on the outcome. These respondents were chosen within the respondents' network, and they were asked to participate in the interviews to increase the probability of understanding the perception and behaviour of the target group. Although there are only four respondents, the answers to their interviews and opinions of these respondents give a general overview of the main topics of this research by analysing the patterns in their answers which can give an idea of what is important to the population.

Furthermore, the answers of the respondents are used as a new measurement and made into a matrix to show comparisons of the concept, which makes the comparisons more reliable and fits a criterion validity.

# Result of the Field Research

## Profile

The respondents chosen for this research interview were 25-35 years old, both male and female. They are all knowledge workers in the fields of design, engineering and technology in the European Economic Area.

## Psychological

Upon analysing, the transcripts of the respondent's interviews, the respondents seem to have different lifestyles. Most of the respondents preferred working in the office. They believe that productivity and performance goals are more attainable when surrounded by people having the same goal. Also, having social interaction upon going to a workplace plays a big role according to the respondents. Besides that, they manage their working time by spreading breaks in between their 8-hour period working time to have some moments to ease the tension before continuing again. Although all these respondents are satisfied with the office furniture they have, Respondent 4, however, mentioned that: *"It's important for them (the office furniture) to be different. Like the change in mindset, I like that about my profession as well as that you have many hats. You know it's easier to turn it on like a switch."* He believes that a desk at home should be different from a desk from his office. This is because his lifestyle typically goes with an 8-hour working day and later doing some hobbies at home which he would want to keep separately from his work.

The 3 out of 4 respondents' attitude towards standing desks are similar to each other when it comes to usefulness. Even though, their attitude towards standing desks is positive, half of the respondents wouldn't consider buying one. Respondent 2 says: The idea is good, nice to have, but not something that adds a real value to your workplace.

By considering all these factors, we can see that the respondents' perception about standing desks are mainly for convenience since it was already readily available for them to be used. However, their usage does not add any additional value to it besides it being utilized in an office.

Furthermore, the respondents' personality is quite positive about health and activeness, even though they don't see the health benefits of standing desks. Outside of their offices or work, they exercise, eat healthy or live a healthy lifestyle in their own special way. However, in their companies, there are not enough healthy working habits that are being carried out to ensure that that these individuals stay active and moving.

## Behavior

The respondents' buying behaviors are quite similar. All of them shop offline and online. Nevertheless, they prefer shopping in-real-life as they find the product's tangibility is very important. Online purchases only occur when, according to respondent 3 and 4, the product has the extra value, reasonable price and good shipping service.

Surprisingly, all of the respondents informed that health was not a big factor for them when they purchased a new product. Whenever they wanted to make an online purchase or search for furniture, they performed self-searching. All the participants agreed that price and quality influenced them the most. Respondent 4 even said: "High quality low cost – that's the premium." 2 out of 4 respondents minded about the brands. Good brand, for them, "is the brand that is well-known and have many good reviews". Thus, having good reviews on Fitnest's website might be a good strength for us when customers are about to make their buying decisions. Respondent 2 also mentioned: "I like specific brands and if they have the one, I need in store, I will buy it", which emphasized the importance of brand as well as brand awareness.

All of them almost never change their office/home desk, unless they move house, or it gets damaged. Two out of four respondents have used the standing desks in their offices but they both didn't tend to buy it themselves. The acceptable price range of standing desks differed for each interviewee. Among the asked participants, three out of four would be willing to pay about €500 to buy a standing desk, "no matter how much as long as it is investing in myself" – respondent 2 claimed. Fortunately, three out of four found that the idea of standing desk innovative and believed it would be widely used in the future.

## Conclusion

The primary research showed that all four respondents are currently located within the EU area and meet the age group requirements. All interviewees are working at the office-based environments and half of them were already familiar with the ergonomic type of desks. The table reveals that all four knowledge workers are working long hours behind desks, majority of them identified the range of 8-12 hour sitting per day.

Since all of them are sitting and working behind their desks for a long period of time, 3 out of 4 people expressed that they have experienced different type of physical pains. In all the 3 cases back pain was identified as the main health issue. Furthermore, one of them has had neck pain and worsened eyesight, while the other one has had knee, neck, and wrist pain. When discussing health related topic, two out of four respondents mentioned that they would prefer home based working environment rather than office one. Furthermore, the same number of respondents identified they (or their colleagues) are using products which make working space more comfortable.

In addition, all four respondents claimed that they would expect office furniture to serve at least several years. Moreover, the majority expects a cost-effective product, also 'sustainability', 'price' and 'quality' are the main factors that influences interviewees to purchase something. However, only half of the respondents identified that brand name influences them to buy a product.

# Coding

Respondents	Office environment			
	Origin	Standing desk owners	Office environment	Long desk hours (8hours)
R1	x		x	x
R2	x	x	x	x
R3	x		x	x
R4	x	x	x	x

Respondents	Health concerns				
	Physical pain (Mostly back pain)	Unhealthy habits	Company initiatives for employees' health	Preference for working from home	Commute- by cycling
R1	x			x	
R2	X (also knees, wrists, feet)	x	x		
R3	X (neck, eyesight)	x		x	x
R4			x		x

Respondents	Purchasing Behaviour				
	Price	Quality	Shipping	Preferences for brands/express brand loyalty	Low frequency of buying furniture/desk
R1	x				x
R2		x		x	
R3	x		x	x	x
R4	x	x			x

Figure 10: Coding

# Product D: Persona

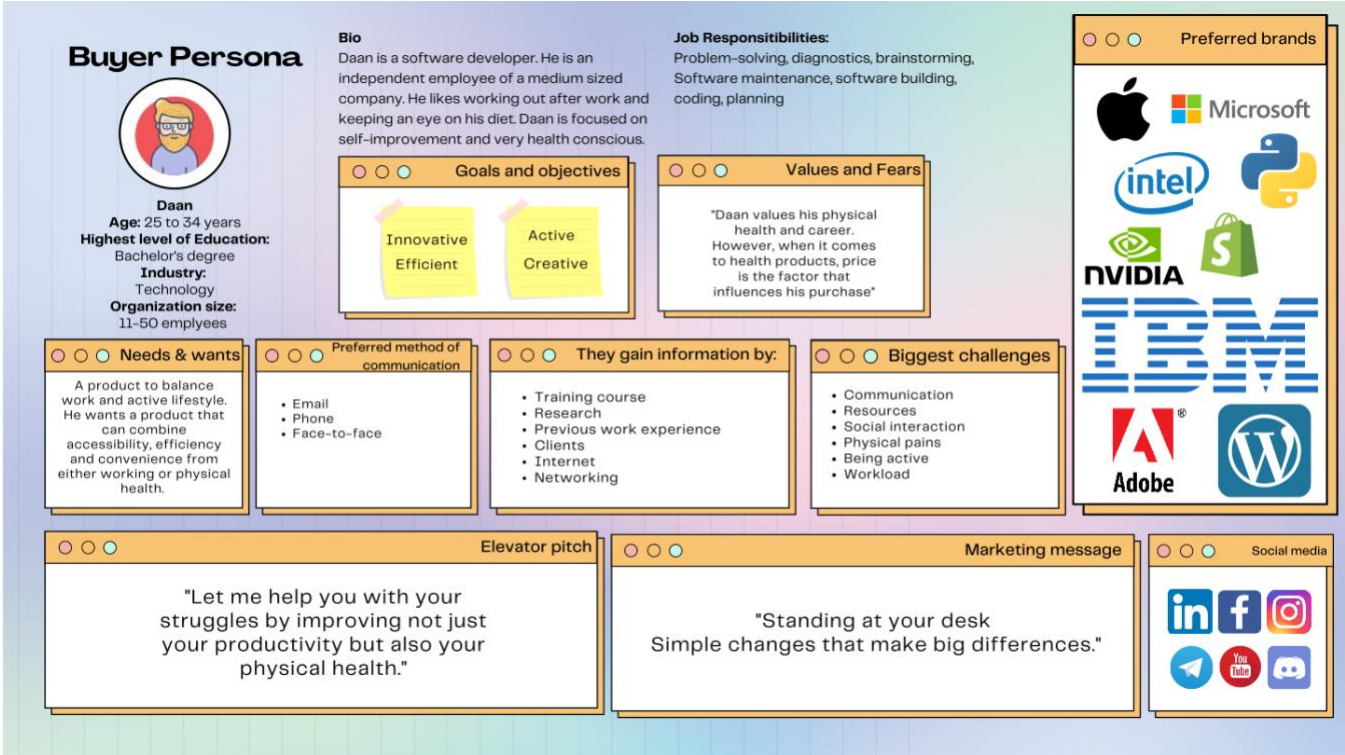


Figure 11: Persona

# Product E: Professional Research Report

## 1. Introduction

The goal of this report is to present the findings of the research that has been done to answer the question in mind:

***“How can Fitnest raise brand awareness?”***

The report will present the research methodology and ground arguments on how researchers made field and desk research reliable. Following, PESTLE analysis will explain the external market environment of Fitnest in the Netherlands, France, Germany, and Luxemburg. By using SWOT analysis there will be explained how researchers found the best strategy to improve brand awareness of Fitnest. Moreover, customer segmentation and interview results will present the psychographics and demographics of the target group. The report will be finalized by drawing a conclusion from the data gathered.

## 2. Methodological Justification

This research used two methods: desk and field research, as the results of desk and field research, support each other.

### 2.1. Methods

#### **2.1.1 Method for Desk Research**

The researchers decided to conduct secondary research to further understand the target and product market. Doing secondary data analysis gives the researchers an insight into the topic and allows them to understand the issue more in-depth. This type of analysis has several important advantages, they are as follows: time and costs, because information most of the time is available to public and easily accessible; the range of information available as certain data can be collected for many years beforehand and give broader view of the topic (Gray, 2018).

In order to further understand and analyze, the researchers only used reliable sources from research and data sites (i.e. Statista, Marketline). Moreover, different forms of sources were used such as articles, websites, books, statistics, and previous research on the topic.

### **2.1.2 Method for Field Research**

Four semi-structured interviews were carried out where an interview guide was used. This interview guide was based on the topics of interest. All the respondents are knowledge workers, aged 25-34 years old and all are working in Europe, all of which are Fitnest's target group. These respondents were namely a Lithuanian telecommunication manager, a Dutch software developer, a German accountant, and an English product designer.

Direct knowledge or primary data were collected after the interviews. The raw data were analyzed and processed to distinguish differences and similarities which became an essential part of the research that can give ideas on what the target markets' motives, behavior and thoughts are. The interviews were about 30 minutes long and were recorded (see appendix 3).

## **2.2 Quality**

### **2.2.1 Validity for Desk Research**

Studying the European market and target group required valid articles and information because they contained national laws, regulations, and a variety of statistics. The sources used for the desk research are credible resources from Statista, Eurostat, European Commission, European Union, European Economic and Social Committee, Government websites and Google Scholar. In order to evaluate the quality and validity of the sources, the AAOCC criteria were applied.

### **2.2.2 Validity for Field Research**

The method of interviewing the respondents for this research was a semi-structured interview which is one of the most common interview methods in qualitative research. In order to use this method, an interview guide was composed by multiple researchers to explore the thoughts and opinions of respondents. These interviews were recorded and transcribed where we based our analysis on and can be found in appendix 3 and 4. Furthermore, upon analyzing the raw data, we later on drew our conclusions and made codes for these. See appendix 5 for audit trail. After the analysis, the results were reviewed by research professional and all team members to prevent any personal bias.

### **2.2.3 Reliability for Desk Research**

The findings were used and gathered by four communications students, to make an accurate representation of the target market. The desk research was then reviewed weekly by two research professionals at HAN University of Applied Sciences.

## 2.2.4 Reliability for Field Research

Although the number of respondents for this research might seem not generalizable to a big population of the target market. The findings, however, can reasonably be generalized to the target market's shared characteristics with the respondents, e.g., all respondents are knowledge workers and their main tasks at work involve sitting behind a desk.

## 3. Findings

In this chapter, a representation of the desk and field research results are shown through an infographic. A market scan in Europe using the PESTLE and 4Ps Analysis were the ones first performed. Then, a SWOT analysis and Competitor Analysis were carried out to deepen the understanding of the market. Using all the data found, a segmented target group was created. Finally, a transcribed version of the interviews was made to be analyzed and help to make a persona.

### 3.1. PESTLE Analysis

The PESTLE Analysis studied the external market environment of Fitnest in the Netherlands, France, Germany, and Luxembourg. This model gave us insight into the following aspects: Political, Economic, Socio-Cultural, Technological, Legal, and Environmental.

The four studied countries are in part of the EU, which means that goods and services are traded freely across the borders within the EU. To avoid the competitive distortion and increase trading opportunities, the EU's trade policy on removing tariffs and quotas is also applied. The GDP and employment rate of these four countries are steadily growing. The trend of active internet users has been increased over the last few years. The population of the target age group (25-34) in each country also makes up between 11% - 15% of the nation's population. Three out of four countries have the R&D rate above 2, which is also around the average R&D rate in the Europe, only in Luxembourg, the rate has reported in 1.26%. Each of four countries has its corporate and trading legislation. Recent climate change, waste disposal, and air population issues have brought changes in environmental laws that affect business such as Environmental requirements in Germany and The Dutch National Management Plan and Environmental Law in the Netherlands.

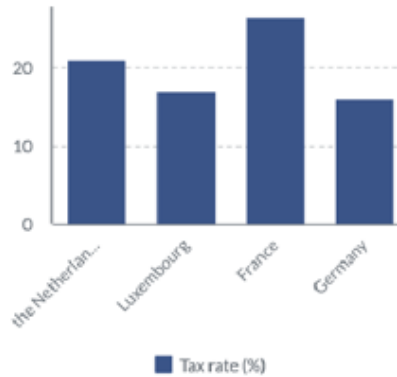
# PESTLE MODEL

## Fitnest

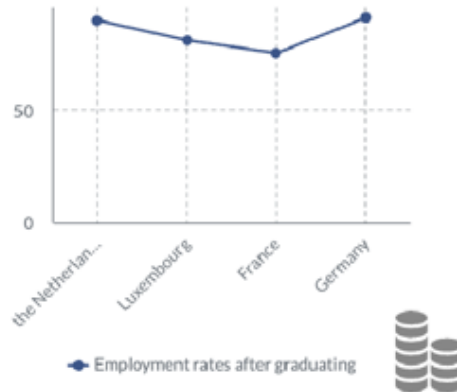
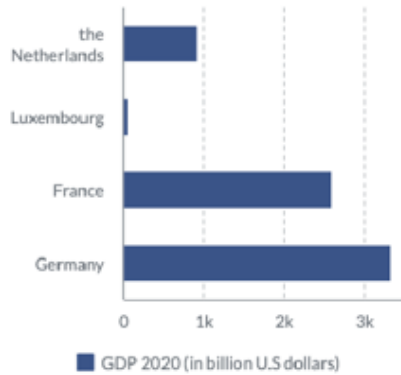
Market environment: the Netherlands, France, Germany, and Luxembourg.  
Target group: Knowledge workers (aged: 25-35)

### POLITICAL

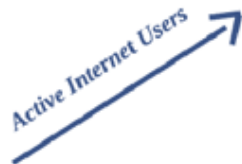
The market allows goods and services to be traded freely across borders within the EU. To make this easier for businesses – and avoid competitive distortions between them – EU countries have agreed to align their rules for taxing goods and services. The main goal of the EU's trade policy is to increase trading opportunities for European companies by removing trade barriers such as tariffs and quotas and by guaranteeing fair competition.



### ECONOMIC

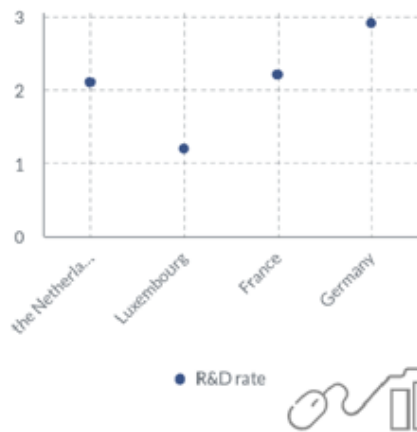


### SOCIO-CULTURAL



	Population	Population by age group 25-35
The Netherlands	17.134.782	2.241.068
Luxembourg	625.987	97.051
France	65.449.208	7.539.750
Germany	83.783.045	10.572.333

### TECHNOLOGICAL



 <p><b>The Netherlands</b> Launched the Dutch Digitalization Strategy, which aimed to boost the Netherlands ambition to become Europe's digital leader.</p>	 <p><b>Luxembourg</b> ranks 10th out of 28 EU Member States in the Digital Economy and Society Index (DESI) 2020.</p>
 <p><b>France</b> Examples of technology transfer can be found across virtually every scientific and industrial area</p>	 <p><b>Germany</b> Slow tech transfer system, little freedom and sovereignty because most of the business is either abroad or are huge monopoly-based companies.</p>

## LEGAL

 <p><b>The Netherlands</b> Under Dutch employment law, blue-collar and white-collar employees enjoy equal protection. prohibits discrimination on grounds</p>	 <p><b>Luxembourg</b> An application for admission shall be filed with the Luxembourg Stock Exchange in the form specified by this entity.</p>
 <p><b>France</b> Examples of technology transfer can be found across virtually every scientific and industrial area</p>	 <p><b>Germany</b> Doing business in Germany is very expensive. Many laws and costs business's owners have to meet to build a company</p>

## ENVIRONMENTAL

 <p><b>The Netherlands</b> The main priority is transitioning to a low-carbon energy system. Extended producer responsibility and recycling of waste</p>	 <p><b>Luxembourg</b> The world's 2nd most sustainable country 1st in the world for pollution emissions, 6th for water resources and 7th for climate change.</p>
 <p><b>France</b> Climate change and air pollution are two most important environmental issues. Emissions and soil erosion do not have the same impact on public opinion in France</p>	 <p><b>Germany</b> If company makes a significant effect on environment and does not meet the requirements, government fines companies or even shuts them down</p>



Figure 12: PESTLE model

## 3.2 Product Analysis

### 3.2.1 SWOT Analysis

A SWOT Analysis was used further analyze the company's strengths and weaknesses as well as to capitalize on opportunities and deter threats.



Figure 13: SWOT Analysis

### 3.2.2 Confrontation Matrix

		Opportunities			Threats			
		Working habits have changed due to pandemic which make working at home in demand	People are more concerned about their physical and mental well-being	Increase use of technology in the workplace	Competitive market (Substitute products in the markets)	Growing demand of sustainable products	Growing competition from Asia	
<b>Strength</b>	Reviews of the company are positive				3		3	6
	Good understanding about health, and share this on their website	5	5	1		1		12
	Reasonable price for quality			3	5	5	5	18
<b>Weaknesses</b>	Do not have a community yet		1					1
	The website lacks information	1		5	1	3	1	11
	Social media not that active	3	3					6
		9	9	9	9	9	9	

Figure 14: Confrontation Analysis

Derived from the SWOT analysis, our Confrontation Matrix served as a tool to come up with a suitable strategy for Fitnest. It incorporates becoming a thought leader by providing key information and compelling content to help their clients understand their core value (creation of healthy workplace behavior).

This means communication on social media pages and webpage (blogging/SEO/product descriptions) should be improved. In this way Fitnest would tackle the threat of competitive market (i.e., myriad of substitute products) by leveraging the trend of increased well-being concerns.

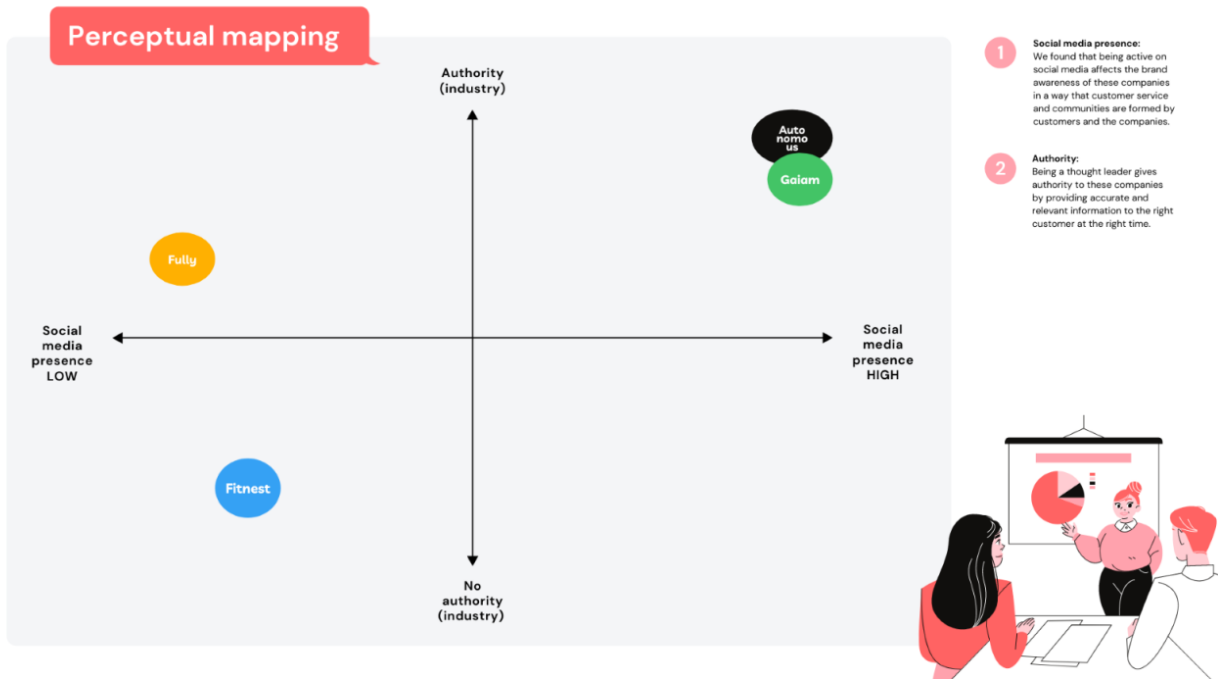


Figure 15: Perceptual Mapping

### 3.2.3 Competitor Analysis

By doing a competitor analysis, only three competitors were analyzed and known to be Fitness's biggest competitors and all four them seek authority in the similar sector. However, analysis shows that two competitors have a very high presence on social media and represent themselves as industry's leaders. One competitor has similar indicators as Fitness: shows very little presence on social media but spreads more authority in industry than Fitness.

## 3.3 Target Group Analysis

### 3.3.1 Segmentation

Research suggests that in recent years information and technology subject graduates are rapidly increasing in European Union. For instance, in the year of 2017 nearly 502 000 students have gained a bachelor's degree which of 53 133 were Mathematics and Natural Sciences students. It is the highest number comparing to other subjects (statista.com, 2021). For this reason, the research is focused on 25–35-year-old knowledge workers within the EEA.

#### 3.3.1.1 Demographics

The proposed target market is 25–34-year-old knowledge workers. This age group is also called The Millennial Generation which makes up 20 percent of Europe's population in 2020 (MSCI, 2020).

### **3.3.1.2 Psychographic**

#### **Perception**

According to the research, 75 per cent of the European Union population are using technology, such as phones, laptops, or tablets, daily (Wevolve, 2013). The study conducted in 2021 found that trends of shopping online has also been increasing in the last decade. In conclusion, that high degree of IT usage makes the target group technology-sensitive with a good insight in innovation (European Union, n.d.).

#### **Attitudes**

As being a technology-sensitive generation, the target group also knows how to do product research before purchasing. Findings show that this group has a high sensibility to reading product reviews online, using a search engine to find information, and analyze company's' social media sites. Moreover, this group is most likely to be tough-minded and not easily persuaded people because of the analytical thinking (Lounsbury, Kirwan, & Gibson, 2014).

#### **Motives**

The target group's motive to purchasing a product is mostly because of health-related problems that they are currently facing. Because of the type of work, they do they are most likely to experience body pains. Also, as being very self-conscious, this group is seeking to improve their productivity and maintain a good work-life balance.

## **3.4 Interview Results**

### **3.4.1 Profile**

The respondents chosen for this research are all in the age group of 25-34 which was the proposed target market. All respondents' professions involved desk work and they are all knowledge workers.

### **3.4.2 Psychological**

#### **3.4.2.1 Lifestyle**

All the respondents have different lifestyles. Some are health-concerned and 1 out of 4 doesn't do anything for his fitness. They all work 8-hour jobs that involve sitting and working behind a desk.

#### **3.4.2.2 Personality**

Respondent 4 made a significant remark about how he prefers making his workplace and his home office different to separate the work in the office from the leisure at home. Besides that, all respondents are quite positive about being active. They all have their own special way to stay alert and productive.

### **3.4.2.3 Perception**

The respondents find standing desks as more of a convenience since 3 out of 4 of them already use it in their workplace. Thus, it was a matter of it being readily available instead of them buying it themselves.

### **3.4.2.4 Attitudes**

The 3 out of 4 respondents' attitudes towards standing desks are similar to each other when it comes to usefulness. However, half of the respondents wouldn't buy one themselves.

## **3.4.3 Behavior**

### **3.4.3.1 Purchase/transaction**

All of the respondents shop online and offline. However, they prefer shopping for themselves in a physical store. Two respondents only consider online shopping when the product has extra value.

### **3.4.3.2 Technology usage**

Whenever the respondents want to make an online purchase or search for furniture, they performed self-searching.

### **3.4.3.3 Media usage**

Respondents check company reviews on different media first before purchasing a product.

### **3.4.3.4 Consumption/usage**

3 out of 4 respondents would consider getting a standing desk as a form of investment for themselves.

## **3.4.4 Persona**

Daan is a software designer. He is assumed to be between the ages of 25-34 years old and has been working as an independent employee in a company ever since he got his bachelor's degree. Daan is focused on efficiency and productivity at work, but also focused on his well-being physically and mentally. What he wants to achieve is to combine a way for him to be healthy inside and outside of work which can also help his focus on his performance.

Daan is very sociable and loves to learn new things. He gains his knowledge by going to a training course, networking, research etc. and even learns more about his field through social media channels and communities. Daan is very picky when it comes to choosing brands which is the reason why he only trusts brands which are known.

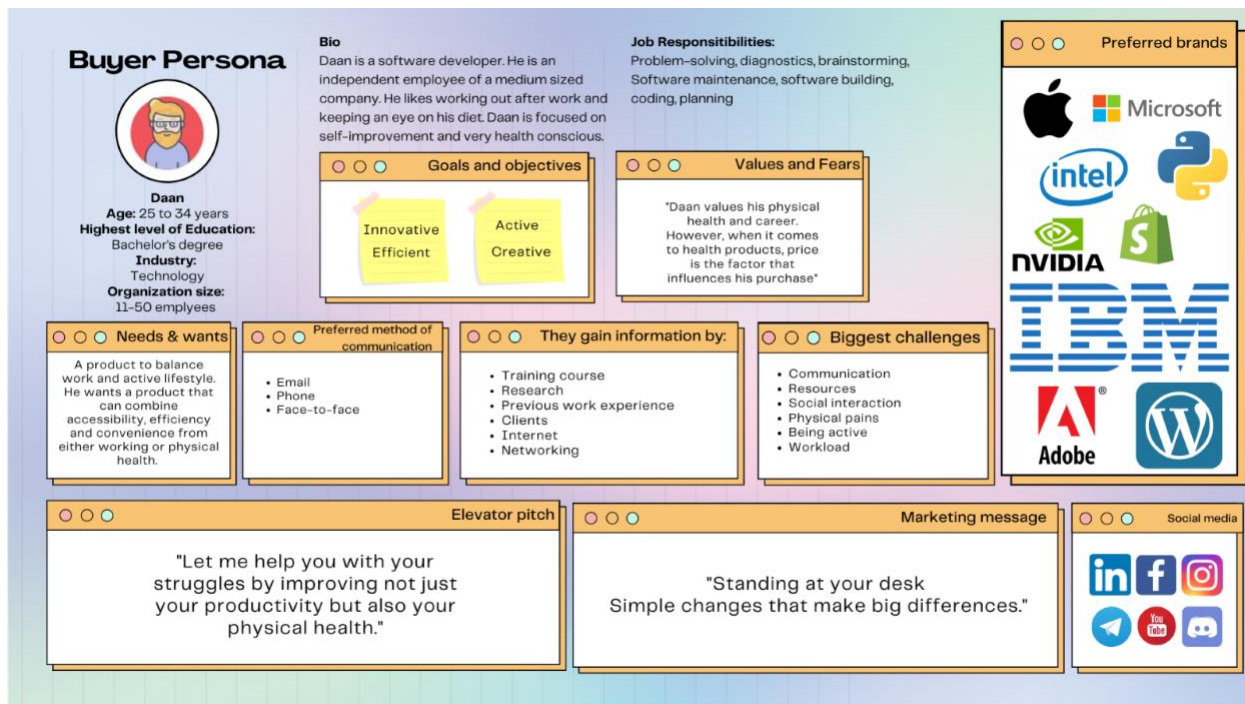


Figure 16: Persona

## 4. Conclusion

Based on the research results, the following conclusions and analysis can be made, answering the main question: *"How can Fitness raise brand awareness?"*.

Being a new competitor in the European market, Fitness is currently dealing with communication problems, which is the lack of brand awareness. Carrying out the Competitor and Product Analysis, the researchers found out that Fitness's competitors are the biggest threats to them as they all have their own niches, and their branding messages are developed. On the other hand, Fitness is not active on online presence and does not have their community yet. According to the Consumer Segmentation, due to the education level of knowledge workers – Fitness's target group, they are usually tough-minded people, which means they are not easily persuaded, more likely to be critical towards things and do product analysis before they purchase. By using the ELM theory, Fitness customers are very critical about the product, so the information they are seeing in ads is analyzed in detail. In other words, when the subject (of healthy working behavior) is important to customer, advertising message must be clear and critical so that advertisers would not lose customer's attention. Another important factor that should be considered is how message is 'to the point', otherwise customer will ignore it (communicationtheory.org, n.d.).

Also, the research shows Fitness's consumers are looking for efficient and innovative products and a work-life balance. This can be demonstrated in the field research. The respondents

mentioned during the interviews that the idea of standing desks was good, but they wouldn't buy it themselves due to the high price and *"it is not something that adds a real value to our workplace"* (R2). Health is not a big factor to them when they purchase a new product, otherwise they prefer well-known brands. Under these circumstances, together with Fitnest's vision and core message of 'helping build healthy work habits', the marketing message *"Standing at your desk – Simple changes that make big differences"* will create a great opportunity for Fitnest to improve the brand awareness among knowledge workers in EEA.

# Product F: Advice

## Product F1: Place and Promotion Analysis

### Place and Promotion Analysis

	<b>Fitnest Europe</b>	<b>FULLY Europe</b>	<b>Autonomous.ai</b>
<b>Place Strategy</b>	Official website: <a href="https://www.fitnest.eu">https://www.fitnest.eu</a>	Official website: <a href="https://www.fully.com/en-eu/">https://www.fully.com/en-eu/</a>	Official website: <a href="https://www.autonomous.ai/">https://www.autonomous.ai/</a>
	Social Media: <ul style="list-style-type: none"> <li>- Instagram</li> <li>- Facebook</li> <li>- YouTube</li> <li>- LinkedIn</li> </ul>	Social Media: <ul style="list-style-type: none"> <li>- Facebook</li> <li>- Twitter</li> <li>- Instagram</li> <li>- Pinterest</li> <li>- LinkedIn</li> <li>- YouTube</li> </ul>	Social Media: <ul style="list-style-type: none"> <li>- Instagram</li> <li>- Facebook</li> <li>- Pinterest</li> <li>- YouTube</li> <li>- Twitter</li> </ul>
	Retail/Other Website(s): Bol.com Amazon	Retail/Other Website(s): Amazon, Desertcart.ro	Retail/Other Website(s): Amazon
	Physical Store: none	Physical Store: They have a showroom	Physical Store: none
<b>Promotion Strategy</b>	Digital Marketing <ul style="list-style-type: none"> <li>- Social Media Advertisement (retargeting on Facebook and Instagram)</li> <li>- SEO (2.0 links, backlinks)</li> <li>- SEA</li> <li>- Mentions in blogs</li> <li>- Promotion on their website</li> </ul>	Digital marketing: <ul style="list-style-type: none"> <li>- Advertising on search engine like google</li> <li>- YouTube advertising</li> <li>- Facebook advertising</li> <li>- Owns media such as social media, posts, YouTube, videos, blogs and their own website.</li> </ul>	Digital Marketing: <ul style="list-style-type: none"> <li>- Advertising on Google Platforms</li> <li>- Sales Promotion on their own website</li> <li>- SEA</li> <li>- Social Media Advertisement</li> <li>- Paid Influencers</li> <li>- Authorized Reseller Program with CNBC, the Inventory and Forbes</li> <li>- Online Community</li> </ul>

(discount- 30% off) - A few newsletters have been sent		- Blogs
Traditional media: None	Traditional media: None	Traditional Media: none
Alternative marketing: - WOM (e.g., on Reddit)	Alternative marketing: - Affiliate marketing - Collaborations - WOM marketing from customers and press	Alternative Marketing: - Affiliate Marketing: using online influencers - W.O.M Marketing

Figure 17: Place and Promotion Analysis

### Owned Media Analysis (Promotion Strategy)

	<b>Fittest Europe</b>	<b>FULLY Europe</b>	<b>Autonomous.ai</b>
<b>Official Website</b>	Sales promotion Direct marketing Content marketing- blog (inconsistent) Reviews from customers	Sales promotion Direct marketing One page dedicated to reviews/ratings from customers via YouTube and reviews they received directly Blogs (only available when web is in English) Show’s press features Certifications as a trusted shop	Sales promotion Blogs Community (with reviews)
<b>Facebook</b>	Posts about their products Links to official website and their mail Reviews	Posts about their products Links to official web New arrivals Features of people using their products Job applications Discount promotions	High-engagement page with more than 40K followers and likes Daily posts about their products Links to official web Many reviews

	Not consistent (last post in June)		Customer Service: Chat box
<b>Instagram</b>	<p>Lack of Stories or Reels (there is only 1 story with reviews and 2 reels)</p> <p>Products</p> <p>Posts about their products (+ link to web)</p> <p>Posts about their positive reviews from customers</p> <p>Product information posts</p> <p>Tips on the usage of their desks and workplace</p> <p>1,425 followers, 38 posts</p>	<p>Posts about their products (+link to web)</p> <p>Features of normal people on how they use their products</p> <p>Video commercials</p> <p>Employee features</p> <p>Product information posts</p> <p>23.3k followers, 520 posts</p>	<p>High-engagement page with more than 80K followers</p> <p>Active page with 400 posts</p> <p>Posts about their products (+link to web)</p> <p>Have many contents (tips, how-to posts, personalize set-up videos, reels, IGTV...)</p>
<b>Twitter</b>	N/A	<p>Retweets of their features</p> <p>Product information posts and videos</p> <p>Tweets from customers about their products</p> <p>Sale announcements</p> <p>Affiliate and collaboration posts</p> <p>Positive mentions</p> <p>6.215 tweets, 4.551 followers</p>	<p>High-engagement page with more than 10K followers</p> <p>More than 15K Tweets about their products (link to web)</p>
<b>YouTube</b>	<p>3 videos</p> <p>Mental tip, price-related tip</p> <p>Max views: 130</p>	<p>How to use videos</p> <p>Commercial videos</p> <p>Tips and tricks to using a standing desk</p> <p>Assembly videos</p>	<p>Have 7K subscribers</p> <p>Active weekly videos (Desk Set up Reviews, Instructions, Webinars...)</p>

	Not consistent- last one was 5 months ago, others-10 months ago No comments	Features of how people use their products 1.65k subscribers,	
<b>Pinterest</b>	N/A	212 followers Desk inspirations Ideas in customizing desk	High-engagement accounts with more 2M views/ month Set up ideas

Figure 18: Place and Promotion Analysis

To conclude, all three companies have their main selling canal, which is their company websites, only FULLY has a showroom. Besides that, consumers can also find their products on other online platforms such as Amazon, bol.com, etc. Their websites all contain the product specifications and details and offer blogs that support their products and consumer’s needs. However, what was noticeable is that Autonomous made more relevant content and regular blogs that provide the consumers with useful information in using their standing desks.

About the Promotion Strategy, all of them focus on Digital Marketing, mostly on paid media (SEA, social media advertisements, SEO, etc.) and owned media (blogs, social media, etc.). Traditional Marketing is not used by all three companies. However, they all have Alternative Marketing such as Affiliate Marketing and W.O.M Marketing, which is good to raise brand awareness.

In terms of owned media, all three companies also have social media accounts, however, not all of them are active. For example, FULLY and Autonomous posts content almost every week, whilst Fitnest’s last post was in June. To compare, Autonomous have the highest engagement with their customers, based on the number of likes and followers. Fitnest, on the other hand, has a small number of audiences on social media. This might be due to Fitnest’s lack of content on social media.

## Product F2: Communication Advice

### Communication Problem

Being a new competitor in the European market, Fitnest is currently dealing with a communication problem, which is the lack of brand awareness among the knowledge workers between ages 25-34. Fitnest's competitors are the biggest threats to them as they all have their own niches, and their branding messages are well developed. On the other hand, Fitnest is not active on online presence and does not have their community yet. Therefore, the level of knowledge that Fitnest's target group has about the company's basic information is relatively low.

### Communication Target Group

Research suggests that in recent years information and technology subject graduates are rapidly increasing in the European Union. For instance, in the year 2017 nearly 502 000 students have gained a bachelor's degree which of 53 133 were Mathematics and Natural Sciences students. It is the highest number compared to other subjects (statista.com, 2021). For this reason, the research is focused on 25–35-year-old knowledge workers within the EEA.

The proposed target market is 25–34-year-old knowledge workers. This age group is also called the Millennial Generation which makes up a 20 percent of Europe's population in 2020 (MSCI, 2020).

According to the research, 75 per cent of the European Union population are using technology, such as phones, laptops, or tablets, daily (Wevolve, 2013). The study conducted in 2021 found that trends of shopping online have also been increasing in the last decade. In conclusion, that high degree of IT usage makes the target group technology-sensitive with a good insight into innovation (European Union, n.d.).

As a technology-sensitive generation, the target group also knows how to do product research before purchasing. Findings show that this group has a high sensibility to reading product reviews online, using a search engine to find information, and analyze company's' social media sites. Moreover, this group is most likely to be tough-minded and not easily persuaded people, because of the analytical thinking skills (Lounsbury, Kirwan, & Gibson, 2014).

The target group's motive for purchasing a product is mostly grounded on health-related problems that they are currently facing. Because of this type of work, they are most likely to experience muscle and bone pains. Also, as being very self-conscious, this group is seeking to improve their productivity and maintain a good work-life balance.

# Target Group Personas

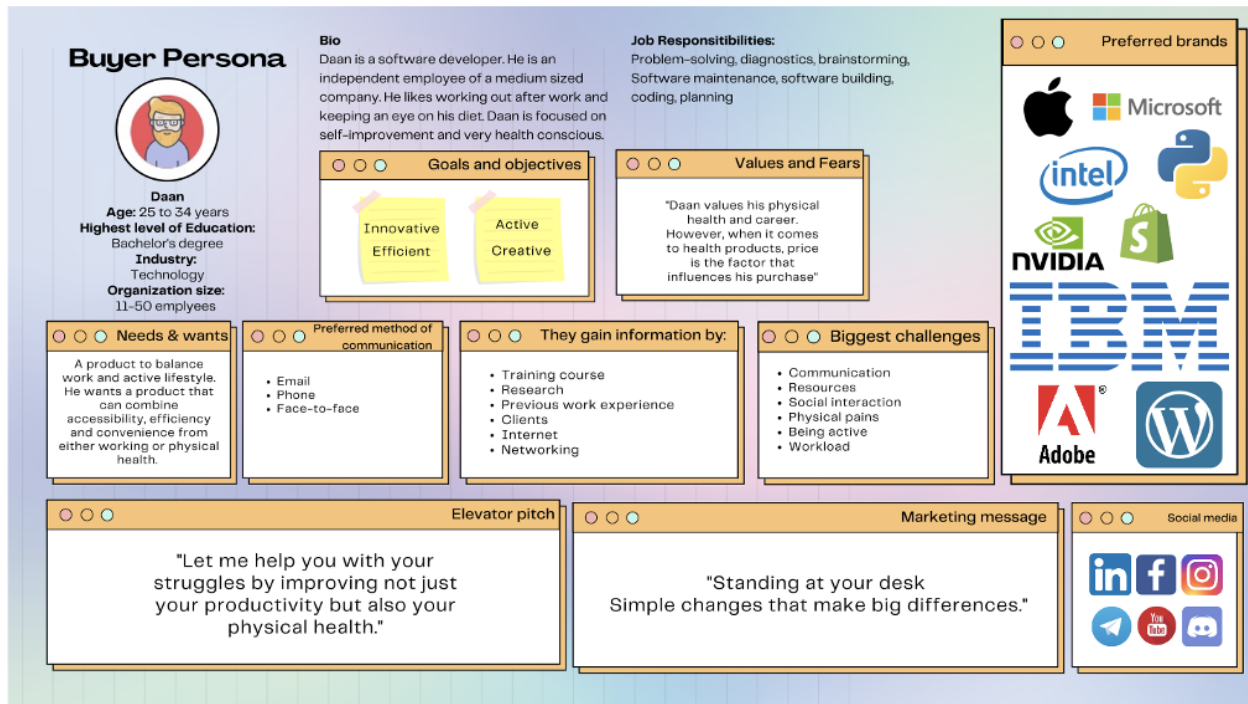


Figure 19: Personas

Daan is a software designer. He is assumed to be between the ages of 25-34 years old and has been working as an independent employee in a company ever since he got his bachelor's degree. Daan is focused on efficiency and productivity at work, but also focused on his well-being physically and mentally. What he wants to achieve is to combine a way for him to be healthy inside and outside of work which can also help his focus on his performance.

Daan is very sociable and loves to learn new things. He gains his knowledge by going to a training course or networking events, and even learns more about his field through social media channels and communities. Daan is very picky when it comes to choosing brands which is the reason why he only trusts well-known brands.

## Communication Objectives

Fitness's biggest challenge is to create brand awareness among knowledge workers between 25-34. Brand awareness, according to Clow and Baack (2018), occurs when the consumers recognize and remember a particular brand or company name as they consider purchasing options. In 1961, Steiner developed a model called The hierarchy of Effects (HoE). The model outlines six steps a consumer or a business buyer moves through when making a purchase: Awareness, Knowledge, Liking, Preference, Conviction and The actual purchase (see Figure 20). These steps are sequential. The model suggests that a consumer spends a period of time at each one before

moving to the next. Thus, before a person develops a liking for a product, he must first know about it.

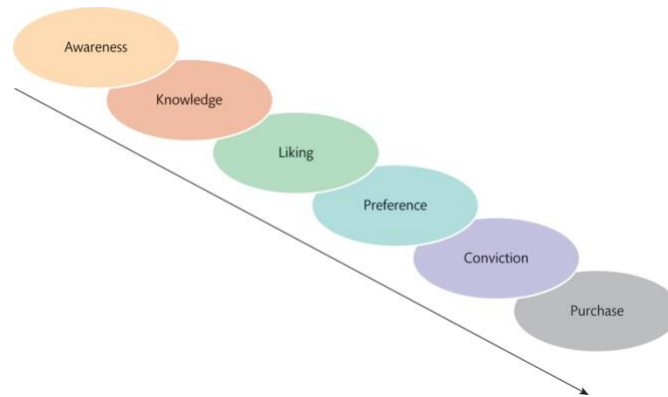


Figure 20: Stages in the hierarchy of effects model (Baines et al., 2018)

Applying the attitude construct (see figure 21), for the target group, the immediate objective is not only to raise their brand awareness about *Fitnest (think level)* but also to become the preferred company in the standing desk field in their mind (*feel level*). Ultimately, the main objectives are to change the targeted knowledge workers’ working habits - work standing and influence them to reach purchase (*do level*).



Figure 21: Attitude construct: Circular (Baines et al., 2018)

## Communication Advice

Based on the desk research, the target group prefers to buy from well-known and cost-saving brands. As a result, the target group performs extensive research before purchase. Moreover, field research has shown that knowledge workers are not easily persuaded, are more likely to be critical towards things and do product analysis before they purchase. Hence, it is essential that *Fitnest* improve its brand awareness so that when the consumers’ needs occur, *Fitnest* comes to their minds. According to Rosenbaum-Elliott et al. (2015), a brand must have a “salient” position in the minds of the relevant audience, which is also known as the brand awareness. To build and maintain brand salience, marketing communication is needed. Baines’s

study in 2018 indicated that marketing communications had 4 main tasks: to differentiate, reinforce, inform, and persuade (see figure 22).

Marketing communication tasks	Explanation
To differentiate	In many markets, there is little to separate brands (e.g. of mineral water, coffee, printers). In these cases, it is the images created by marketing communications that help to <i>differentiate</i> one brand from another and position them, so that consumers develop positive attitudes and make purchasing decisions.
To reinforce	Communications may be used to <i>remind</i> people of a need they might have or of the benefits of past transactions, with a view to convincing them that they should enter into a similar exchange.  In addition, it is possible to provide <i>reassurance</i> or comfort either immediately prior to an exchange or, more commonly, post-purchase. This is important, because it helps to retain current customers and improve profitability. This approach to business is much more cost-effective than constantly striving to lure new customers.
To inform	One of the most common uses of marketing communications is to <i>inform</i> and make potential customers aware of the features and benefits of an organization's offering. In addition, marketing communications can be used to educate audiences, i.e. to show them how to use an offering or what to do in particular situations.
To persuade	Communication may attempt to <i>persuade</i> current and potential customers of the desirability of entering into an exchange relationship.

Figure 22: DRIP Tasks for Marketing Communication (Baines et al., 2018)

For Fitness's study case, they should inform the features and benefits of a standing desk, educate their audiences about new healthy work habits ("to inform" task), and differentiate themselves between their competitors ("to differentiate" task). Regarding the "to differentiate" task, the position of thought leader is especially important for a company that wishes to be on the top-of-mind of a customer who is considering purchasing products or services that the company provides (Hakola & Hiila, Strateginen ote verkoon, 2012). Burgess (2014) defined thought leadership as "ideas that educate customers and prospects about important business and technology issues and help them to solve those issues – without selling".

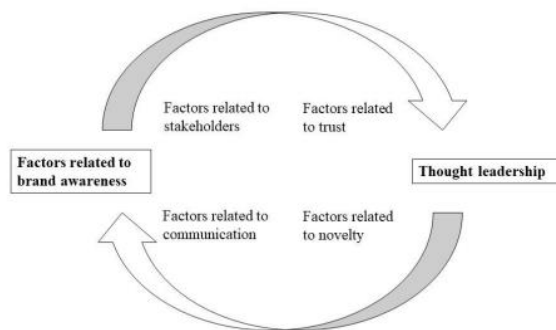


Figure 23: The cycle of thought leadership and brand awareness (Peltonen, 2017)

A thought-leading company is not necessarily the market leader in terms of sales but provides stakeholders with new ideas, innovations, and information, and is at the industry's prominence in this way (Halderen, Kettler-Paddock, & Badings, 2013). Peltonen's report in 2017 also indicated that there is a relationship between thought leadership and brand awareness. In the light of this study, it appears that thought leadership would create brand awareness by attracting interest from stakeholders such as media and customers, because a thought leading company has something new and meaningful to say (see figure 23).

Therefore, as Finest's vision and core value is "helping build healthy work habits", together with the marketing message: ***"Standing at your desk. Simple changes that make big differences"***, the researchers found that Finest should focus on **being a thought leader on healthy working behaviour**. In particular, the niche of Finest is that they are **not just selling standing desks**, they are **creating new healthy working behaviors** that will make big differences.

### 1. The message

Build healthy work habits.

*"Standing at your desk. Simple changes that make big differences."*

### 2. Tone of voice

The tone of voice of the whole strategy is informal and friendly. Although the culture and communication style of this ergonomic furniture field is formal, Finest's goal is to build a community that helps create healthy work habits, so the tone of voice of the strategy is informal and friendly to well-reach the target group. The target group is also quite young (25-34-year-old), so an informative tone of voice can get the message across easier, and they can feel close and related to it more.

### 3. Communication Advice

#### **Conduct Social Media Marketing using User-generated Content.**

Consumers experience brands in a variety of ways and one of them is through social media marketing activities, where active consumers get engaged with the brand and enhance the brand page views which leads to greater brand awareness (Hutter K., 2018). Through social media, Finest could create a social trend with hashtags #Standingatyourdesk and #Workstanding using the user-generated content. The user-generated content helps in building virtual communities for the brand (Holliman & Rowley, Business to Business Digital Content Marketing: Marketer's Perception of Best Practise., 2014) and attract the potential market by consumers' posted reviews and spread positive words of mouth (Hur & Kim, Building Brand Loyalty Through Managing Brand Community Commitment, 2011). Particularly, Finest would create a 21-day challenge on Facebook and Instagram called #Workstanding and ask their consumers to play it by posting daily post/ story pics showing they are working standing at their desks for 20-30

minutes per day, and eventually a post showing their reflections and thoughts; the winner will gain a promotion coupon from Fitnest. The reason behind this idea is that due to Fitnest's goal on change consumer's behavior, goal setting and social factors are two behavior change methods (Tombor & Michie, *Methods of Health Behavior Change*, 2017). Cialdini's Social Proof (2007) suggests that people learn not only from their own experiences but also from watching others. Also, research by Toriello (2020) indicated that "When consumers are surprised and delighted by new experiences, even long-held beliefs can change, making consumers more willing to repeat the behavior."

### **Build community and endorse products on social media platform Reddit.**

According to Wheeler (2018), brands should seek longevity and it can be achieved through the 80/20% rule. Author describes that 80% should stand for the content curation and community building, and 20% for self-promotion. Moreover, research reveals that a majority of consumers are most likely to avoid sponsored content because it implies selling products or services that they don't need or want (Fransen, Verlegh, Kirmani, & Smit, 2015). Also, adults tend to be more skeptical and negative towards advertising than youngsters (Goot, Oprea, Ketelaar, & Smit, 2018). Knowing this, Fitnest should seek to become a thought leader by using 'pull' marketing strategy, which tries to interest customer to the level where he comes back again. Fitnest should create a page on Reddit platform (*subreddit*) where they would promote the brand by posting educational content directly to their target group. Data shows that the demographics of Reddit platform is very similar to the audience this research is implying to reach: 45 % of users are between ages 18-29, however the group of 30-49-year-old users are significantly increasing. Additionally, nearly half of users have a college or higher education diploma (Agrawal, 2016). Even though Reddit is mostly used in America, the platform is gaining popularity in Europe too, numbers show that platform grew its popularity by nearly 30 percent in the last 3 years (statista.com, 2020).

Fitnest's tone of voice is informal, hence, they could create educational posts using informal language. On posts they should share tips, life-hacks, or product specifications on work-life balance and technology topics. Those could be "Have you seen what the new way of working/gaming/creating looks like?" and share pictures with personalized desks. The goal of this campaign should be to create a discussion thread on how to improve healthy working behaviors. In other words, Fitnest should create subreddit with discussion threads, and follow, comment, and share similar subreddits. Using this campaign would be a good way to start a two-way communication, because customers can comment and give feedback on products and services.

### **Carry out experiential marketing through customer sampling**

Although there is a growth in online shopping nowadays, according to a recent First Insight Report, 71% of consumers still spends more per visit in-store than online. This is due to the fact that people find it stress relieving and (Petro, 2019). But how does this apply to Fitnest? Obviously, Fitnest Europe doesn't have a physical store. However, furniture is something consumers would like to experience to feel, test and see (KPMG, 2017). Therefore, experiential marketing can be an idea to let customers experience how it is like to use a standing desk through sampling in a location with a big reach. "Experiential marketing is a marketing strategy that immerses customers within a product or deeply engages them. In short, experiential marketing enables consumers to not just buy products or services from a brand, but to actually experience the brand." (salesforce.com, n.d.)

Through this method, gaining familiarity to the audience of being a thought leader can be achieved by giving information not only about Fitnest's products, but also sharing knowledge about ergonomic products: what they are and what are the benefits, healthy working habits and tips to a more productive way of working.

The largest train station in the Netherlands is Utrecht Centraal. They are also the busiest train station handling approximately 200.000 travelers per working day (NL Times, 2019) which would be the perfect location to set up a sampling booth where travelers can try out and use Fitnest's standing desks while waiting for their trains. Besides that, the number of freelancers or freeflexers who go to work in Utrecht is more than 110.200 freelancers (CBS, 2018) which gives more opportunity for Fitnest to reach the target audience. Another trend in the market is that these freeflexers rent flexible work rooms to do their work (Utrecht Business, n.d.) which means that these freeflexers might use the train station to go home and would have a high chance to bump into this promotional event. Especially when there are more than 32 perfect places to rent a workplace in around this train station (Verway, n.d.).

During this event, the likeliness of creating brand awareness toward the audience can be defined by the Elaboration Likelihood Model (ELM). "The ELM classifies influence mechanisms or routes into central and peripheral types based on the type of information processed by a given user. The central route requires a person to think critically about issue-related arguments in an informational message and scrutinize the relative merits and relevance of those arguments prior

to forming an informed judgement about the target behavior.” (Bhattacharjee & Sanford, 2006). Thus, how likely are our visitors during this event to elaborate on what Fitnest is selling? Starting with the message, the consumers can get attracted by curiosity, interest, or, in this case, their need to use these standing desks that are available for use while waiting for their train. They are then motivated to know what this event is about upon going to the booth. The consumers are then motivated and interested in the message content and talk to one of the Fitnest employees. The employee will then give information about the products, why they are doing this, how does it benefit consumers and why do they think this can be a new way of having a healthy working behavior. As professionals looking for a spot to work while waiting for their train, the consumers would then process the message and reimagine their working habits and thus, move further down the central route of ELM. The consumer might want to try out the product which then will give them the chance to formulate their judgement if they are in favor of the idea of a healthy working behavior and would consider Fitnest as a brand who knows a lot about it. Otherwise, they wouldn't be in favor of the idea and would go along to their platform and wait for their train retaining his initial attitude. With consumers being in favor of healthy working behaviors, there can be a long-term change in the individual structure will then lead the consumer to the conviction stage whereas he will want to know where these standing desks are sold and will ask for one of the discount coupons provided by the employees at the booth and this then changes their attitude depending on how the experience was, if it was negative or positive.

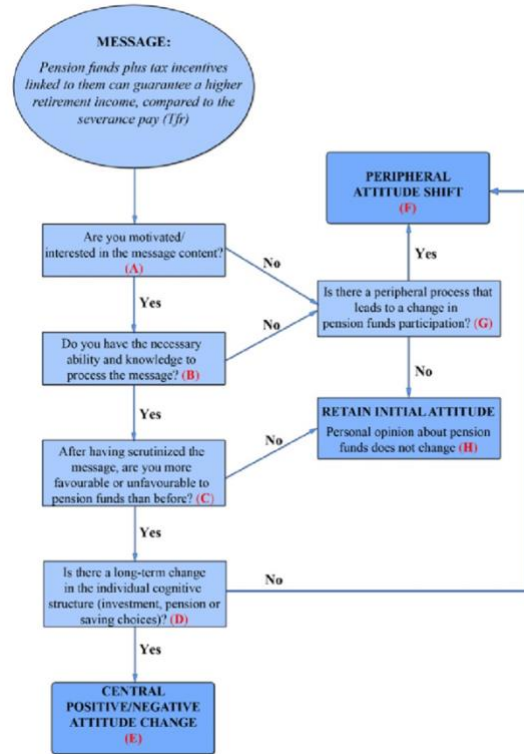


Figure 24: The ELM (Petty & Cacioppo, 1986)

### Improve Official Website

Ilia Jones (2021) mentioned: “Your website is the heart of your organization. It is the digital representation of the people, mission and structures that make up who you are.” Furthermore, he added: “all your marketing efforts should be driving traffic to your website to get the conversions you want.”

**Firstly**, Fitnest would benefit from improving its blog articles on the website. Blogging allows a company to present itself as a thought leader and an expert in the industry by providing valuable content. (Jones, 2021) Regular uploads lead to gaining the readers' trust and more visitors. Therefore, better brand awareness.

It can update its blog with topics focused on the "field of expertise" – improved workplace-behavior. It might include 5 different sources of thought leadership content: counter-narrative, personal narrative, data storytelling, industry analysis, or network connections (Parrott, 2020).

**Secondly**, Fitnest could guest blogs on other niche websites. According to the content marketer and strategist Allie Decker, 'Guest blogging is one of the best ways to increase brand awareness with minimal effort'. Moreover, it reveals the personality of Fitnest and provides space for intimacy. By blogging, Fitnest will have access to audience which is already interested in this topic and represent potential visitors to their own website. (Decker, 2017)

**Thirdly**, Fitnest might consider Email Marketing. Besides, email marketing is perceived as "one of the most cost-effective marketing mediums". Researched proved that '66% of customers make a purchase as a result of an email marketing message – Digital Marketing Association'. It is a powerful means of boosting brand awareness because it 'provides the direct, consistent interactions.' (Decker, 2017). Also, 'In 2020, a SurveyMonkey study found more than half of marketers believe thought leadership benefits a brand's efforts to gain email subscribers. (James, n.d.)

### **Language**

The website should be accessible in the languages of the countries Fitnest sell to. This will lead to the company being identified as a global brand and cause its status and reputation to flourish (Argondizzo, n.d.).

### **Design**

Another change Fitnest had better implement is creating Adaptive design for mobile users.

Online purchases have prevailed in the last years. Blake Morgan stated for Forbes (2019) that "79% of consumers have made a purchase using a mobile device in the last six months" and "80% of consumers look up product information, reviews and prices on their smartphones while shopping in a physical store."

Therefore, an adaptive design will be of great comfortability and delight when potential clients access the website, be it for information, customer service or purchase. "Adaptive web design is like having two completely different web sites, one designed to fit on your phone the other designed to fit on your desktop" (Ventura, n.d.). Adaptive design is leaner and faster than a responsive design. Also, to the satisfaction of the website visitors, Fitnest can let them choose which version of the website they want to use by placing a link to the desktop version of the site.

(Ventura Web Design And Marketing, n.d.)

## About Us Page

Another step of upgrading their website will be to add additional section called 'About Us' with their mission statement and main key proposition.

### 4. Schedule/ Planning

Strategy/ Activity	Channel	Duration	Tasks	Frequ ency	Media	Date an d time
<b>Social Media Marketing</b>	Facebook Instagram	21 days	<ul style="list-style-type: none"> <li>- Create event on FB &amp; Instagram</li> <li>- Introduce new challenge</li> <li>- Ask consumers to post their reflections</li> <li>- Promote the challenge (through posts &amp; stories)</li> </ul>	Every-day challenge  Promote post every 2 days at 8am	Owned & Earned	01/01/2022- 22/01/2022
<b>Community Engagement</b>	Reddit	26 weeks	<ul style="list-style-type: none"> <li>- Introduce subreddit</li> <li>- Follow alike subreddits</li> <li>- Engage with community through other subreddits</li> <li>- Share educational posts</li> </ul>	Posts every three days;  Engage with community every day	Earned	01/01-2022-01/01/23
<b>Alternative marketing: Experiential Marketing</b>	Face-to-Face	2 days	<ul style="list-style-type: none"> <li>- Plan marketing promotion during event and who of the personnel will be there</li> <li>- Design how the spot is going to look like</li> </ul>	Once a year	Paid media	27/06/2022-28/06/2022

			<ul style="list-style-type: none"> <li>- Which promotional materials will be there?</li> <li>- Figure out how the logistics will work going to the location</li> <li>- Make a schedule on how the days are going flow</li> </ul>			
<b>Content Marketing</b>	Website		<ul style="list-style-type: none"> <li>- Updating the blog</li> <li>- Videos</li> <li>- Infographics</li> </ul>	Once per week	Owned	01/01/2022 - 31/12/2022

Figure 25: Media Scheduling

## 5. Accountability

Media	Tools	KPIs	Goals
<b>Facebook</b>	Facebook post Facebook story	<ul style="list-style-type: none"> <li>- Reach</li> <li>- Likes</li> <li>- Followers</li> <li>- Comments</li> <li>- Sharing</li> <li>- Reviews</li> </ul>	Build awareness Increase 80% reach after 1 month Increase 200 page likes Gain 50 review posts
<b>Instagram</b>	Instagram post Instagram story	<ul style="list-style-type: none"> <li>- Reach</li> <li>- Followers</li> <li>- Likes</li> <li>- Comments</li> <li>- Sharing</li> <li>- Reviews</li> </ul>	Build awareness Increase 150% reach after 1 month Increase 500 followers Gain 200 review posts
<b>Alternative marketing</b>	Personal selling Sales promotion	<ul style="list-style-type: none"> <li>- During sampling event, ask if visitors could follow our social media accounts, if they liked the standing</li> </ul>	Increase audience engagement and build awareness to the target audience

		desk they can repost a post on social media, or can get a coupon from us for a discount	
<b>Reddit</b>	Photos Written content Comments on other subreddits	<ul style="list-style-type: none"> <li>- Upvotes</li> <li>- No. of members</li> <li>- Shares of posts</li> <li>- Comments</li> </ul>	Build community: by the first quarter of the 12 months have 200 members on subreddit, by the second half – 400; third half – 700, by the end of the year 1000 members.
<b>Content Marketing</b>	Website blog posts	<ul style="list-style-type: none"> <li>- Top landing pages</li> <li>- Unique Website Visitors</li> <li>- Pages Viewed Per Session and Scroll Depth</li> <li>- Bounce rate</li> <li>- Average time on page</li> <li>- Onsite search queries</li> <li>- Comments rate</li> </ul>	To build brand awareness and increase audience engagement

Figure 26: Accountability

6. Budget

<b>Strategy</b>	<b>Channel</b>	<b>Activities</b>	<b>Costs</b>
<b>Social Media Marketing</b>	Facebook Instagram	<i>Recruit content creators &amp; designers to:</i> <ul style="list-style-type: none"> <li>- Create contents</li> <li>- Design post</li> <li>- Publish posts</li> </ul> Ask influencer to post about the challenge Ask consumers to play challenge & post their reflection	<u>Option1:</u>  Freelancer (Content & Media): 30€/ post <b>30€ x 12= 360€</b>  Influencer (Micro: @simracingsetup: 50k followers -> 50€/ post; Mid-

			<p>tier: @letopsothug: 300k follow<u>ers</u> -&gt; 300€/ post) <b>50€ + 300€ = 350€</b></p> <p><u>Option 2:</u> <i>To keep low costs, any employee who has somewhat experience in content creating can do this instead</i></p>
<b>Alternative marketing: Experiential marketing</b>	Face-to-face	<ul style="list-style-type: none"> <li>- Book location via <a href="https://www.mediaopstations.nl/activaties/">https://www.mediaopstations.nl/activaties/</a></li> <li>- Plan marketing promotion during event and who of the personnel will be there</li> <li>- Design how the spot is going to look like</li> <li>- Order promotional materials such flyers and stand banners.</li> <li>- Order and plan transportation of the standing desk to Utrecht Centraal</li> <li>- Make a schedule on how the days are going flow</li> </ul>	<p>Location costs: <b>€2.100 p/day</b> <b>2100€ x 2= 4200€</b></p> <p>Printing: <b>€64.05 for 1000 pcs</b></p> <p>Banners: <b>€817.16 for 4 pcs</b></p> <p>Carpet: <b>€88.50 Size: 15mx15m</b></p> <p>Logistics: <b>€284 for two days via borent.nl</b></p>
<b>Community building</b>	Reddit	<ul style="list-style-type: none"> <li>- Hire (or place existing employee on tasks)</li> <li>- Engage with community and place posts</li> <li>- Create a content calendar for posts</li> <li>- Use pictures from Instagram campaign</li> </ul>	<p>Pictures and written information is part of the “ and ‘Social Marketing’ campaigns.</p> <p>Paying employee to coordinate flow of information:</p>

		<ul style="list-style-type: none"> <li>- Use information that is written for blog posts and change it according to Reddit's 'tone-of-voice'</li> </ul>	<p><b>8 hrs per week x 26 weeks;</b>  <b>26 weeks = 208 hours</b>  <b>1 hour is worth 10,45 euro before taxes</b>  <b>26x10,45= 2175 euro</b></p>
<b>Content Marketing</b>	Official website	<ul style="list-style-type: none"> <li>- Freelancers for the blog posts</li> <li>- Software designers for the website design</li> <li>- Email Marketing tools</li> </ul>	<p><b>Freelancers:</b>  21.60 euros (average hourly rate) <a href="#">Content Writer Salary Amsterdam, Netherlands - SalaryExpert</a>  21.60 x 2hours x 4times a week (1 blog post per week- 4 per month) = 172.8 per month   2.073.60 per year</p> <p><b>Han intern:</b>  400 – 600 euros</p> <p><b>Sendinblue:</b>  50 euros per month = 600 euros a year</p>
<b>Total:</b>			<b>€11.012.13</b>

Figure 27: Budget

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# Appendices

## Appendix 1: Interview Guide

### Interview Guide

#### [Interview introduction]

Good afternoon, thank you for giving me some time to interview you. (As you know)

Due to our research, we would need to document this interview by recording our conversation. Will that be okay?

My name is.... and I am here to make the interview about work, lifestyle and purchasing behavior. I have chosen you as my interviewee because of your profession which involves using a desk during work

#### [Interviewee information]

Firstly, I would like to begin this interview by knowing you a little bit more. Could you please tell something about who you are and about your profession?

- name
- age
- country/culture of origin
- place
- Job:
  - What is your job position?
  - What company are you from?
  - What are your main tasks at work?

**[Transition text] So, now I know something about your background, I'd like to know something about your working environment.**

1. Can you please describe your working environment?
2. What kind of furniture and materials are present in your working environment?
  1. Do these make working more efficient?

2. What kind of furniture or materials in your opinion would help make work efficient?
3. Can you elaborate on how your normal working day looks like?
  1. During these tasks, how much time do you spend sitting behind a desk?
4. What are the challenges you face physically in regard to sitting behind a desk?
5. Are there some healthy habits that are now being carried out in your working environment?
  1. Can you elaborate what these are?
  2. Do these healthy habits help?
  3. How do they help/don't help?
6. Would you say that you are or your company is concerned of your well-being?
  1. Why do you think so?
7. What do you think will be the future of working from home? Do you believe it will be more common, less common or its popularity will remain the same as working at the office?
  - 7.1. If it was up to you, which of the 2 working environments will you prefer? Or a combination of both?

**[Transition text] We spoke about your working environment. Based on that, I would like to ask you about your daily routine outside of work.**

1. Can you describe your lifestyle?
  - 1.1. What are your interests outside work? What are your hobbies?
  - 1.2. Do you exercise regularly? If so, what kind of exercise do you prefer?
  - 1.3. What is the most common environment you exercise, for instance, do you prefer gym, outside or home?
  - 1.4. Have you ever considered purchasing training equipment?
2. How can you describe your work-lifestyle balance?
3. Do you set yourself lifestyle related goals?
4. How do you travel to work?

**[Transition text] So we talked about your work and lifestyle. I have some more things I'd like to talk to you about.**

1. What do you research about a durable product before purchasing it?
2. What influences you to purchase a product online?

3. What influences your decision to purchase a new product? Is health a big factor for you when you purchase a new product?
4. What is important to you when deciding which product to buy?
5. Are brands important to you? In your opinion, how can you know if a brand is trustworthy?
6. What products do you usually buy to take care of your health?
7. How about furniture? Have you ever thought to buy any office furniture that can also help you with ...? How much would you expect to pay for this product? What factors determine your budget for this product?
8. How often do you change your office/home desk?
9. Would you say it is important for you to have similar furniture/experience at your workplace as your colleagues? Do you take their opinion in consideration?
10. Would you be willing to spend about €500 to buy a desk that...?
11. What is the biggest difficulty you face when purchasing a desk / standing desk?
12. What do you think about the idea of a standing desk?
  1. Would you say it is innovative? Why do you think so?
  2. Do you think it will be widely used in the future? Why would you say so?

**[Transition text] I think I have all the information I need for this interview, is there anything I didn't ask for, which you think is important for me to take into account for this research?**

[Thank respondent] [Explain how info is processed]

## Appendix 2: Individual Reflection

### **France:**

Personally, I found the communication problem of Fitnest difficult to figure out in a way that, they just had too much of a narrow target market. It was quite a difficult product to think of creatively since I myself wouldn't consider buying a standing desk because of my student budget. Besides that, the process of creating an interview guide, seemed quite easy at first as well. But having an idea which we couldn't put into the right context and sentences became one of our challenges at the time. Finding a respondent luckily was easy. I have chosen respondent 4 due to the convenience of it. He is my housemate who coincidentally works as an industrial designer.

Before the interview started, I just finished a meeting which made me unprepared for the interview. However, during the interview, it was easy going since we did the interview at our house, and I was talking to someone I already knew which made it more comfortable to speak. Upon asking the questions, I started to feel like some of the questions were excessive and unnecessary so, I had to skip some of it and ask a follow-up question instead.

After undergoing this whole process, I must say the points we should improve are time management, communication; communicating with each other, and coordination; combining our work to make one logical piece.

### **Viktorija:**

Firstly, I knew the interviewee personally, so it was not very difficult to start a conversation or run the whole interview. Before starting to record, we have exchanged a few sentences on what he can expect from me, and what type of questions I might ask him. Without going further in detail, I explained that questions will not be too personal, and he can always refuse to answer if struggling with language barrier or just simply will not have an answer.

Secondly, during the interview I felt that some of the questions have the same manner, or implying to get the same answers (i.e., question 1 and 4 under the 'purchasing behavior' topic). So, I decided not to ask them, because I believed I will gather the same answers, or my respondent will get irritated.

Even though the interview went smoothly, there is a possibility of unreliable answers. The reason for this is that, at the very beginning of this project me and my respondent had a conversation about it. The respondent knew what the purpose of the research is and during the interview he implied of adding things specifically about ergonomic tables.

Overall, if not being a student, I would discard the data I gathered from this interview, because I believe that answers are biased because the respondent knew the purpose of the project. However, being a student and not having many resources, I decided to keep the data and use it for the research purposes.

**Antonia:**

I conducted the interview with my housemate, who works as a software engineer- mostly in office, but also from home. I found it comfortable to talk to him because we know each other well. However, as we started and I asked him a couple of questions, I noticed that some of the questions were similar, thus not able to extract different data.

Secondly, although the interviewee is my acquaintant, we did the interview very early in the morning, my housemate was tired due to lack of sleep. Therefore, this was not the best time to do it, i.e. He could have been more conscious and awoken.

Thirdly, the interviewee himself told me that there was a language barrier as he is a native Dutch citizen, and he could have probably shared more if it was in his native language.

2:44 I am narrowing down the aspect of the question I ask (Can you describe your working environment) because I mentioned "Furniture and interaction with colleagues"

3:10 I am not letting him express straightforwardly his thoughts.

5:10 I am asking about his normal day at work, but I deviate from the gist of the question. Thus, we don't receive the needed data (which activities and what time take place at his workplace).

22:16 I like that I ask additional (follow-up questions) to further understand the interviewee's point of view

30:00 I like that I affirm and repeat his words, so that I can be sure what his answer and thought is. But this could also lead to misinterpretation, if his words are repeated wrongly.

I could have also spoken louder, or with different tone of voice. But from the other side, it is also appropriate because it is in the early morning.

In conclusion, I believe if the time of the interview and the way I carried it out had been different, we could have gained more explicit and meaningful results.

**Alice:**

Though our target group was European, I couldn't find any European friends that had available time for me to interview. Thus, I decided to interview my cousin – Trixie, who is living in Berlin

for almost her whole life. At first, I was afraid that as Trixie was still not an European by blood, this would somehow affect the interview outcomes. But afterwards, the results turned out to be quite suitable as I expected and didn't have much remarkable differences.

About the interview guidelines, when I conducted the interview, I realized that we put lots of irrelevant questions. Some of them even had the same main ideas and would not be necessary to ask again.

In terms of my findings, the most interesting thing I found out after the interview was that my interviewee was extremely concerned about the price (before that, I thought that everyone would prioritize the quality first). She would leave out the quality and health factors if it did not meet her budgets though she did care about well-known brands and proudly said that she had a healthy lifestyle. Therefore, it comes to my mind that whilst people might be into healthy behaviors, there are factors that greatly influence their decisions.

To conclude, the outcomes of this interview was as I expected. Besides, about my skills in interviewing, though the interviewee was someone that I knew, I was still a little bit confusing and nervous. After undergoing this interview, I acknowledged that interview skill is extremely important experience that a communication specialist should have and practice frequently.

## Appendix 3: Audio Files

### **Respondent 1:**

<https://drive.google.com/file/d/1p3YRHOSHAS0VRsnXafi5XeVLk40KW3wh/view?usp=sharing>

### **Respondent 2:**

[https://drive.google.com/file/d/14zytIqr\\_TdrNt8OoXsrXtLRXG3PEUHCi/view?usp=sharing](https://drive.google.com/file/d/14zytIqr_TdrNt8OoXsrXtLRXG3PEUHCi/view?usp=sharing)

### **Respondent 3:**

<https://drive.google.com/file/d/1J1doiSEWRU1z2mxKQxPsRxyrPEmscCkl/view?usp=sharing>

### **Respondent 4:**

[https://hannl-my.sharepoint.com/:u:/g/personal/fa\\_vanmaanen\\_student\\_han\\_nl/EW\\_KFwhlBBCqOL3ioSZqoMBem72YnBAkXIO\\_8FShLjY\\_Q?e=x8oFYO](https://hannl-my.sharepoint.com/:u:/g/personal/fa_vanmaanen_student_han_nl/EW_KFwhlBBCqOL3ioSZqoMBem72YnBAkXIO_8FShLjY_Q?e=x8oFYO)

## Appendix 4: Interview Transcript

### *1. Could you please tell something about who you are and about your profession?*

R1: My name is Linas, I am a telecommunication engineer from Lithuania. This is a very wide scope, but my main duties include making radio network planning, sitting behind the desk and making plans for radio networks.

R2: I am Bert, 23 years old and I am working as a software developer at VGGM (Safety and Health Region Gelderland-Midden), the Netherlands.

R3: Hi. My name is Trixie and I'm 25 years old. I'm now an accountant for an agency in Berlin. Originally, I was born in Vietnam, but my family has moved to Berlin since was 5 so now I'm basically a German.

R4: My name is Thomas Norman. I'm from England. I live in the Netherlands. I work as a product designer or industrial designer, studio Mom in Arnhem. Mainly dealing with styling and light engineering. I guess it's a with bikes, mainly bicycles, but we also do technical products for the home.

### *1.1 What are your main tasks at work?*

R1: ---

R2: Developing software, writing codes, reading code and helping people while sitting behind my desk 8-12 hours a day.

R3: ----

R4: So because I work in design, it's like quite a variety of tasks, so sometimes you're seeing a desk researching for long periods of time, reading, brainstorming, running down very individual work. But other periods you're like, mind mapping, working together as a team. Large groups of you around together like just throwing out ideas, seeing what sticks and then there's large portions of sketching, sketching and drawing. And illustrating your ideas. And then we also usually in the next stage after one of those sketches is chosen to go forward, or a few of them we go into CAD models, which is like 3D. So you're also sitting at a desk and on the computer. That that you can spend many hours in a CAD model so I can get but there's also times where we go to A small workshop and make things 3D and physical. Out of like foam or wood or Metals.

### *2. Can you please describe your working environment?*

R1: In some way it reminds me of a big classroom, except that people sit one by one behind desks. Working hours are not restricted, but usually I spend up to 8 hours behind the desk. Of course,

sometimes I get up to get some coffee, chat with other colleagues or have lunch. It is not that difficult, especially if you have a comfortable desk. I believe everyone imagines how it looks to work in the office.

R2: All of us have standing modernized automatic desks with screens on them.

R3: As an accountant, literally, I sit in the office for the whole day typing in the computer and do things related to finance and I also sometimes work with the team leader about the report of our agency, how we've been doing and present it to the whole team everything about the financial situation.

R4: We have standing desks, but most people use them as normal desks. They're the ones with the wind up and the windy ones. So, there's around. I think there's ten monitors and we all work with our laptops, but then we plug the monitor in if we're doing something a bit heavier. So, everybody takes a laptop home, but then when they get to work, they plug in the laptop on this screen and like we have separate teams, so we have like CMF team 3D team. The CMF team is mainly picking colours and materials and branding and then the 3D team is doing the product design and we kind of sit in separate groups, but we often come together at lunch or like sometimes we have like an after-work event. Watch a documentary or decent reading.

### *2.1 Do you think they are better or not than the normal desks?*

R1: ----

R2: I haven't had complaints yet. I don't need the elevation mechanisms. We have a team of 6 and we sit altogether, next to each other and opposite each other

R3: ----

R4: ----

### *2.2 How about lunch, do you have a special quarters or separate area where you eat lunch? Or do you just eat by your desk?*

R1: ---

R2: ---

R3: ----

R4: We do have separate tables for eating lunch, and that's usually where we do our brainstorming sessions as well, like together. So, its kind of creates like a separate environment like more of a together environment and then our personal desk is like leave me alone, I'm working kind of environment.

*2.3. What kind of furniture and materials are present in your working environment?*

R1: It is a really big hall full of desks, chairs.

R2: Good chairs, sit-stand modernized desks.

R3: The first things come to my mind are, definitely, a desk, a chair, a lamp and my laptop. I also use a small table to display my laptop higher, and sometimes I also use a mist to make the air fresh.

R4: We have a lot of storage because obviously we normal do a lot of projects. So literally, the space around us is shelves. We also have several tables, and then about 6 or 7 desks each.

*2.3.1. Do these make working more efficient?*

R1: ----

R2: ----

R3: ----

R4: ----

*2.3.2 What kind of furniture or materials in your opinion would help make work efficient?*

R1: I don't know. Since I have not used anything else I don't know if something would influence my productivity. Maybe food heater would be nice. The atmosphere is also very important, like the humidity of the room. I think that work is work, you just must work comfortably. Desk and chair is essential.

R2: ----

R3: Like I said, I really like the table that display my laptop.

R4: At the moment, like at my desk, I don't have much. Yeah, I don't have like an organizer or draws in my desk or anything. Which yeah, it could be more helpful. I have a few bits like a like sketching equipment and a few tools that I keep on my desk so I don't have to keep going like getting up. But then it's kind of just piled on my desk. Cable management is also a problem. Like every morning when we get there and plug our computers in, you just have to go under the table and find the right cable.

*3. Can you elaborate on how your normal working day looks like?*

R1: -----

R2: ----

R3: -----

R4: So, it's more like a normal week. So, on Monday we have a meeting at 10:00 o'clock and we will discuss the current projects and who's doing what. So, usually somebody like they'll be on a thing in them in about 8 projects. And there's a 10 staff in the studio, so a lot of people have their own project and they say where's it going? Who they need help who they need to help. The book appointments for time slots in throughout the week to work on the project, and then they also say there's deadlines coming up and things for the project. And then we spend another half an hour after that. That's usually an hour meeting to schedule the week. And and then we get to work on what we scheduled. So, then normally a normal day as you come in you check, your schedule. Usually, it's split into maybe three parts at the most, so we work on one of the projects. Or sometimes you're doing occasionally, you would do work on one project the whole day. It depends what stage the projects are. So, if you are in the idea phase or if you're in the physical phase, working out phase or an engineering phase.

### *3.1 During these tasks, how much time do you spend sitting behind a desk?*

R1: It is not casual to do everything day by day in the same manner. No, I usually never have the same day again. Basically, I came to work yesterday at 7:30, the day before 8:30. I start by reading my emails, I spend my time figuring out how to help people who have telecommunication issues. I have a lot of meetings, coffee breaks where I chat with colleagues.

R2: I spend 8 to 12 hours behind a desk. During the day, I take a 5-minute break every hour and a half (90min) just to stretch a little bit.

R3: All day, I would say.

R4: In the like idea generation stage, and the more thinking and sketching probably over half 2/3.

### *3.2 Is this a common practice?*

R1: ----

R2: No, it's just because I can't handle a normal day at work if I don't take them.

We usually all have a lunch break together between (12 and 13).

R3: ----

R4: ----

### *4. What are the challenges you face physically in regard to sitting behind a desk?*

R1: Yes, I have noticed. The back aches, sometimes it starts to hurt my back. So for the past two years me and my wife, we started going to the sports club, we are going there two times a week to maintain my physical condition, because sitting behind the desk makes me flappy.

R2: *Lower back pain, pain in my knees, pain in my feet, wrist pains.*

R3: Firstly, if you sit for a very long time, your back will hurt, and you tend to be lazier because just sit all day, and you don't want to stand up to do something, you just want to sit there. And also, sometimes, it feels like your but will be bigger, your neck and also your eyesight will be worst. But the pros of it is, instead of staying in bed, sitting makes you feel really professional, like really in the office in the case of working at home.

R4: You know, if I sit still for a long time, I always fidget and unless. I'm thinking intensely, then, I'm very still. I guess there's also, if you're stuck in the same place for too long, you know you feel like you need to go up and go do something else you know, like it can slow down your progress on a project sometimes if you schedule one project the whole day and you stay at your desk the whole day, then you don't move.

*5. Are there some healthy habits that are now being carried out in your working environment?*

R1: ----

R2: I do drink a lot of water. My company usually organizes running activities few times a year.

R3: I don't really think that I do have. Maybe cycling to my office is the only thing.

R4: A couple of the girls in the C&F team. They have, like the little the feet, things under the desk. To go up and go and stand. And sometimes it's nice to stand up and draw on the wall if you have practised the drawing standing up there, because sometimes it changes your and love. Your hand a bit, but.

*5.1. Can you elaborate what these are?*

R1: ----

R2: ----

R3: ----

R4: ----

*5.2 You mentioned that you have mechanical desks at your office. Do you think it's going to make any difference if you'd have electric ones?*

R1: ----

R2: ----

R3: ----

R4: I guess she took quite a long time to wind it up. Unless you're doing it the other day so. Maybe I thought about. Doing it and I thought no.

*5.2. Do these healthy habits help?*

R1: ----

R2: The walking break is enough for me to relax and to get rid of the tension.

R3: Yes, of course.

R4: I don't know. Everybody there is quite an active person. The team in to go to yoga.

*5.3 And at the end of the day, do this pain and tension remain?*

R1: ----

R2: Yes, they partly do.

R3: ----

R4: ----

*5.4. How do they help/don't help?*

R1: ----

R2: ---

R3: Better lung health, I think. And go cycling everyday also makes I sleep better.

R4: ---

*6. Would you say that you are or your company is concerned of your well-being? Why do you think so?*

R1: Last year we have moved to the new building and the new building includes new furniture, new humidity sensors etc. Yes, I think that company is concerned, but I don't know how much it is concerned regarding our personal well-being and how much of it is marketing. I think all my colleagues are affected by sitting working environment, it is around 1000 people.

R2: The company definitely is concerned. It will also cost money to the company if I am not able to work. So, by law they are required to keep an eye on me. At the moment I think my health is pretty decent. I also take a neck-pillow sometimes at work when I want to have an afternoon nap.

R3: Yeah, absolutely. They provide us with very good accommodations, and also lunch and snacks, and they also pay us with our travels. We also have the coffee meeting weekly, which makes us feel relaxed and tighten our bond with our company.

R4: Health wise. I don't think they would ever comment like if they if you're going to be overweight or something. I don't think that. Like invested in in your health.

7. *What do you think will be the future of working from home? Do you believe it will be more common, less common or its popularity will remain the same as working at the office? If it was up to you, which of the 2 working environments will you prefer? Or a combination of both?*

R1: The decision I would make not because of the furniture, but on the other factors, like socializing etc. I think that in the office the environment is very 'jobby' atmosphere, maybe I would choose working from home sometime, but later I would get bored and would want to come back to work. About office furniture at home, I would choose ergonomic furniture, because we use it at the office and it stretches my back, arms etc.

R2: I think it will stay. For a few times a week I believe we will be working from home. I personally prefer to work from the office for sure, because I have a connection with my colleagues and it is easier if I have to step in someone's responsibility or if someone has a question. It makes the process faster.

R3: In this current situation, I believe many people choose to work from home because it is easier for them. I think this will be the changes of our future. I do believe that it will be more common.

R4: Personally, I would really like to go to the office.

I don't think it will work out so well in a social context.

8. *Can you describe your lifestyle outside of work?*

R1: My main hobby used to be traveling, but because of pandemic my hobbies are to go to park, to go jogging or exercise at home. There is not much time left after work.

R2: My lifestyle is pretty unhealthy- lack of sleep, lack of sports, lack of healthy food. I love watching football.

R3: In my free time, I'd like to watch movies, listen to music, clean my house and go cycling a lot.

R4: I sit and do a little bit of Duolingo. Get changed and go to the gym.

8.1. *Do you exercise regularly? If so, what kind of exercise do you prefer?*

R1: Yes, I try to exercise regularly. I didn't mention that the other part of my job is to do the maintenance of the mobile network towers, so I climb a lot. So I don't have any issues with my arms or legs, only with my belly fat, so I try to do exercises for my belly fat.

R2: I don't exercise regularly. This Friday, however, I will start going to the gym- BasicFit. I think I can and have to improve this kind of lifestyle, because I am getting a bit fat and I would like to go back to my normal physical and mental state.

R3: I would say that I have a healthy lifestyle. I go cycling every day. Despite that, I don't exercise regularly. But if it is counted, I use my cleaning as an exercise for me.

R4: I go to the gym.

*8.2. What is the most common environment you exercise, for instance, do you prefer gym, outside or home?*

R1: I mostly exercise at park, or actually on our jogging mats in the living room.

R2: I will exercise at the gym.

R3: The biggest reason that I don't go to gym is because it's expensive for me. Going to gym on the day that I work at home is fine, but like if the day I have to go to the office, I am tired that I don't want to do anything anymore.

R4: ----

*8.3. Have you ever considered purchasing training equipment?*

R1: Yeah, we bought some weights and some tensioning gum but it is a very small amount of equipment, because we live in a small apartment. It is enough for us.

R2: No.

R3: Yeah, if it helps me with my health.

R4: Training equipment as in the health like exercise. yeah, I've considered getting like chin up bars and weights and things but I feel like weights they they often take up too much space and it's the same thing as people that work remotely and people that go to the office. If I say I'm going to workout at home. I won't do it, but if I go to the gym and there's people around me. You know you're at the gym. You're not just going to stand in the gym.

*8.4. What are your interests outside work? What are your hobbies?*

R1: ----

R2: ----

R3: ----

R4: ----

*9. How can you describe your work-lifestyle balance?*

R1: I try not to mix them, but sometimes it happens that I have to work at home, so I have to ask my wife not to be loud because I have a meeting. I used to travel regarding work, so I used to

work for example near the sea and then have time for hobbies. I personally don't recommend mixing them but sometimes it happens.

R2: There isn't a balance for me, the work is prevalent, but I love it. They basically pay me for doing my hobby.

R3: It's still a big challenge for me...

R4: ----

#### *10. Do you set yourself lifestyle related goals?*

R1: I used to have when I was a student, but now no, I call them life goals.

R2: ---

R3: Yes. I set goals for my work as well as my daily life

R4: Not really. I've moved around quite a lot and there's always. Yeah, it's not so predictable on what's coming next, so just try and make positive choices and things that help you grow as a person.

#### *11. How do you travel to work?*

R1: I go by car, I sometimes take my co-workers together or join someone who is also going the same direction.

R2: I am going by foot, 20 minutes in each direction.

R3: By bike.

R4: By bike.

#### *12. What do you research about a durable product before purchasing it?*

R1: Yes, I make a research, usually when I purchase something more expensive, I do a research, I try to answer myself what are the key points I should check before buying it. When I purchase not so expensive things, I don't make much of research because it takes a lot of time.

R2: I don't really look up things. When I see something I just buy it.

R3: Firstly, I have to have that in mind. I will think about the brand first, and if the shipping is available in my place, the shipping policies, the price and then the design.

R4: Maybe like wear resistance? Drop resistance as well. If I'm wanting something to be durable like the materials is made from like high quality. Often look at what other people have said, like what conditions that people have exposed into. Waterproofing is often problem with most products in there.

*13. What influences you to purchase a product online?*

R1: I prefer shopping at the mall, because you can touch the good that you are buying, but restrictions not allow me to buy offline, so I am forced to buy online.

R2: Depends what kind of products. For technology, it's a basic knowledge. For furniture I discuss it with my older brother. And there's an advantage when buying online, because I don't need to leave my house. And I always look so that it has a good quality.

**How often do you purchase online?**

8 to 9 times a week if we include the food part.

R3: I actually prefer coming to the store for my shopping, it has more offers and products. But if I have to buy it online, the price will be my most priorities when I consider. And also, their service – discount shipping or customers service for instance.

R4: Like it's always a web between like value like what what's the extra value of the product over something else? Why do I specifically want to buy this? And usually it's to do a convenience. Or high quality materials, and like it's something I don't have to buy again for a long time. You know that I'd rather spend more on something that is going to last a lifetime, then have to buy three of them, you know?

*14. What influences your decision to purchase a new product? Is health a big factor for you when you purchase a new product?*

R1: The necessity, if I need something done, I measure it if it is worth paying people to do it or should I do it myself. If it is way too expensive to pay someone for the job, I will do it myself, I am an engineer, I can do it.

R2: Health is not a big factor for me in this situations. Also, the brand can influence me.

R3: The need of it and the price. Health factor is not necessary for me, I never care about its sustainable material or how it will affect my health; I just care about what I need at the moment.

R4: Like carcinogens, or, you know, BPA free? That kind of stuff and not from like a chemical point. I don't really check it, but if I'm buying it, yeah it depends why buy it for life and buy it for exercise or something. Sometimes I consider safety like if there's like a trapping hazards or something. I don't. I don't want to buy scissors that I'm going to pinch my fingers.

*15. What is important to you when deciding which product to buy?*

R2: The quality.

R3: The price

R4: High quality low cost. That's the premium, right?

*16. Are brands important to you? In your opinion, how can you know if a brand is trustworthy?*

R1: Not exactly, no. I have tried to shop in a good shop, but now I know that a good brand is worth good money. The price could dictate the trustworthiness of a brand but not by the rule, it makes sense.

R2: Yes, they are. I like specific brands that I like and if they have it in store, I will buy it.

R3: Yes, of course. A brand that is well-known and have many good reviews.

R4: Not particularly. Usually there's more material and it's styling and like attention to detail I guess. Like you can always see when something it's not been spent a lot of time on development or thinking for who uses it or why somebody uses it. And then like, just like the coherence of everything. So it looks like one piece. It's not like somebody added something to it afterwards. You know, forgot to do this. Just put this on.

*16.1 And what is your brand related to furniture products?*

R1: ----

R2: Ikea

R3: ----

R4: ----

*16.2 Why?*

R1: ----

R2: Well, because I grew up with it. That's what I am used to. I find what I like and stick with it.

R3: ----

R4: ----

*17. What products do you usually buy to take care of your health?*

R1: Food, veggies and fruits and I get tested at the hospital every year just regular checks.

R2: ----

R3: Food and supplements. Also skipping rope.

R4: -----

*18. How about furniture? Have you ever thought to buy any office furniture that can also help you with ...?*

R1: A while ago - no, because ergonomic stuff is very expensive, but since our salaries started to grow I decided to give it a shot and I am happy with it, it is very comfortable.

R2: I haven't bought a desk myself so far. I also have far-remoted lights (PhilipsHue) because they are convenient.

R3: I did. I mentioned before, it's the small table that I use to put my laptop higher so it won't affect my neck and eyesight anymore.

R4: ----

*19. How much would you expect to pay for this product? What factors determine your budget for this product?*

R1: I made an analysis of the product, so I ordered the product separately and legs of the table again from the separate shop. I imagine that around 500 euro is an acceptable price.

R2: I don't really have a budget. If it helps me healthwise, I would buy it. I don't mind investing in myself.

R3: I would say below 200 euros. Firstly, because, everything that means for the health is very expensive so the brand would choose the best material and also makes the best design. But for me, the office worker, I just want something minimal. And below 200 euros is very acceptable.

R4: See because it's like commercial basis. I would always expect to pay premium. So like for like a standing desk like a high one, probably around 500 hundred.

*20. How often do you change your office/home desk?*

R1: Preferably never. If you buy IKEA it's not life lasting product, but if you buy a normal one, then it is going to serve you longer.

R2: I don't have an idea at work, but I think that when they get damaged/break, because they are expensive.

R3: I actually have never changed it.

R4: Usually when I move house I guess. Yeah, yeah, that's about it.

*20.1 Would you buy such desk for your home?*

R1: ----

R2: I would buy a normal desk that I can raise by hand, but not a modernized one.

R3: ----

R4: ----

20.2 Why would you prefer the one with handles?

R1: ----

R2: Because it has the same functions, it does the same jobs but for lower price.

R3: ----

R4: ----

21. Would you say it is important for you to have similar furniture/experience at your workplace as your colleagues? Do you take their opinion in consideration?

R1: ----

R2: No, it's not, because everyone has different needs at the workplace and we are different- my colleagues are 30 to 35 and we have also different interests.

They have a lot of specific brands they like and prefer quality.

For me, if it does the work, I will buy it. IKEA, Dell, OnePlus are some of my brands preferences.

I believe the work environment is something person and you have to find something that suits you.

R3: Nope.

R4: It's important for them to be different. I think not to be similar. Like I like the change in mindset I like that about my profession as well as that you have many hats. You know one on a minute you're a researcher. The next minute you're like an idea person and then you are maker like. And then you walk from each place to change who you are. You know it's easier to turn it on like a switch. You know, like if you sat in the same place it feel Yeah, it's harder to change a task.

22. Would you be willing to spend about €500 to buy a desk that...?

R1: Yes.

R2: Yes, no matter how much as long as it is investing in myself.

R3: Not actually. Because if I had 500 euros, I would rather buy equipment for my laptop, instead of buying something to change my work position.

R4: Yeah, I'd be willing if it was a. You know, like if it had the attention to detail, the the thoughts of who's using it when they're going to be using it, how can it make my life easier? Those kinds of things. I also like, uh, cable management is like something I hate to see cables in an office or in a building in general.

23. What is the biggest difficulty you face when purchasing a desk / standing desk?

R1: ----

R2: ---

R3: The price.

R4: ----

*24. What do you think about the idea of a standing desk?*

*24.1. Would you say it is innovative? Why do you think so?*

R1: ----

R2: The idea is good, nice to have, but not something that adds a real value to your workplace. So, I don't have an idea. At our work we are moving a lot, so it doesn't make such a difference. I can see them being used more, but that depends more on what kind of branch you are working into. It's used more at offices where people work all day.

R3: It's actually really good. Personally, I don't really need it but maybe for the others, I believe that they will really love it as you know, nowadays, people care about health more and more.

R4: I like standing desks more for active or group work. I don't think I could type Or research like read up on things on a standing desk. I get bored if I'm doing something with my hands or talking to somebody else having a meeting standing desk is nice like more active position.

*25. Do you think it will be widely used in the future? Why would you say so?*

R1: ----

R2: I don't have an idea. I go by my own feeling.

R3: Yes.. If it's widely used in the office as it will create a new behavior at our workplace.

R4: Yeah, I think yes. And no, like there's still space or like this kind of the the desk work where people like typing away for hours or yeah, yeah it depends what profession?

*26. When it comes to social media channels, which are the channels that you use most in your daily life?*

R1: ----

R2: Twitter, WhatsApp, GetUp (It's like Fb/Twitter for developers). I can share codes, ask questions with every other developer on the planet. I also use Instagram and LinkedIn but not regularly. I will buy it and if I don't like it, I will send it back. I believe that your feeling for the product should be good. And you can't feel something if it's just in an add. If the feeling isn't there, I would return the product.

R3: ----

R4: ----

## Appendix 5: Audit Trail

Respondents	Office environment			
	Origin	Standing desk owners	Office environment	Long desk hours (8hours)
R1	x		x	x
R2	x	x	x	x
R3	x		x	x
R4	x	x	x	x

Respondents	Health concerns				
	Physical pain (Mostly back pain)	Unhealthy habits	Company initiatives for employees' health	Preference for working from home	Commute- by cycling
R1	x			x	
R2	X (also knees, wrists, feet)	x	x		
R3	X (neck, eyesight)	x		x	x
R4			x		x

Respondents	Purchasing Behaviour				
	Price	Quality	Shipping	Preferences for brands/express brand loyalty	Low frequency of buying furniture/desk
R1	x				x
R2		x		x	
R3	x		x	x	x
R4	x	x			x