Development of a Marketplace Building Store Using a Value Proposition Design Approach (Case Study: XYZ.COM)

Original Article

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Abstract

This research is designed with the aim of identifying the various problems that are commonly faced by users of the XYZ.com building materials marketplace and, at the same time, developing appropriate solutions by applying the Value Proposition Design approach in order to address those problems more effectively. The main challenges that XYZ.com is currently experiencing are related to user adoption as well as overall user satisfaction, which then become the primary focus and central concern of this research. In conducting the study, qualitative research methods were employed, with data collection carried out through in-depth interviews combined with observation activities to obtain richer insights. This research is also grounded in the pragmatism paradigm, which emphasizes practical considerations in problem-solving. The expected contribution of this research is not only to provide practical recommendations that can enhance XYZ.com's services but also to add valuable insights to the existing literature on e-commerce platform development in Indonesia.

Keywords: Building Materials, Case Study, E-commerce, Marketplace Development, Value Proposition Design.

1. Introduction

E-commerce companies, such as marketplace and platforms for buying and selling in Indonesia, have seen considerable expansion and favorable progress in the past few years. This expansion has been further propelled by the effects of the Covid-19 pandemic, which has motivated individuals to embrace online shopping methods. Additionally, it is noteworthy that 88.1% of internet users in Indonesia had already engaged with e-commerce services by 2021. The development of high adoption of e-commerce or marketplace users in Indonesia in the era of the Covid-19 pandemic has forced MSMEs or business owners to adopt a model of selling or buying goods or services through computer networks designed to sell or place orders.

The public's needs continue to change over time, especially in the post-pandemic era, where people are increasingly accustomed to digital behaviour and online shopping, which is expected to simplify daily activities. This situation presents opportunities for startups like XYZ.com, which provides measurement services for individuals looking to renovate or build a house. Founded in 2020 during the COVID-19 pandemic, XYZ.com is one of the leading online marketplaces for building materials in Indonesia, facilitating online buying and selling transactions for all construction needs, including buildings, interiors, furniture, and glass. This platform is a solution for businesses that have adapted to e-commerce to mitigate the impact of the downturn caused by the pandemic.

This research aims to examine how building materials marketplace service providers, particularly in the context of services such as metering, interact with their users to understand the difficulties experienced by each contributor. The main objective is to identify the challenges faced by each contributor and use this information as a foundation to develop innovative digital-based solutions in this marketplace. In addition, this research will employ a value proposition design approach to investigate the interactions between merchants and metering service users, with a focus on developing solutions that enhance efficiency and service quality. This research focuses on value proposition design because this method knows what consumers want and need. This is necessary as value is not only desired by users but also created and assessed by several stakeholders, including consumers (Lund et al., 2023).

2. Literature Review

2.1. Digital Business Strategy

A comprehensive plan that makes use of digital tools to accomplish business objectives and increase the company's value is known as a digital business strategy. Online marketing, modernizing the business's technology operations, and creating new, cutting-edge products and services are just a few of the subjects covered in this plan. A vital element of this strategy is digital transformation, or the application of digital tools to enhance and raise the company's worth. Westerman et al. (2014) noted that digital transformation entails major adjustments to the way the company uses its personnel, technology, and procedures in order to increase value.

Kotter (2012) explains that changing to digital ways means changing how a business runs. This change needs to help people test new ideas, learn from their errors, and adapt fast when things are different. A digital business strategy is like having a plan to use new technology to improve work, beat competitors, and give better service to buyers. If businesses get what this plan means and use the main things in it, they can do great in the new digital world and stay current with changes happening around them.

2.2. Startup

Startups are recently founded businesses with the goal of creating cutting-edge goods and services and introducing novel concepts to the market. High risk and the opportunity for quick growth are typical traits of startups. Startups are short-term businesses created to look for scalable and replicable business strategies (Blank, 2020).

2.3. Platform

Because the offer a location where many players can engage more effectively, digital platforms have revolutionized a number of businesses. Platforms are business models that generate value by enabling interactions between two or more interdependent groups, usually producers and consumers (Parker et al., 2016). Platforms work by using technology to increase efficiency and lower transaction costs.

Knowing platform theory is essential in a world that is becoming more and more digital. Platforms have revolutionized business operations by facilitating the development of new, integrated, and more effective business models. Businesses can improve their technology leverage tactics and generate value for all stakeholders by comprehending platform theory.

2.4. Value Proposition Design

The creation of a product or service that directly solves the requirements and issues of potential customers is the foundation of a value proposition, according to Osterwalder and Pigneur (2020) in Value Proposition Design. This procedure starts with a thorough

comprehension of the needs and desires of potential clients, and then it moves on to the creation of worthwhile and relevant solutions. Businesses can map the "jobs, pains, and gains" of potential clients using a tool like the Value Proposition Canvas. This helps them create the ideal value proposition to offer solutions that meet these clients' needs.

This value proposition can directly address the concerns of the consumer and aids in understanding their demands. The customer profile grouping includes both gains and pains. According to customers attempting to fulfill their requirements and wants, pains include anything that can annoy, worry, or disappoint them. Gains, on the other hand, refer to the advantages or benefits that customers receive from a product or service. It's important to clarify which pains and gains respondents prioritize because many of them expressed expectations and reservations about the benefits they need or want (Fitrinia & Ghina, 2022).

2.5. Building Materials Marketplace

A building materials marketplace is an online platform that links buyers and sellers of different kinds of building materials and construction-related products. It is made to make the process of buying and selling building materials more efficient and transparent, and it has a number of features that help make it easier. A building materials marketplace is a website or application that gives different sellers (including distributors, larger companies, and individuals) a place to sell building materials to buyers (individuals, contractors, and construction companies).
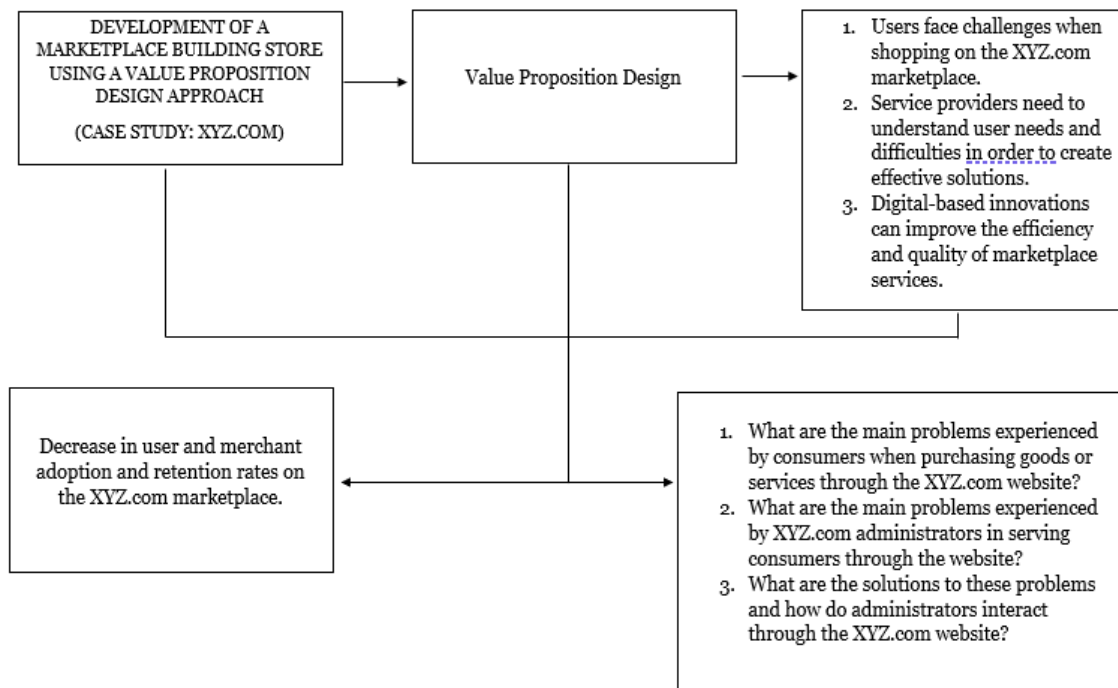
2.6. Framework of Thought

Figure 1. Research Framework
Source: Author's

3. Methods

According to Sukmadinata (2019), descriptive research is the most basic form of research. This type of research aims to describe or depict existing phenomena, whether scientific or artificial. This research examines the form, activities, characteristics, changes, relationships, as well as similarities and differences with other phenomena. Moleong (2017) argues that descriptive research is a type of research that describes data and information based on facts obtained in the field.

This study uses a pragmatic paradigm. The significance of useful research findings and the application of theory in a commercial setting are emphasized by this paradigm, which incorporates aspects of various methodologies. In order to accomplish particular research goals, pragmatism urges academics to use the most efficient strategy. Pragmatism was selected because to its ability to mix different approaches to create workable solutions to current issues, concentrate on positive results and assess the applicability of theory based on how well it works in real-world scenarios. The researcher applied qualitative methodologies in this research. Qualitative methods are a research approach based on postpositivist philosophy, used to study objects. In their natural conditions (as opposed to experiments), the researcher acts as the main instrument. Data collection techniques were carried out through triangulation (combination of various methods), data analysis was inductive or qualitative, and qualitative research results emphasized understanding meaning rather than generalization (Sugiyono, 2013). In the context of qualitative research, operationalizing variables often involves the use of interviews, observations, and document analysis to collect relevant data.

4. Results and Discussion

4.1. Research Results

4.1.1. Characteristics of Informants

There are 10 informants divided into three groups: 5 informants are homeowners (customers) who subscribe to a building supply store (users), three informants are building supply store owners (merchants), and two informants are internal employees of XYZ.com, holding positions as Senior Back-End Developer and Chief Executive Officer & Co-Founder.

Table 1. Characteristics of Research Informants

No.	Name	Interview Date	Interview Duration	Details	Informant Details
1.	Mr. Miswan	Dec. 8, 2024	66 min.	Face-to-Face Intv.	User
2.	Mr. Arie	Dec. 12, 2024	25 min.	Face-to-Face Intv.	User
3.	Mr. Taryo	Dec. 15, 2024	36 min.	Face-to-Face Intv.	User
4.	Mr. Hidayat	Jan. 12, 2025	34 min.	Face-to-Face Intv.	User
5.	Mr. Supri	Jan. 27, 2025	47 min.	Face-to-Face Intv.	User
6.	Mr. Hendi	Feb. 9, 2025	19 min.	Face-to-Face Intv.	Merchant
7.	Mr. Teguh	Feb. 22, 2025	26 min.	Face-to-Face Intv.	Merchant
8.	Mr. Achin	Feb. 23, 2025	21 min.	Face-to-Face Intv.	Merchant
9.	Mr. Khaerus	Feb. 26, 2025	68 min.	Online via Google Meet	Internal XYZ.com (Senior Back-End Development)
10.	Mr. Felix Demas H.	Mar. 6, 2025	71 min.	Online via Google Meet	Internal XYZ.com (CEO & Co-Founder)

4.1.2. Empathy Mapping Homeowners (users)

The conclusion of the research on emphaty mapping for homeowners (users) reveals that the majority of homeowners purchase building materials due to the need for home renovations. The product search process is conducted through direct surveys at stores, referrals from others, or independent online searches. The main obstacles faced include limited stock, not knowing the product name, and slow delivery. The determining factors in choosing a store are price, quality, and service. Most informants expressed satisfaction with payment methods and having a preferred store. However, only a minor segment has ever tried online shopping. They expect features such as cash on delivery, price comparisons, and clear product information on marketplaces.

4.1.3. Empathy Mapping Building Material Store Owners (merchants)

The conclusion of the empathy mapping study of building material store owners (merchants) is that store owners emphasize the importance of service, price, and strategic location in attracting customers. Some businesses that sell things have already started selling online, but others are still getting ready to do so. Difficulties include logistical problems, delayed stock updates, and technical hiccups such EDC machine malfunctions. Purchases are usually made by customers directly or through WhatsApp. Retaining customers requires discounts, devoted patrons, and effective communication. The majority of retailers concur that characteristics like quick service, prompt delivery, and discounts may greatly increase consumer satisfaction.

4.1.4. Empathy Mapping Internal Marketplace XYZ.com

The conclusion of the empathy mapping research on the internal marketplace XYZ.com is that the internal team identified challenges in building user trust, integrating the needs of two distinct user types, and ensuring system stability. Their primary focus is on developing features that facilitate transactions efficiently, safely, and comfortably. Some of the highlighted features include real-time stock updates, an automated reporting system, multi-layer security, and dual order integration. Adjustments were made based on user feedback through the fundamental user testing phases. Other challenges include communication barriers with non-technical teams and resource limitations.

4.1.5. Summary of Pain and Gain

Table 2. Summary of Pain and Gain

Type of Resource	Pain	Gain
Users	Discrepancies and delays in the delivery of goods	Marketplace makes it easy to compare prices and models of goods
Merchants	Difficulty in maintaining availability and smooth delivery of goods	Market expansion opportunities through online platforms (such as Tokopedia)
Internal Marketplace XYZ.com	Low adoption of technology and an imbalance between store growth and user demand	Has innovative features and a strong technical infrastructure

4.1.6. Overview of Solution

The solution proposed for the development of the XYZ.com marketplace is to create a digital platform that integrates the needs of homeowners (users) and building supply store owners (merchants) from end to end. The primary focus of this solution is to enhance

transaction efficiency, foster user trust, and provide a superior shopping experience through features informed by research and the latest technology.

Table 3. Pain Reliever Feature

No.	Feature Name	Feature Function	Difficulty Relieved
1.	Real-time stock update	Automatically update product stock	Buyer's disconnection with store stock
2.	Auto Complaint System	Simplify complaint reporting and handling	Slow customer service complaints
3.	Multi-layer Security	Protect user data and transactions	Risk of data leakage

Table 4. Gain Creator Feature

| No.	Feature Name	Feature Function	Ease of Realization
1.	Dual Order Integration	Order materials and handyperson services in one system	Time efficiency
2.	Location-based Search	Search for stores based on the closest distance	Logistics cost savings
3.	Design Consultation	Simulation of building material needs	Solution for beginner homeowners

4.1.7. Value Proposition Canvas
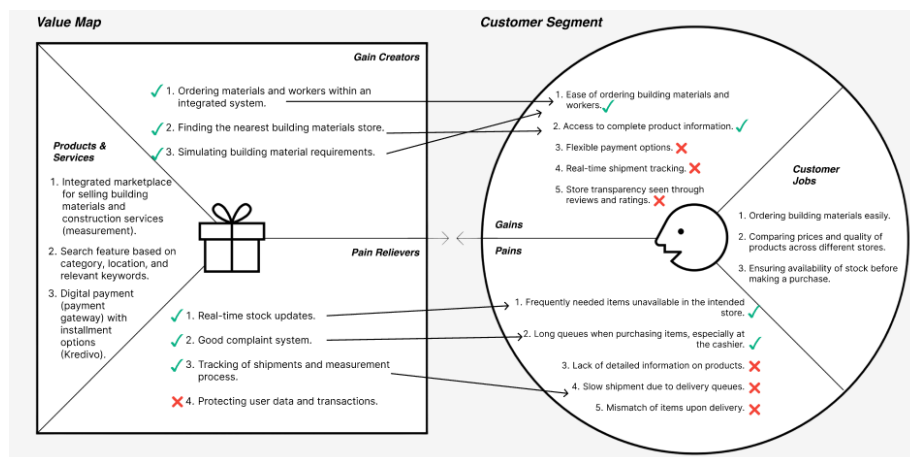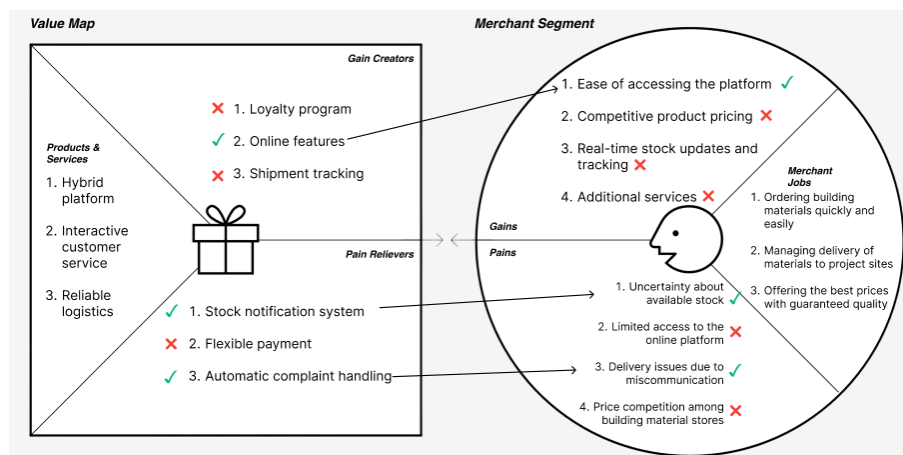

Figure 1. Value Proposition Canvas Users

Figure 2. Value Proposition Canvas Merchants

4.1.8. Value Proposition Canvas Testing

Table 5. Value Proposition Canvas Testing

No.	Hypothesis	Testing Method	Goal Criterion	Test Result	Follow-up
1.	Homeowners have trouble tracking the availability of building materials	Interviews	>70% of respondents expressed uncertainty about stock availability	4 out of 5 homeowners admitted to frequently running out of stock when visiting stores	Real-time stock update feature approved for development
2.	Homeowners need the integration of material ordering and contractor services	Interviews + Observation	>60% are interested in integrated services	5 out of 5 homeowners agree that these features save time	The dual order integration feature is retained
3.	Store owners have trouble managing large orders	Interviews	>50% of merchants experience logistical challenges	2 out of 3 merchants have trouble coordinating shipments	Auto-complaint system and integrated logistics features are recommended
4.	Users want transparency in pricing and product quality	Feedback Analysis	>70% prioritize price comparison	All respondents (8/8) mentioned that the rating & reviews feature is essential.	The feature is enhanced with 3D product visualization.
5.	Trust is a barrier to the adoption of digital platforms	Group Discussion	>80% highlighted transaction security	7 out of 8 were concerned about data leaks	Multi-layer security and store verification are priorities

4.2. Discussion

4.2.1. Customer Profile and Value Map Correlation

Value proposition's customer profile three primary topics are covered by the canvas: customer jobs, pains, and gains. In the marketplace XYZ.com, customers have three primary jobs (customer jobs):

1) Easily order building supplies.
2) Examine the cost and calibres of goods offered by various retailers.
3) Before purchasing, confirm that the stock is available.

This work supports the concept that the customer's job reflects the functional, social, and emotional activities that the customer wants to accomplish, as found by Osterwalder and Pigneur (2020) in Value Proposition Design. In this instance, the labour is practical and focuses on acquiring suitable and effective building supplies.

When purchasing building materials the old-fashioned way, many consumers encounter the following issues: the item they want is unavailable; lengthy lines at the register; insufficient

product details; delayed delivery; or the item does not fit when it arrives. This complaint claims that the shopping procedure is chaotic, which detracts from user experience. According to Gibbons (2022) one of the main limitations in the customer experience that may deter purchases is pain spots. Benefits for customers include real-time shipping monitoring, simplicity of ordering materials and handyman services and store openness through review and ratings. Customers' desired outcomes from their online shopping experience are reflected in these expectations. Customer feedback is essential for generating value that sets the platform apart from rivals (Blank, 2020).

Three components-products and services, pain relievers, and gain creators-are used in the Value Map to show how XYZ.com's offerings are made to satisfy consumer demands. To illustrate the end-to-end digital approach proposed by Turban et al. (2017) platform, which emphasize functional integration to improve efficiency, XYZ.com offers a number of products, including an integrated marketplace that enables customers to purchase building materials and handyman services; a search feature tailored by location and category; and digital payments and instalments (Kredivo).

Marketplace XYZ.com provides answers to consumer issues:
1)   Real-time stock updates are done to prevent unclear product availability.
2)   A system of complaints that works well for handling product nonconformities.
3)   Configuring the delivery schedule to minimize delays.
4)   There is still a lack of user data privacy, which raises questions.

The SERVQUAL model (Parasuraman et al., 1985) and this idea of pain relief are related, especially in terms of responsiveness and reliability, which are important for digital services. The consumer advantage shaping is also provided by the market:
1)   A single system is used to order materials and fitters.
2)   Look for the closest store.
3)   The amount of material needed for building is simulated.

These value creators produce additional value, or service that create value, according to Parasuraman et al. (1985). The impression of customer value rises as digital systems are simpler and more effective.

From the analysis of Figure 1 (Value Proposition Canvas Users), there is a fit between the Customer Profile and Value Map, which can be summarized as follows: Fit has made progress toward the aim, mostly by fixing delivery, stock availability and ordering convenience problems. But there are issues with the offline shopping experience (queues), store openness (reviews) and incomplete product information. The majority of clients' functional needs have been met by Marketplace XYZ.com. To guarantee the best value proposition fit, additional features such as store transparency (including reviews and ratings), more thorough product information, and user guides for the current features should be included.

Functional features and information quality are the sources of consumer value, according to Almquist et al. (2016) in the Element of Value. Additionally, this study backs up the claims made by Osterwalder and Pigneur (2020) that a match happens when goods and services directly meet the customer's most significant benefits and grievances.

According to Osterwalder and Pigneur (2020), merchants have three primary occupations (work that needs to be done) that are functional (functional jobs):
1)   Placing a fast and simple order for building supplies
     Merchants need a platform that enables quick transactions so that projects may be completed on time.
2)   Overseeing material delivery to project locations.

Business people want to be certain that items show up to where they are needed undamaged and when expected, which is a very important part of how supplies are moved (Turban et al., 2017).

3) Providing the highest quality at the most competitive pricing.
Merchants must be honest about prices while also considering product quality in order to increase customer trust. This relates to the competitive advantage theory (Porter & Stern, 2001).

Merchant encounters a number of challenges or unfavorable situations:
1) Project delays are possible when stock availability is uncertain. Blank (2020) asserts that the risk that impedes crucial operational procedures causes the most suffering.
2) Sellers are unable to use digital technology to enhance their business since they have limited access to internet platforms.
3) Delivery issues arise from a lack of communication. According to Parasuraman et al. (1985), service reliability is essential since ambiguity results in delays and extra expenses.
4) Merchants' profit margins are lowered by price pressure in building material outlets.

The following advantages or favorable results are anticipated by merchants:
1) Accessibility of the platform. Easy-to-use platforms increase sellers' productivity (Osterwalder and Pigneur, 2020).
2) Competitive costs for the products. By establishing competitive prices, sellers hope to maintain their position as market leaders.
3) Running out of stock is less likely when stock information is disseminated and monitored in real time.
4) Additional services. Companies strive to boost their value by offering services like product training and loyalty programs.

The following goods and services are available on the XYZ.com marketplace:
1) Platform that is hybrid. integrates traditional and online channels for the purchase of building materials, supporting the finding of Turban et al. (2017) that hybrid e-commerce boosts company adaptability.
2) Customer service that is interactive. promoting SERVQUAL's responsiveness concept by helping merchants when they run across issues (Parasuraman et al., 1985).
3) Dependable logistics. making sure that deliveries are made safely and on time, which is crucial for supply chain management (Chopra & Meindl, 2019).

The marketplace offers remedies to lessen merchant suffering: Notification system for stocks. gives retailers access to the newest inventory, enabling them to better fulfill consumer demand. Payment flexibility. Not quite functional yet. Given Parasuraman's (1985) research on perceived value in digital transactions, this feature is critical to preserving merchant cash flow. Automatic resolution of complaints. expedites merchant issue resolution without requiring drawn-out processes.

Markets aim to generate profits: Programs for loyalty. Not accessible yet. The importance of merchant loyalty for platform retention lends credence to the finding of Almquist et al. (2016) that loyalty is a component of value generation. Features available online. Facilitate merchants' access to a range of digital services. The tracking of shipments. Not ideal yet. To prevent misunderstandings about delivery, tracking is crucial. Marketplaces have been quite successful in solving operational problems, but they are still unable to solve strategic problems, especially when it comes to gaining a competitive edge (Porter & Van der Linde, 1995). This result supports the idea put out by Osterwalder and Pigneur (2014) that value proposition fit is attained when a product or service actually addresses the most significant issues facing a particular client category. The XYZ.com marketplace is currently

well-positioned to satisfy merchant demands, especially with regard to stock availability and simplicity of use. The Value Map and Merchant Profile still only partially match, though. To attain a better value proposition fit, features like real-time shipping tracking, competitive pricing tools, and loyalty programs must be put into place right away.

A. Homeowners (users)
1) The most significant pain points are stock uncertainty and slow delivery. Live progress trackers and real-time stock updates have proven to be relevant solutions.
2) The main gains are flexible payment options (cash on delivery, installments) and the integration of handyperson services.

B. Shop Owners (merchants)
1) Pain: limited digitalization, stock notification features, and flexible payment options help reduce this issue.
2) Gain : market expansion through marketplaces (N3: "many customers from outside the city.")

C. Features that Need Improvement
1) Auto-complaint system: tested on MVP after 5 out of 6 respondents agreed that manual complaints were inefficient.
2) Design consultation: still under development because only 3 out of 5 homeowners understood its benefits.

D. Critical Findings
1) User trust: 87.5% (7/8) emphasized the importance of data security.
   Solution: add two-step verification and user education.
2) Merchant adaptation: 2 out of 3 store owners need technical training.
   Recommendation: Create a simple onboarding module.

E. Priority Features
1) Maintain dual order integration and real-time tracking (satisfaction level >80%).
2) Platform security level with multi-layer protection.

F. Further Development
1) Test 3D product visualization to improve product transparency.
2) Socialize the design consultation feature to first-time homeowners.

G. Implementation Strategy
1) Conduct development iterations based on feedback.
2) Monitor feature adoption by merchants through usage analysis.

The purpose of the internet-based platform known as the e-commerce system is to facilitate and organise the exchange of products and services (Al-Maulid et al., 2024). According to Naimah et al. (2020), a solid e-commerce system also offers capabilities to guarantee safe transactions, inventory control, and excellent customer support. A crucial element that needs to be taken into account is effective content management, which includes things like client testimonials, crisp product descriptions, and excellent images. Engaging material can increase client trust in addition to reminding them of possible transactions. complemented by a technology that facilitates clients' search engine and e-commerce product discovery. Obtaining and increasing the web page ranking index value by applying fundamental search concepts. Additionally, search engines can be leveraged to boost e-commerce website traffic (Himawan & Saefullah, 2017). Chang et al.,(2014) assert that a website's quality is crucial for e-commerce since consumers' perceptions of a well-designed website influence their desire to use and shop there. A decent website can increase the trust of clients who make purchases online since they rely on the information they already have. The

buyer's opinion of the seller's reputation affects trust (Jarvenpaa et al., 2000). The seller's reputation is one way to show that they are knowledgeable, trustworthy, and professional (Doney & Cannon, 1997).

Both consumer privacy and data security must be guaranteed by vendors. Building and sustaining customer trust depends on how customers perceive system assurance (Kini & Choobineh, 1998). In the fiercely competitive business environment, it is anticipated that e-commerce would play a big role in offering substantial advantages. Businesses that can successfully incorporate technology into their operations are the ones that will be able to endure and grow over time. The use of technology to promote goods and services to different markets and market segments in both digital and physical forms, on a local and worldwide scale, is known as e-commerce (Sabarwo et al., 2024). Given the growing competition and consumer choices, retaining and growing market share depends on maintaining and growing customer loyalty. Strong customer relationships and business growth are fostered by providing excellent customer service. Additionally, customer service turns into a useful information source when businesses develop new goods and services that better satisfy the wants of their clients. Businesses can better adapt and develop by identifying market concerns, trends, and consumer preferences through customer interactions (Rossi & Indah, 2024). In e-commerce, data architecture is a critical strategic component. A structure known as data architecture describes how information is gathered, saved, processed, and utilised inside a company.

Large volumes of data (big data) from a variety of structured and unstructured data sources must be handled quickly (real-time) by data architecture. The system needs to be built with complicated service integration, high scalability, and resilience to disturbances in mind. A quick and responsive user experience is crucial for e-commerce companies, which makes it more and more crucial (Syahira & Nasution, 2025). Managing the data architecture for e-commerce is fraught with difficulties. Keeping data consistent across operational locations, integrating data from several services (including warehouses, couriers, payments, and customer service), and displaying data fast for analysis and decision-making are all part of this. Therefore, a sophisticated and adaptable technology strategy is needed.

5. Conclusion

This study on the growth of the XYZ. com marketplace found that potential customers face several main problems. These include slow measuring services, unreliable vendors, and a website that is difficult to use and browse. Both buyers and sellers frequently find it difficult to communicate clearly and are unclear about the progress of their orders. Additionally, the complaint processing procedure is disorganized and slow. To fix these issues, XYZ.com should use a customer relationship management (CRM) system to handle complaints, make measurement services more consistent, and train vendors better. They should also add chat support and real-time alerts. The website's interface needs to be improved so it is easier to use. Each solution should be designed using the Value Proposition Design (VPD) method to ensure it meets what customers really need and expect. By doing this, XYZ. com hopes to increase customer satisfaction and make sure their product fits well with the market.

This study adds to the conversation in academia about creating marketplace platforms for building materials in Indonesia using the VPD method. It shows a detailed look at the work, challenges, and benefits faced by both merchants and customers. This helps explain how the VPD approach can be used to better understand what the market needs and how to create

value for users. This research can also be used by others studying how digital tools are changing the construction industry and how markets and businesses operate.

In real terms, this study provides answers to problems that XYZ. com's customers are facing, like making the user interface better, having a standard way to measure services, improving how communication works, and making it easier to handle complaints. Other markets, particularly those in the building materials sector, should benefit from these insights by using them to develop services that better satisfy consumer needs. More people utilizing these services and more customer satisfaction could result from these adjustments.

The main problem with this research is that it used just one type of study, a qualitative case study, which looked closely at XYZ.com, making it hard to apply what was learned to other similar places to buy and sell things. Later studies should use different ways of doing things and give more examples to make the results more trustworthy and useful in different situations. Also, more studies could look closely at how using VPD-based solutions affects user involvement and business success in the construction materials industry. I realize that all research, even what I do, always has some things that could be better. But I truly think my main paper will be helpful for school and real-world situations. Also, I expect it will give others a starting point for their future studies.

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