

Appendix

**Developing
sustainable service design
for a pay-per-use dryer**

Appendix 1 - Monthly Email

From: Homie Pay-Per-Use Notification <noreply@homiepayperuse.com>

Reply to: Homie Pay-Per-Use <info@homiegroup.com>

Date: Monday, 2 March 2020 at 18:59

Subject: Colin - Your monthly wash overview for February



Dear Colin ,

February has come to an end, which means it is time for your Homie update. We would like to inform you about some changes we've made and show you what changed in your washing habits over the past month. Enjoy!

1. [Free 90-degree cleaning wash.](#)
2. [Give us some feedback on our new website.](#)
3. [Your washing behaviour in the previous month.](#)

1. Free 90-degree cleaning wash.

Winter coats, tick woollen sweaters and padded trousers. Your washing machine had a tough time during these cold winter months, so give the machine some extra love.

Empty the soap dish tray, polish the outside of the washing machine and clean the door rubbers. Last but not least, run a 90-degree wash!

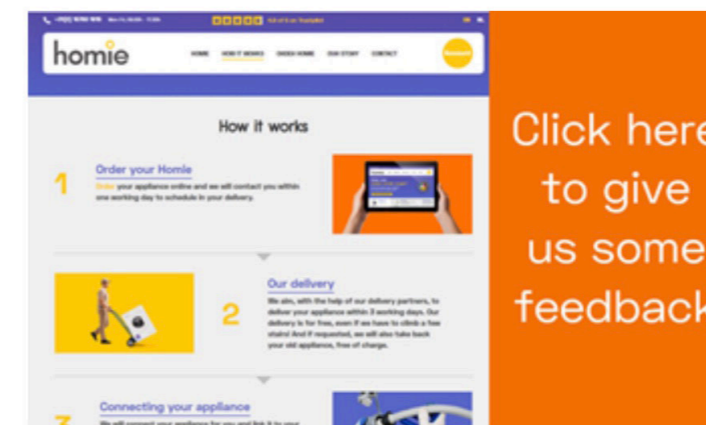
A 90-degree wash helps clear out any bacteria or detergent residue that have gathered inside the machine's drum over time.

That's why during this month, Homie offers you one 90°C wash for free. Make sure your machine is online, so we are able to automatically change the price of the 90°C wash into €0!



2. Give us some feedback on our new website.

As you probably know we have been working hard on a fresh, new look for Homie. A new font, a new slogan and everything in the magical and creative color purple with a hint of cheerful yellow. Since a few weeks our new website is online. We are happy with the look and feel, but we know there are always things that can be better. Have you noticed something about our website that needs to be changed? Please let us know by email!



3. Your washing behaviour in the previous month

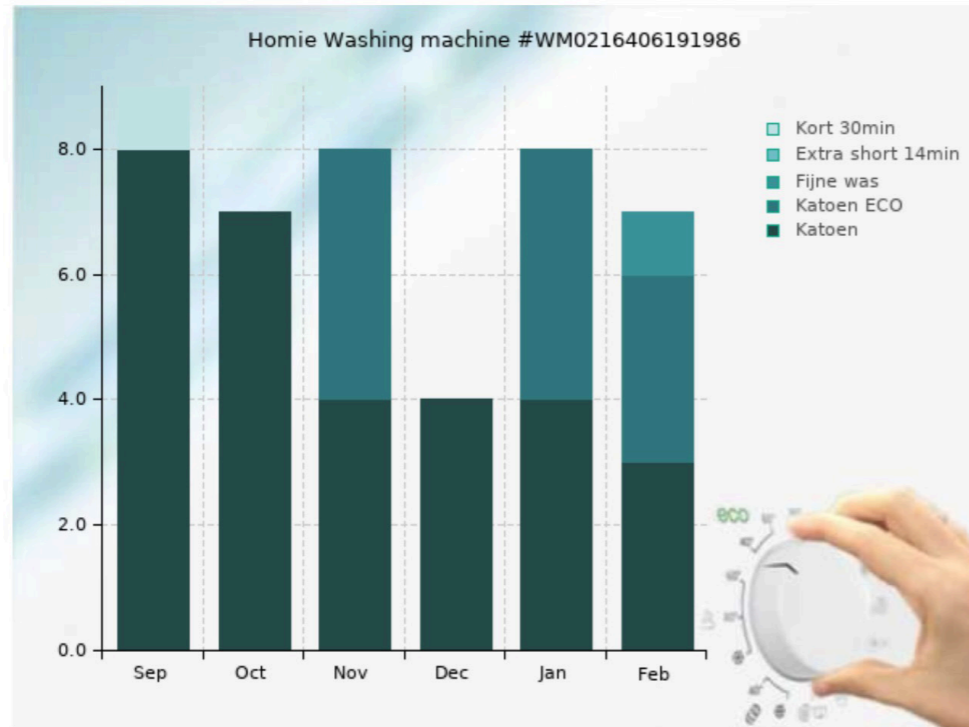
The following graphs provide you with information on your washing behaviour for the last few months.

of Washes & Wash Temperature:

Below you can see your total number of washes per month and a breakdown of wash cycle temperatures. For comparison we added a bar on the far right with the average for a Dutch household of 2 people.



Programmes:

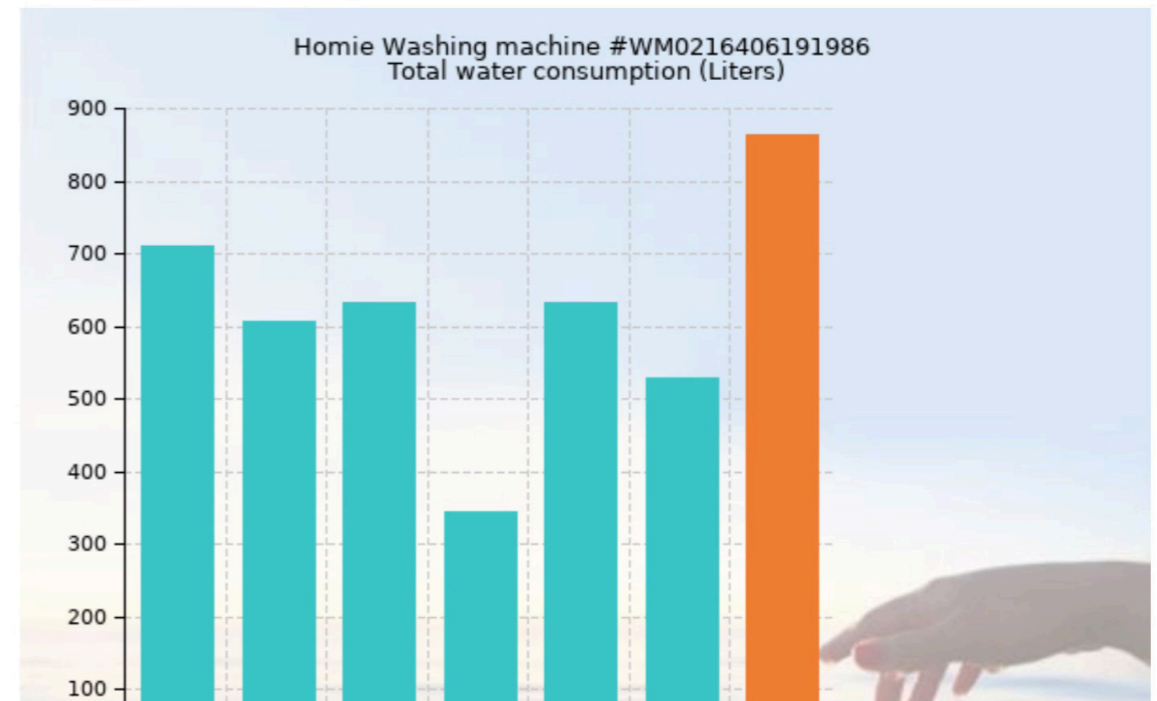


Total energy consumption (kWh):

The column to the far right indicates the average energy consumption for a washing machine in a Dutch household of 2 people.

Total water consumption (Liters):

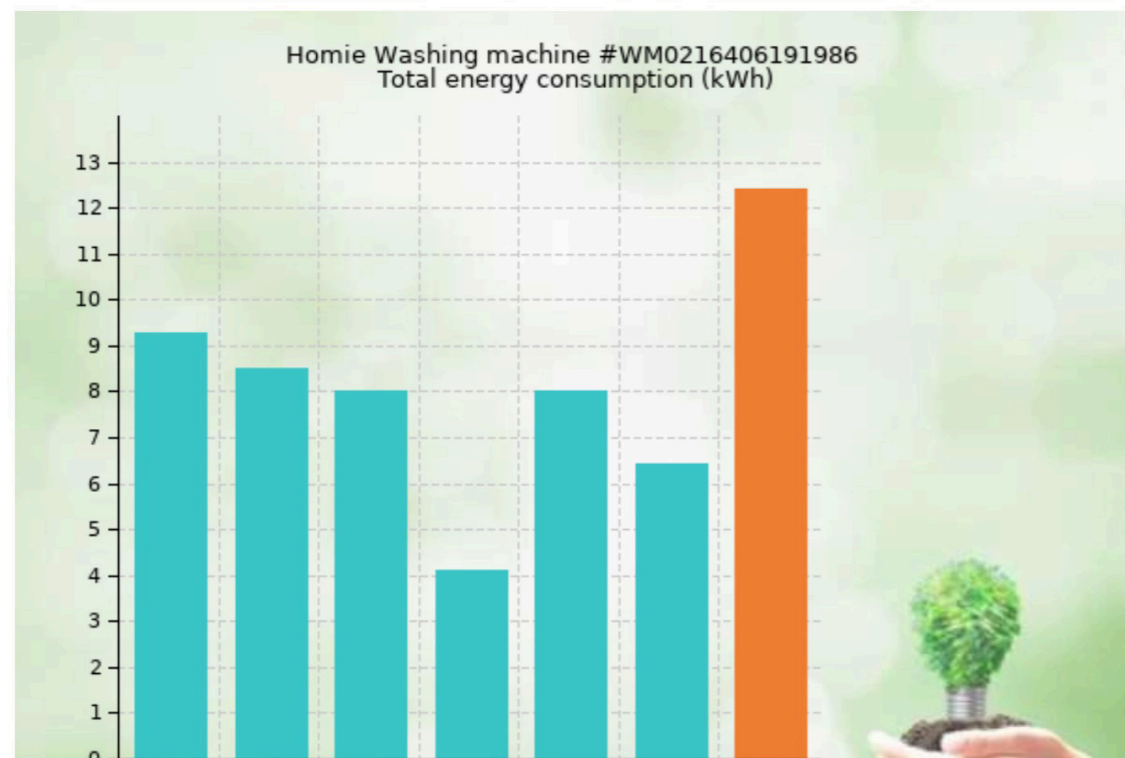
The column to the far right indicates the average water consumption for a washing machine in a Dutch household of 2 people.




We hope that this email has provided you with a clear overview of your Homie washing machine use, and we would like to wish you another fresh month!

Kind regards,

Colin Bom
CEO at Homie



Appendix 2 - Usage Webpage

+31(0) 15760 1615 Mon-Fri, 09.00h - 17.30h  4.9 of 5 on Trustpilot EN NL

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Usage Overview

Credit: €0.00

You currently have 5 unpaid cycle(s) , for total of €9.79. Please click [here](#) to pay.

Dryer



Zanussi
#DR0216701203243
SN:01210119
[Online](#)

Invoice		Date	Programme	Price	Status	
10272150	✓	12:44 20.07.20	Tijd	€1.63	Finished	Pay now
10272128	✓	12:13 20.07.20	Tijd	€1.49	Finished	Pay now
10272125	✓	12:13 20.07.20	Synthetica ✖	€1.89	Cancelled	
10272030	✓	10:26 20.07.20	Katoen ✖	€2.09	Finished	Pay now
10271755	✓	20:15 19.07.20	Synthetica ✖	€2.29	Finished	Pay now

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Appendix 3 - Interview Guide

User Interviews Duration: 20-30min

Purple text are additional questions for HOMIE customer

Introduction

1. Introduce myself (& HOMIE.)
2. Briefly introduce this project. To develop the service, it is important to understand your needs and concerns of the sustainable dryer using. Emphasize that there's no wrong answer.
3. Would you mind if I record this interview? I promise your information will only be used for this research and the transcripts would be shared anonymously.

Basic information

1. Check household size (how many people live with you?)
2. Who is usually responsible for doing the laundry?
3. Are you always responsible for laundry drying?
4. How long have you been using the HOMIE dryer?

Topic 1 - Laundry process

Opening question:

1. Overview of laundry journey (steps): Could you describe your usual process when you do your laundry drying?

Sub-questions:

1. How often do you use the dryer (per week?) Why?
2. When do you usually dry your laundry? Why?
3. How do you dry your laundry?
4. Which % of your laundry do you use the dryer for?
5. Process (ask them to go through the dryer use process step by step, what & why):
 - a. How do you decide which laundry to put in the dryer?
 - b. How do you prepare the laundry before using the dryer? (or even before the washing?) Would you measure the load? How do you measure the load? Why?
 - c. How would you move the laundry into the dryer (when, load)
 - d. After the dryer finished(when, how)
6. When choosing the programme & dryness level, what would you concern about? How would you decide?
7. Which programme & dryness level you use the most frequently? Why?
8. What do you think of the ECO mode? How often do you use that? Why?

Topic 2 - Motivation & barriers

Opening question:

1. What are the positive aspects of using your current dryer? What are the negative aspects of using your current dryer?

Sub-questions:

1. What are your reasons for using the dryer?
2. What kind of things do you think are important while using the dryer?
4. What do you want to avoid during the laundry drying process? What do you think are the difficulties during this process? - have you tried to avoid these difficulties?

Topic 3 - Sustainable dryer using

Opening question:

1. What do you think of the environmental impact of dryers? (If the full score is 10, how many scores do you want to give to your current dryer?)

Sub-questions:

1. (If HOMIE customer)
 - a. Which parts of the Homie service do you like/enjoy?
 - b. Which parts of the service do you think could be improved?
 - c. What do you think of paying for use? What do you think are the positive and negative things about it?
 - d. Since using the HOMIE pay-per-use dryer, have you changed your dryer using behaviour? How?
 - e. What kind of feedback would you like HOMIE to give you? (on-line webpage, email, monthly email, other)
 - f. Are there any tips you would like HOMIE to give you? (before, during, after using)
2. What factors/behaviour regarding dryers usage do you think influences the environment the most? Why?
3. Have you ever thought of doing laundry (especially using dryers) in a more sustainable way? Why or why not?
4. What do you think can help you use the dryer in a more sustainable way?

Ending

Thanks a lot for your help! Your answers are really useful. Is there anything you want to share/add?

Appendix 4 - List of Statements

Preparing	Washing
Collecting dirty laundry	Separating laundry by types or colours while washing
Trying to do a full load	Depending on how I feel that day
Having several places to collect laundry	Setting a timer/reminder for the wash
Forgetting to collect some laundry when have multiple places to collect laundry	
Washing pets' beds separately	
Going through clothes quite quickly when having kids	

Move	Prepare	Select programmes
finding out the clothes made of special materials	tracking the cloth labels	Choosing the programme according to cloth labels
Moving the laundry out of after wash soon	Being afraid of awful smells	Don't want to damage clothes
Having wet clothes laying around for a long time won't be an option		Getting the clothes completely dry
Increasing the life of my clothes		Get the job done as as soon as possible
Don't want to damage clothes		Always choosing longer time because not sure
no instructions/regulations about the proper load and the limit		Choosing standard level because believe that's the best setting
Filling a half of the dryer when drying heavy materials		Choosing super dry for heavy materials
Not putting in too less because I have to pay for it		Caring about hygiene
Not putting in too much to all go load		Running an extra cycle if necessary
Cleaning dust box and water tray		Drying moisture clothes in the air
Drying the laundry in the air instead of in the dryer		Saving energy
Using dryer balls		Being sustainable
Flatening the clothes a bit		Learning from HOMIE pay-per-use washing machine
		Choosing the programme with lower price
		Sticking with the same programme
		Don't want to waste money
		Don't want to waste time
		No wrinkles

laundry drying	after drying/move out	Eco mode
Seeing the dryer starts and leave	Sometimes forgetting to take the laundry out	Don't understand ECO mode
	Cleaning dust box and water tray	Just not that important to use the Eco mode
		Can't see the difference
		Show me the fact that it's really really sustainable
		the Eco mode can only dry the clothes made cotton so I can hardly definitely dry the clothes.
		Taking time to figure out how does ECO mode work
		ECO mode costing longer time
		Using ECO mode when not in a hurry to dry everything
		Following the recommendations from the installers
		ECO mode works well

Views on Sustainable	Views on the dryer
Changing the behaviour is not the core issues maybe	easy to use
Trying to dry the clothes in the air more	don't understand how the program works
Manufacturers produce machines that save more energy	The machine has noise
Consuming human labor	Don't know what's going on inside
Consuming electricity	
Consuming heat	
Sometimes need the clothes get dried immediately	
Doing other things while drying	
Knowing the energy cost	
Knowing the proper load to be sustainable	
Knowing the how to do laundry more economically	
Knowing the how to do laundry more sustainably	
Sharing dryer with others	
Thinking it's the responsibility for manufacturers	
Financial consideration	
Being convenient	
Cleaning the machine, dust box and water tray	
Filling a bigger load	
Having kids means need to use dryer	

Views on feedback & service

don't even remember what they showed me

I always have to be checking my phone and my emails because sometimes they get a lot of emails. And this goes down

I don't look at the patterns because I know how it is that I use my dryer

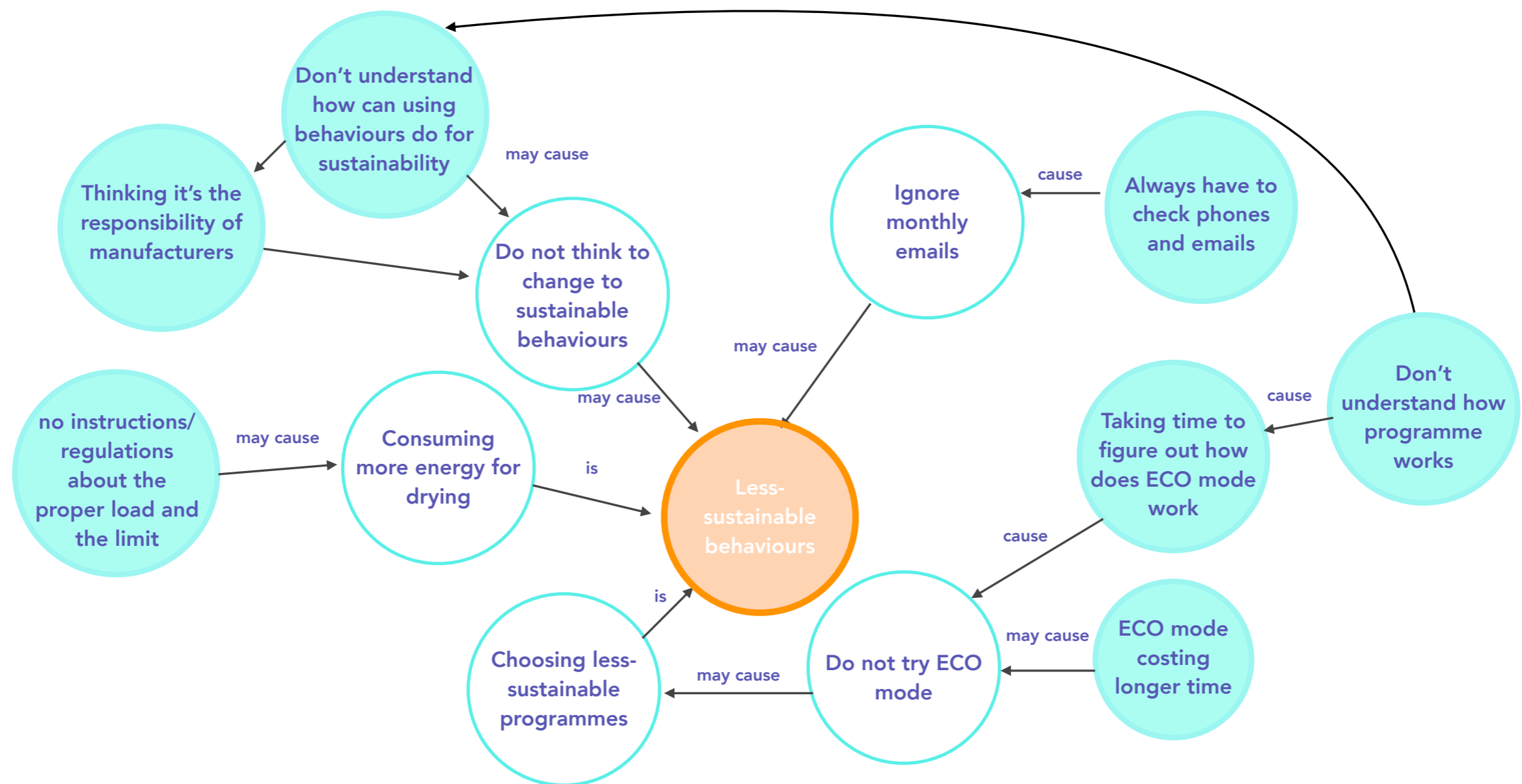
Extra offer

Taking more steps than direct debit request

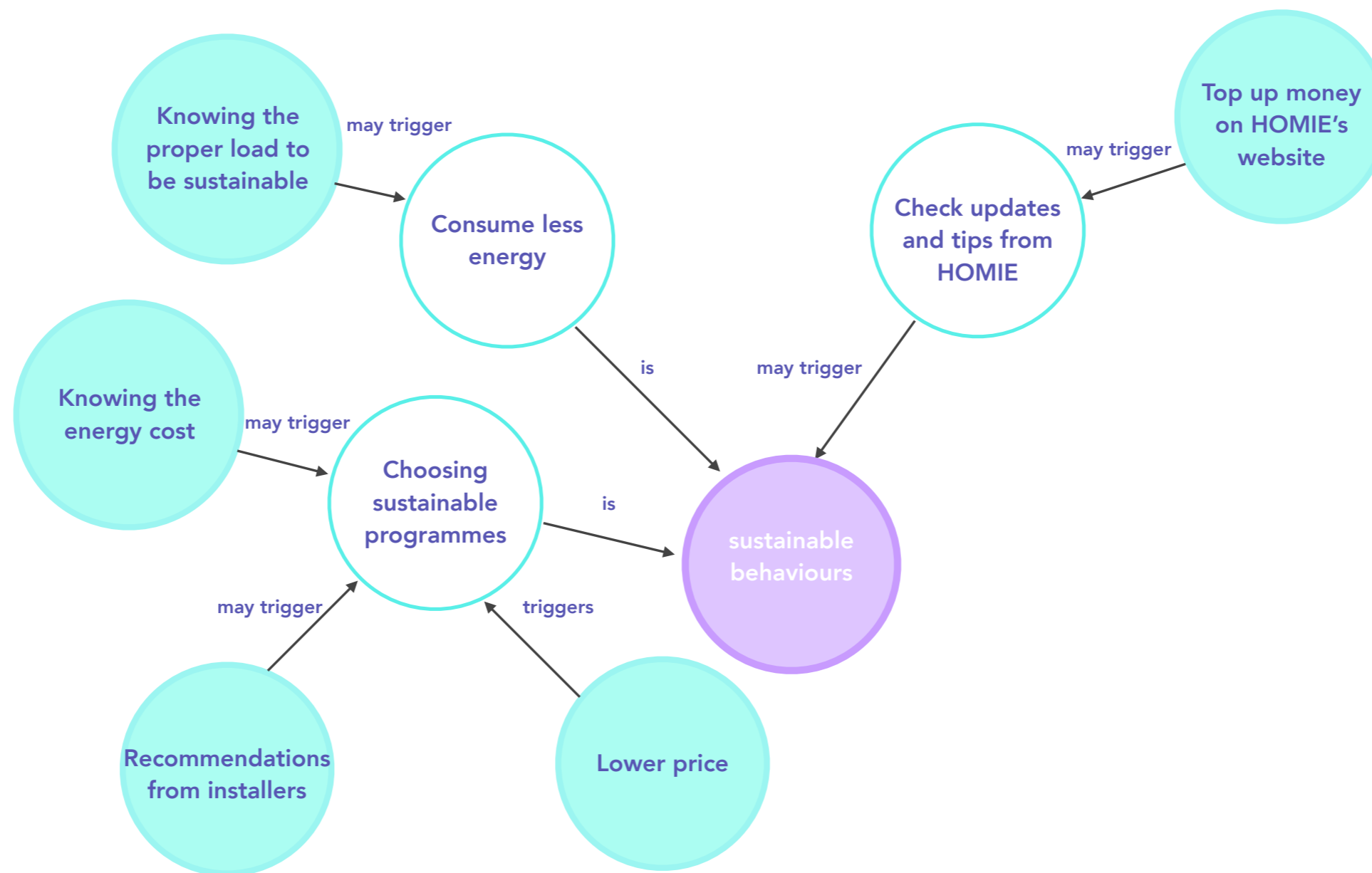
Going to Homie's website for topping up money

Browsing the website and get some updates when top up the money

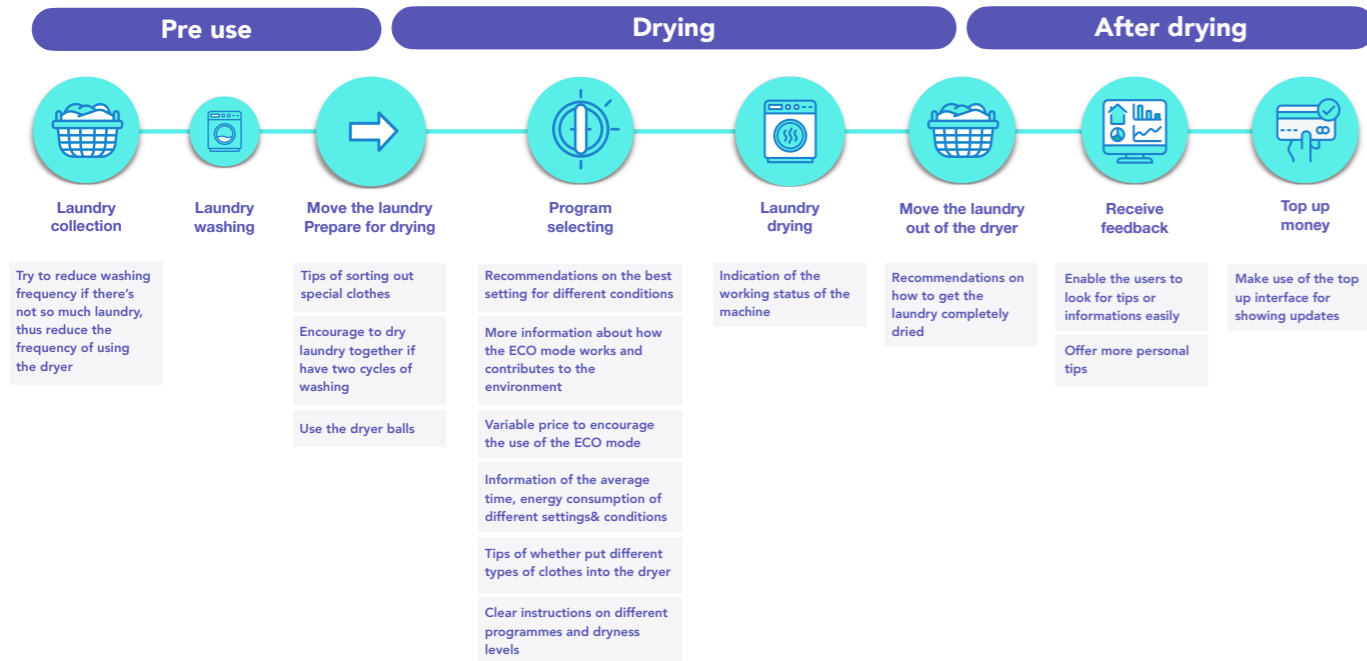
Data Analysis | What makes user not able to use the dryer sustainably?



Data analysis | What makes user act to use the dryer sustainably?



Appendix 6 - Design opportunities along customer journey





Appendix 7 - Order Form

homie Best choice [Create](#) [HOMIE](#) [HOW IT WORKS](#) [ORDER HOMIE](#) [OUR STORY](#) [CONTACT](#) [Confirm](#) [Login](#)

Create an account

Already have an account? [Then login first](#) before you order a new product.

First Name* Infix Last name*

Street name* House number + addition*

Postcode* Town/City*

The Netherlands ▼

E-mail* Mobile*

Please select your preferred language* ▼

Password* Confirm Password*

Delivery information

Is there a public parking nearby?

Yes

No, instead...

On which floor will the appliance be placed?

Ground Floor

1st Floor

2nd Floor

Other...

How can we reach your house?

via lift/elevator

via stairs

Both not applicable

Have you got a preference for a specific day or time of day?

Homie normally delivers Monday-Friday between 09.00am and 8.00pm. After you have finished filling out this form, we will contact you asap to propose a suitable time and date.

Delivery moment

[back](#) [next](#)

February combo deal!

Product selection Personal details Delivery **Extra questions** Confirmation

Extra questions

How often do you expect to use the dryer on average per week?

-- Select -- ▼

How dry do you usually want your laundry to be?

Iron-dry

Cupboard-dry

Strong-dry

Extra-dry

What do you usually use the dryer for?

Cotton clothes

Synthetic clothing

Woolen clothing

Towels

Bed linen

Other, namely...

Household size

-- Select -- ▼

How did you find out about Homie?

Google

Marktplaats

Social media

From a friend

I am/was a Homie customer

In a store, namely...


Via a Homie customer, namely...

Other, namely...

[back](#) [next](#)

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This is your order

Products	Price	Quantity	Total cost
 Homie Dryer	€0,00	1	€0,00

Extra services

- Free delivery and placement
- Connect to a normal power socket €0,00
- Connect to a [trekaansluiting](#) €0,00
- Do we need to take back an old appliance for recycling? (at no additional charge) €0,00
Please make sure that your appliance is disconnected and ready for pick up

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We still need to know this

- How can the appliance be connected to wireless internet?
Please contact Homie before confirming your order, if wireless internet is not available.
 - Via a WIFI router
Please note: our appliances only work with a standard 2.4GHz WIFI network.
 - Via a WIFI hotspot from a smartphone or dongle
Please note: it is the customer's responsibility to put the device online at least once a month.
- I am over 18 years old, and
- I accept the [general conditions](#) and agree with the terms of the Homie [contract](#)
- I have checked and confirm the information I have supplied
- I understand that ticking the "Confirm" button automatically leads to placing an order with Homie and includes the obligation to pay fees in accordance with the contract and the payment methods as provided

Finally, is there something else we should know?

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I understand that ticking the "Confirm" button automatically leads to placing an order with Homie and includes the obligation to pay fees in accordance with the contract and the payment methods as provided

Finally, is there something else we should know?

Optional: additional information

Please check your information

Delivery address [Edit](#) Contact details [Edit](#)

The Netherlands

Total **€0,00**

[back](#) [confirm order](#)

homie [HOME](#) [HOW IT WORKS](#) [ORDER HOMIE](#) [OUR STORY](#) [CONTACT](#) [Account](#)

ORDER HOMIE

Click here to see our **February combo deal!**

[Thank you, we have received your order \(# 10517\)](#)

You will be contacted within 1 (working) day with a proposal for a suitable delivery date and time.

[Click here](#) to add credit to your Homie account.

Appendix 8 - Evaluation Assessment

Participant 1

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources existing product, capabilities, customers, strategies	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer (be supported)
Concept 1 - HOMIE All in Hand	3	4	3	3	4	3	3	2	3	4	5	4	4	3	5
Concept 2 - HOMIE Planner	4	5	3	3	4	2	4	4	1	4	4	3	4	4	3
Concept 3 - HOMIE Smart Dryer	2	4	5	1	5	5	4	3	5	4	3	4	2	4	4
Concept 4 - HOMIE Free for Future	2	3	4	5	2	5	4	3	3	3	4	3	4	5	4

Participant 2

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources existing product, capabilities, customers, strategies	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
Concept 1 - HOMIE All in Hand	3	3	4	4	4	4	3	4	3	3	3	4	3	4	3
Concept 2 - HOMIE Planner	3	3	3	3	3	4	3	3	4	3	3	3	3	3	4
Concept 3 - HOMIE Smart Dryer	4	3	3	3	3	3	4	3	4	4	3	3	3	3	4
Concept 4 - HOMIE Free for Future	3	2	4	4	4	4	4	5	4	3	3	3	4	4	3

Participant 3

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources existing product, capabilities, customers, strategies	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
Concept 1 - HOMIE All in Hand	3	3	5	4	4	3	3	4	4	3	4	5	5	5	4
Concept 2 - HOMIE Planner	4	5	4	3	5	5	3	3	5	5	5	5	4	4	5
Concept 3 - HOMIE Smart Dryer		5	3	3	4	5	5	5	5	5	4	2	2	2	2
Concept 4 - HOMIE Free for Future		5	5	4	5	5	3	5	4	4	4	3	5	5	4

Participant 4

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources existing product, capabilities, customers, strategies	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
Concept 1 - HOMIE All in Hand	3	3	4	5	3	4	3	2	3	4	4	5	5	4	4
Concept 2 - HOMIE Planner	5	4	4	3	4	4	3	3	4	4	5	5	3	4	4
Concept 3 - HOMIE Smart Dryer	4	5	4	3	2	3	3	5	5	5	4	3	3	3	4
Concept 4 - HOMIE Free for Future	4	4	5	4	5	5	3	4	2	3	4	3	4	5	3

Participant 5

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources existing product, capabilities, customers, strategies	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer (be supported)
Concept 1 - HOMIE All in Hand	2	2	3	4	3	4	2	2	3	3	4	4	4	4	3
Concept 2 - HOMIE Planner	3	3	4	4	4	4	3	3	3	4	5	4	3	4	5
Concept 3 - HOMIE Smart Dryer	3	4	4	4	5	3	4	5	4	4	5	4	3	4	5
Concept 4 - HOMIE Free for Future	3	3	5	4	4	5	4	3	3	3	3	4	4	5	3

Participant 6

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
	Concept 1 - HOMIE All in Hand	2	2	2	4	3	3	3	2	3	3	2	2	3	2
Concept 2 - HOMIE Planner	3	3	3	2	4	3	2	4	3	4	3(less feedback)	2	2	3	3
Concept 3 - HOMIE Smart Dryer	4	4	4	4	4	4	3	5	4	4	4	3	4	4	4
Concept 4 - HOMIE Free for Future	3	4	4	4	5	5	4	5	3	4	4	4	4	4	5

Participant 7

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources (user resources)	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream (new business mode)	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system (awareness)	Let customers feel empowered when using the dryer
Concept 1 - HOMIE All in Hand	3	3	3	4	4	3	2	3	4	3	4	4	3	3	3
Concept 2 - HOMIE Planner	4	4	3	3	3	5	3	5	2	4	3	2	3	4	3
Concept 3 - HOMIE Smart Dryer	2	3	3	2	3	3	5	4	4	4	3	4	3	3	2
Concept 4 - HOMIE Free for Future	3	4	5	3	4	5	4	5	3	4	5	3	3	5	4

Participant 8

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
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Concept 4 - HOMIE Free for Future	4	4	5	4	5	5	3	4	4	4	5	4	5	5	5

Participant 9

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
Concept 1 - HOMIE All in Hand	2	2	2	3	4	2	4	2	-	-	4	3	-	-	-
Concept 2 - HOMIE Planner	4	3	3	2	2	4	4	4	2	2	3	-	-	4	-
Concept 3 - HOMIE Smart Dryer	2	4	4	2	3	2	4	4	4	4	3	-	-	4	-
Concept 4 - HOMIE Free for Future	3	3	3	5	3	5	4	4	2	-	5	4	5	5	5

Participant 10

1-5 score 1: not effective 3: neutral (ok) 5: very effective	Environmental			Business					User						
	Decrease unnecessary use	Decrease unnecessary high dryness levels	Encourage the use of ECO mode	Use brand resources	Fit value proposition (sustainable, cheap, worry-free, supportive)	Increase user engagement	Create new value stream	Different from competitors	Convenient (time, effort)	Achieve effective laundry drying results	Clear instructions, tips and feedback	Easy to access information	Emphasize the achievements of performing sustainable behaviours	Emphasize the role of operating the sustainable dryer use system	Let customers feel empowered when using the dryer
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Appendix 9 - Break-even point

Break-even point calculation of HOMIE STAR service

cost(per machine)	item	notes	month 0 (€)	month 1(€)	month n(€)	n=
	Dryer	Current machine price (without discount)	€499	-	-	
	Delivery	Roughly estimated	€50	-	-	
	App(/amount of customers)	Price for app development €72,600. The estimated amount of customers is 3000(as HOMIE has 1349 customers till March, 2020)	€24.2	-	-	
	HOMIE ECO voucher per machine(customer)	40% of customers are estimated to reach 40% ECO mode goal and gain 2 ECO credits (0.2 free cycle); 40% of customers are estimated to reach 60% ECO mode goal and gain 5 ECO credits (0.5 free cycle); 20% of customers are estimated to reach 80% ECO mode goal and gain 10 ECO credits (1 free cycle);	€0.816	€1.632	€0.816*n	
	Total investment per machine	-	€574.016	€575.648	€574.016 + €0.816*n	
revenue(per machine)	stream	notes	month 0 (€)	month 1(€)	month n(€)	n=
	Dryer use fee	€1.7 * 7.92 per month	0	€13.464	€619	45.38393422
	Dryer use fee + Data sharing	€128 per person	0	€13.464	€612.70	35.26375712
Balance	Dryer use fee	Revenue - cost	-€574.016	-€562.184	€7.448	46
	Dryer use fee + Data sharing	Revenue - cost	-€574.016	-€562.184	€9.308	36